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Effects of Customer Focus on Employee Job Satisfaction

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Abstract

Employee is considered to be an internal customer of a business organization. Therefore, employee satisfaction in terms of job satisfaction makes critical factor for realizing the objectives of the job and in turn the organizational objectives too. MSMEs play critical role in the economic development of a country. Quality management of these MSMEs is would be critical for their stability. The aim of the paper is to examine the level of customer focus in terms of employee job satisfaction at MSMEs of Ballari, Karnataka. The universe comprised executive and non executive workforce of the firm. Sampling was carried out using convenient sampling technique with sample size of 50 in line with the Cochran formula. Data was collected using observation and informal interview methods. Descriptive statistics and Kruskal Wallis test was used to analyse the data. The research envisaged that all the factors of customer focus are associated with employee job satisfaction in the firms. The result revealed that, Customer Satisfaction Measurement, Customer Assistance Support and Priority to Customer Complaints of the MSMEs has significant influence on employee job satisfaction.

Keywords: Customer Focus, Factors of Customer focus, employee job satisfaction, etc

Introduction

Customer Satisfaction orientation has given the major priority in all types of businesses and the issues of it have received the largest coverage in the literature of TQM (Sila and Ebrahimpur, 2002). Quality needs to be referred from the orientation of customer expectation instead of predetermined standards and design specifications (Garvin 1988). Therefore TQM emphasizes the involvement and commitment of each and every employee in an organization to provide quality products and services to the higher degree of customer satisfaction (Arawati, 2001). The ultimate aim of TQM is not just to streamline the production but, to create satisfied and faithful customers. Customer orientation is the central subset of interests along with other stakeholders of an organization (Nwokah and Macloyton, 2006) ^[8]. Organization should know the wants, needs and desires of their customers. Since learning and understanding customer expectations is a complex activity, organizations need to place customer satisfaction at the top of their agenda, define goals, and enhance customer satisfaction.

The study on quality management system of the firm would help the MSMEs of the region to know the findings and adopt necessary changes or practices in their quality management system.

Based on the emphasised significance of customer focus in incepting TQM in the previous studies, the following practices were considered in the design of the questionnaire in order to examine the level of customer focus in the MSMEs under study.

Employee Job Satisfaction

Organizational excellence is determined by measuring its performance. But, performance has gradually gained more objectivity sense, when it comes to its measurement. Therefore new methods of reporting performance is gaining significance these days. Employee job satisfaction is one such performance measure targeting quality management in any processing systems of the organization. Therefore, major employee performance factor, employee job satisfaction is used under study.

Table 1: Showing Customer Focus (CF) items used in the study

A	Priority to Customer Complaints: Treat customer complaints with top priorities.
B	Marketing Research: Regularly collect information about customers’ needs and expectations through market investigation.
C	Customer Satisfaction Measurement: Have effective customer satisfaction measurements in order to use marketing information for Quality improvements.
D	Customer Assistance Support: Provide necessary assistance for customers before, during and after purchase.
E	Customer Information System: Have an effective customer information system and database (e.g., Customer surveys).

Problem Statement

Quality and quality management are quite necessary elements any organization shall have to practice. As per the current and previous studies on quality management, among quality management practices, customer focus has been playing crucial role in influencing quality and other practices quality management in the organization. What would be in case of MSMEs? And how it would be in MSMEs? Especially at non metros, are the inquisitive corners need to be pondered. Therefore, the current study tries to explore and describe the nature of customer focus and its influence in terms of employee job satisfaction at MSMEs.

Hypotheses

H0: There is no association of customer focus on employee job satisfaction.

H1: There is an association of customer focus on employee job satisfaction.

2. Methodology

Type of the Study: Descriptive-Survey research

Population: MSMEs of Ballari

Sample Size: 50 as per Cochran formula

Sampling Technique: Convenient Sampling

Data Collection Instrument: Visit observation, interaction, informal interview, etc.

Data analysis and Hypothesis Testing: Descriptive and Inferential statistics, Kruskal Wallis Test and Freedman test

3. Results

As per central limit theorem, distribution of data is normal. In order to test research hypothesis, Kruskal Wallis - test was

4. Discussion

used.

Table 2: Kruskal Wallis Test for association of customer focus with employee job satisfaction

Association	P-Value	Accept/Reject Ho
Customer Focus and employee job satisfaction	0.00	Reject
Sub Components of Customer Focus		
Priority to Customer Complaints	0.000	Reject
Marketing Research	0.05	Reject
Customer Satisfaction Measurement	0.000	Reject
Customer Assistance Support	0.000	Reject
Customer Information System	0.04	Reject

The table indicates that, p value is less than 0.05. Therefore we reject null hypothesis that is it is found that there is an association of customer focus with employee job satisfaction at the firms.

The following table ranks the factors of customer focus as per Friedman’s Test

Table 3: Ranking of factors of Customer Focus

Factors of Customer Focus	Priorities
Priority to Customer Complaints	3 rd
Marketing Research	5 th
Customer Satisfaction Measurement	1 st
Customer Assistance Support	2 nd
Customer Information System	4 th

Table indicates that Customer Satisfaction Measurement, Customer Assistance Support and Priority to Customer Complaints have more influence on employee job satisfaction.

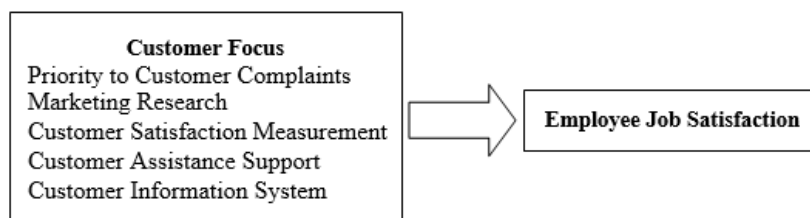


Fig 1: Model representing the association of Customer Focus and Employee Job Satisfaction

Association of customer focus with employee job satisfaction

The study has determined that the customer focus at MSMEs has a significant relationship with employee job satisfaction at the MSMEs. All the factors identified under customer focus are associated with employee job satisfaction. However, Customer Satisfaction Measurement, Customer Assistance Support and Priority to Customer Complaints have more influence on employee job satisfaction at the MSMEs.

Association of customer satisfaction measurement with customer satisfaction

The study found out that the effective employee job satisfaction measurements in order to use marketing information for customer oriented performance have significant influence on the job satisfaction of employees at the firms. Therefore, the firms need to deal with measuring employee job satisfaction to realize customer satisfaction at the MSMEs effectively.

Association of customer assistance support with employee job satisfaction

The study found out that providing necessary assistance for customers before, during and after purchase has significant influence on the employee job satisfaction at the firms. Therefore, the firms need to strategize customer assistance support to realize employee job satisfaction at the MSMEs.

Association of priority to customer complaints with employee job satisfaction

The study revealed that treating customer complaints with top priorities has significant influence on the employee job satisfaction at the MSMEs. Therefore, the firms need to deal with customer complaints for effective employee job satisfaction.

5. Conclusion

The study revealed that the customer focus towards customer oriented practices of MSMEs has a significant relationship with the increase in customer satisfaction levels at the firms under study. All the factors identified under customer focus are associated with Employee Job Satisfaction. However, Customer Satisfaction Measurement, Customer Assistance Support and Priority to Customer Complaints have more influence on employee job satisfaction at the MSMEs. All in all, firms need to consider all the factors of customer focus for enhancing their employee job satisfaction levels.

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