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## Association of Employees Orientation of Customers and Their Satisfaction in Departmental Stores Around Jaipur City

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**Abstract-** A review of study provided by operational level employees is more often depended on their attitude towards customers while dealing with any item of product to be disposed of or sold to the customer. That would obviously speak on the quality of service being provided to the customer. This would remain an important factor to confer sufficient amount of leverage for the success of an organization. This paper particularly emphasize on the static relationship maintained between customer orientation and customer satisfaction on the part of departmental stores employees. A survey has been conducted on 100 employees through questionnaire mode. The results have predicted positive relationship between customer satisfaction and customer orientation. This might ultimately lead to retention and customer commitment in the business front.

**Keywords:** customer orientation, customer satisfaction, correlation ship, retention, commitment.

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### INTRODUCTION

In the present day business front several types of business orientations take their varied forms in the shape of customer orientation, goal orientation, management orientation, sales orientation, marketing or market orientation etc. These orientations are equally important and needed for every firm in the national as well as international level to survive in the competitive market. The main purpose of establishment of these orientations is to amass more profits for the company from sales promotion, customer satisfaction etc. Customer orientation is increasingly felt by both academics and practitioners to reap business prospects especially for the last three decades[1]. Twenty first century is encompassed with fast changing world due to globalization of entire market scenario, innovative technological development and part played by the modern science in human life and especially the upcoming demographic characteristics developing in different nations. The organization must strive for perfection in this changing environment[2]. The successful organization need to ensure quality services offered to the customers to earn their goodwill appreciation from their customer gods at national and international levels of business[3]. The organizations also have to forecast customer requirements and provide them with high quality products by extending internal and external services as a means to gain competitive advantage in the market[4,5]. It is an accepted fact that beneficiary organizations have to inculcate customer orientation business culture to prosper. In real terms for the last four decades, customer orientation has been acclaimed as the most wanted key factor[6]. This is vitally more important for all successful organizations to establish customer orientation to differentiate themselves with others in competitive world business market [7]. It shows, company's strategic position, expectation from the target customer/ customer groups and company's own performance have to be probed into. In order to establish customer orientation culture, it is necessary that this concept has to be furthered initially in the management groups. Then it should be actively followed up in a decision implemented within the company's purview with right purpose across all hierarchical levels. It is made clear that customer orientation is regarded as the responsibility of the management [8,9,10].

Customer satisfaction is one of the ongoing challenges in the prospective organization and companies. Keeping sufficient focus on customer needs and demands and also taking care of customer behaviour are the contributory factors promoting customer satisfaction[11]. Similar to firms and companies involved in manufacturing activities retail stores have put in a separate era of experience in the competitive market[12]. In these stores introduction of new products and customers entering these stores with variety of demands is seen as a daily recurring event, so that managers are awakened to the demands of the customers to satisfy them. Perhaps, this must be one of the objectives enjoyed by every business firm. Also, it is traditional obligation retaining the existing customer than gaining for new customer is more profitable to the organization. Management often looks

forward for customer satisfaction for the success of the business and the organization in total. Therefore, customer satisfaction is a key factor while measuring the business potential of a retail store or a business firm and the management especially has to keep track of such factor for achieving prospects for the organization[13]. Further, the customer entering the stores buys goods to their satisfaction provided they are made to feel affordable. In such cases they often feel that the goods and products they buy are specifically produced for them or such of the customers who need them most. The employees in such organization should always prepare feedback on such products to further their business and to retain customization. Following certain survey techniques and questionnaires, customer satisfaction levels can also be measured and evaluated. Now-a-days, customer satisfaction stands as a prime factor to retain business as long as they are satisfied and place orders repeatedly as loyal customers satisfied with the services provided by the devoted employees of the firm[14,15].

### LITERATURE REVIEW

Aburayya et al., in their study establishes a framework that combines the correlation between customer orientation, service quality, customer satisfaction, and customer loyalty [2]. Aburayya et al. emphasizes that quality is demanded by consumers and so organizations have to adapt quality services to meet customer expectations [3]. Alghamdi stressed to enhance business performance emphasis on quality among companies in the service sector is important[ 5]. Vasisth et al. in their study emphasizes exogenous variables such as technical skills, social skills, motivation, and decision making authority have an influence on customer satisfaction, commitment, and customer retention[8]. Marzie et al., in their study aimed to investigate the relationship between customer orientation and customer satisfaction by using CUSTOR scale[11]. Dursun et al. in their study investigates the effect of market orientation on individual customer orientation through a theoretical framework and this study also examines the outcomes of individual customer orientation [1].Thaya et al. gives an insight that to stand competent in the business an employee is expected to go beyond the customer's expectations [4].

### Objectives

- To determine the difference in employee orientation and customer satisfaction as regards to the demography of employees.
- To examine the effect of employees customer orientation on customer satisfaction.
- To study the impact on satisfaction of customer with retention of customer.

### Methodology

The present study is empirical. The primary data was collected through questionnaire and secondary data through reports, journals and articles. Customer orientation consisted of ten items which was referred from Selling Orientation and Customer Orientation (SOCO) scale. Customer satisfaction consisted of eighteen items. Samples have been collected from eight Apparel Departmental stores of Jaipur city. Two samples are taken of which one represents the operational level employees and another for customers. The sample size for operational level employees is 100 and the sample size for customers is 100. The sampling technique used is convenient sampling.

### Hypothesis Testing

1. H01: There is no significant difference in employee orientation towards customers as regards to the demography of employees.
- 2.H02 There is no significant difference in customer satisfaction as regards to their demography of customers
- 3.H03: There is no significant difference with regards to customer orientation and customer satisfaction.

### Analysis

The data was analyzed by SPSS (Statistical Package for the Social Sciences).The reliability of the questionnaire was tested by Cronbach's alpha test. The reliability test for customer orientation was 0.812 and for customer satisfaction was 0.756 which proves to be consistent as given in Table 1.

**Table 1. Reliability Test for Questionnaires**

Reliability for customer orientation	
Cronbach's alpha	Items
0.81	10
Reliability for customer satisfaction	
0.75	18

(Source: Primary data)

**Table 2. Group Statistics for Customer orientation**

	N	Mean	Standard Deviation
Gender	100	1.28	0.451
Age	100	2.05	0.435
Education	100	2.49	0.835
Income	100	1.56	0.770
Experience	100	1.46	1.009
C1	100	4.39	0.827
C2	100	4.38	0.736
C3	100	4.38	0.663
C4	100	4.28	0.712
C5	100	4.31	0.787
C6	100	4.18	0.957
C7	100	4.36	0.689
C8	100	4.36	0.772
C9	100	4.31	0.720
C10	100	4.47	0.594

(Source: Primary data)

In Table 2, the abbreviations in the statements of employees customer orientation are given in the form of C1- Help customers to meet their targets, C2-achieve the goals through customer satisfaction, C3- customer's priority of products, C4- Discuss the customer's requirements freely and friendly, C5- Influence a customer through awareness, C6- Offer the best product, C7- Answer all customer queries, C8- Problem solving, C9- Create an appropriate expectation on how the product could be made use of by the customer, C10- decision making. The mean for C10 (4.47) is more when compared to C6 (4.28) whose mean is less when compared with others. Out of the sample, 72 respondents belonged to male and 28 respondents belonged to female. Seven of the respondents belonged to less than 20 years, eighty one belonged to 21 to 30 years and remaining 12 respondents belonged to 31 to 40 years. Thirteen respondents belong to matriculate, 32 belonged to Intermediate, 50 belonged to degree 3 belonged to Post graduation and 2 respondents belonged to others.58 percent of respondents got less than Rs. 10,000 and 75 respondents were having 2 years experience, 16 respondents had 2 to 4 years experience.

In the customer satisfaction questionnaire male respondents were 53 and female were 47 respondents. 43 respondents belonged to 25 to 35 years and 58 percent of respondents were graduates.

**t-test**

H01: There is no significant difference in employee orientation towards customers as regards to the demography of employees.

**Table 3 t-test for Gender**

	Levene's Test for Equality of Variances			
	F	Sig	t	df
C1	0.055	0.815	0.246	98
C2	3.901	0.051	-1.325	98
C3	0.471	0.494	-.0120	98
C4	2.565	0.112	-0.361	98
C5	2.357	0.128	1.652	98
C6	1.453	0.231	-0.943	98
C7	0.187	0.666	0.191	98
C8	2.405	0.124	-0.841	98
C9	0.465	0.497	-0.715	98
C10	0.193	0.662	-0.314	98

(Source: Primary data)

An independent sample t-test was conducted to examine gender differences in employee customer orientation (Table3). For C1 Levin's test for equality of variance showed no violation where F = 0.055, t (100) = 0.246 and p = 0.815. It is interpreted that the males (M = 4.40, SD =0.79) has greater customer orientation than females (M

= 4.36, SD =0.911) in the selected departmental stores. For C2, Levin's test for equality of variance showed no violation where  $F = 3.901$ ,  $t(100) = -1.325$  and  $p = 0.051$ . It is interpreted that the males ( $M = 4.32$ ,  $SD = 0.784$ ) had greater customer orientation than females ( $M = 4.54$ ,  $SD = 0.576$ ) in the selected departmental stores. For C3, Levin's test for equality of variance showed no violation where  $F = 0.471$ ,  $t(100) = -0.0120$  and  $p = 0.494$ . It is interpreted that the males ( $M = 4.38$ ,  $SD = 0.680$ ) has less customer orientation than females ( $M = 4.39$ ,  $SD = 0.629$ ) in the selected departmental stores. For C4, Levin's test for equality of variance showed no violation where  $F = 2.565$ ,  $t(100) = -0.361$  and  $p = 0.112$ . It is interpreted that the males ( $M = 4.26$ ,  $SD = 0.750$ ) had greater customer orientation than females ( $M = 4.32$ ,  $SD = 0.612$ ) in the selected departmental stores. For C5, Levin's test for equality of variance showed no violation where  $F = 2.357$ ,  $t(100) = 1.652$  and  $p = 0.128$ . It is interpreted that the males ( $M = 4.32$ ,  $SD = 0.802$ ) had greater customer orientation than females ( $M = 4.29$ ,  $SD = 0.763$ ) in the selected departmental stores. For C6, Levin's test for equality of variance showed no violation where  $F = 1.453$ ,  $t(100) = -0.943$  and  $p = 0.231$ . It is interpreted that the males ( $M = 4.28$ ,  $SD = 0.809$ ) has greater customer orientation than females ( $M = 3.93$ ,  $SD = 1.245$ ) in the selected departmental stores. For C7, Levin's test for equality of variance showed no violation where  $F = 0.187$ ,  $t(100) = 0.191$  and  $p = 0.666$ . It is shown that the males ( $M = 4.32$ ,  $SD = 0.728$ ) has greater customer orientation than females ( $M = 4.46$ ,  $SD = 0.596$ ) in the selected departmental stores. For C8, Levin's test for equality of variance showed no violation where  $F = 2.405$ ,  $t(100) = -0.841$  and  $p = 0.124$ . It is interpreted that the males ( $M = 4.32$ ,  $SD = 0.836$ ) had greater customer orientation than females ( $M = 4.46$ ,  $SD = 0.576$ ) in the selected departmental stores. For C9, Levin's test for equality of variance showed no violation where  $F = 0.465$ ,  $t(100) = -0.715$  and  $p = 0.497$ . It is interpreted that the males ( $M = 4.28$ ,  $SD = 0.755$ ) had greater customer orientation than females ( $M = 4.39$ ,  $SD = 0.629$ ) in the selected departmental stores. For C10, Levin's test for equality of variance showed no violation where  $F = 0.193$ ,  $t(100) = -0.314$  and  $p = 0.662$ . It is interpreted that the males ( $M = 4.46$ ,  $SD = 0.604$ ) had greater customer orientation than females ( $M = 4.50$ ,  $SD = 0.577$ ) in the selected departmental stores. A one way Anova test was conducted (Table4) to test the differences in the mean of factors with regards to orientation of employees and gender, age education, income and experience.. Table 4, reveals that p value  $>0.05$  for gender (0.801), age (0.054) and experience (0.079) but  $< 0.05$  for Education (0.049) and Income (0.036). Since  $P > 0.05$ , the null hypothesis is accepted. This shows that there is no significant difference in employee orientation towards customers with regards to demography.

**Anova Test**

**Table 4 Anova Test**

Customer Orientation	df	Mean Square	F	Sig.
Gender	1 98 99	1.93 30.168	0.064	0.801
Age	2 97 99	86.176 28.722	3.000	0.054
Education	4 95 99	70.042 28.192	2.484	0.049
Income	3 96 99	83.475 28.208	2.959	0.036
Experience	4 95 99	61.676 28.544	2.161	0.079

(Source: Primary data)

**Anova Test**

**H02 There is no significant difference in customer satisfaction as regards to their demography of customers**

A one way Anova test was conducted (Table5) to test the

differences in the mean of factors with regards to customer satisfaction and gender, age education. Table 5, reveals that p value >0.05 for gender (0.099), age (0.101) and education (0.213). Since P >0.05, the null hypothesis is accepted.

**Table 5 Anova test for customer satisfaction**

Customer satisfaction	df	Mean Square	F	Sig.
Gender	1 98 99	229.501 82.896	2.769	.099
Age	3 96 99	174.275 81.568	2.137	.101
Education	4 95 99	122.910 82.754	1.485	.213

(Source: Primary data)

### Correlation

H02: There is no significant difference with regards to customer orientation and customer satisfaction.

	Mean	Std. Deviation	N
CO	43.42	5.466	100
CS	60.63	9.186	100

(Source: Primary data)

The mean for customer orientation (CO) is 43.42 and mean for customer satisfaction (CS) is 60.63 and total sample is 100 as referred in Table 6.

		CO	CS
CO	Pearson Correlation	1	0.161
	Sig. (2-tailed)		0109
	N	100	100
CS	Pearson Correlation	0.161	1
	Sig. (2-tailed)	0.109	
	N	100	100

(Source: Primary data)

Pearson correlation test has been conducted to test the relationship between customer orientation and customer satisfaction. There was a positive weak correlation between customer orientation and customer satisfaction (Table 7).

### Regression Analysis

**Table 8: Model Summary**

M	R	R sq	Adj R sq	SE
1	0.161	0.026	0.016	9.112

(Source: Primary data)

A regression analysis was done to identify the relationship between the two variables (Table 8). The dependent variable was customer satisfaction and the independent variable was customer orientation. The changes in dependent variables due to changes in independent variables are outlined in R square. From the Table 5 the

adjusted R square is 0.016 which shows that 26% variation in customer satisfaction is due to changes in the stated critical factors and the remaining 74% are those factors which are not represented in the model.

**Table 9: ANOVA<sup>a</sup>**

Model 1	SOS	df	MS	F	Sig.
Regression	217.17	1	217.17	2.616	0.109 <sup>b</sup>
Residual	8136.140	98	83.022		
Total	8353.310	99			

- a. Dependent Variable: CS  
 b. Predictors: (Constant), CO  
 (Source: Primary data)

In Anova test (Table 9) F value is 2.616 and there is no significant difference between the variables as the value of significance is more than p value (0.05) i.e., 0.109.

**Table 10: Test of Individual Regression Coefficient**

Model 1	UC		SC	t	Sig.	T	VIF
	B	SE	Beta				
(Constant)							
CO	48.86	7.33		6.666	0.000	1	1
	0.271	0.16	0.161	1.617	0.109		

UC=Unstanderdised coefficient, SC= Standardised coefficient, T= Tolarence, SE= Standard Error  
 (Source: Primary data)

From the above Table 10, we can interpret that the factor customer orientation is not a significant predictor, that is influencing customer satisfaction (beta coefficient is 0.161 and  $p > 0.05$ ). Multicollinearity is also checked in this table where the values of Tolerance are  $> 0.1$  for all the predictors and values of VIF are  $< 10$  for all variables.

## CONCLUSIONS

The purpose of this study is to identify the relationship between customer orientation of employees and customer satisfaction which leads to retention of customers. The result indicates that there is a weak positive correlation between employee orientation of customers and customer satisfaction. The customer orientation is considered as the benchmark to compete in the market. The employees have to be given proper training to increase their competencies to serve the customers. To sustain in market customer satisfaction can be given top priority by customer orientated companies. The delivery of qualitative goods with the combination of updated technology to customers and courteous behaviour towards customers can make a successful enterprise. Employees orientation towards customers results in influencing company achievement and new products development which is related to development of enterprise. We cannot overlook the fact that the main driving force behind the organization is none other than customers. Organizations that are more effective in providing value based services to the customers are more likely to compete in the upcoming modern market scenario. It was observed that the efficient customer satisfaction will give area for customer retention. There is a significant relationship between customer satisfaction and customer retention which builds incredible relationship with customers. The customers trust employees as they give value in exchange for money. Various service sectors can be considered for research in future.

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