ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Organizational Determinants of Employee Motivation and Customer Satisfaction: The Case of Bolloré Transport & Logistics Ethiopia

A thesis Submitted to St. Mary's University, School of Graduate Studies in Partial Fulfilment of the Requirement for the Master of Arts Degree in Marketing Management

by

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June 20, 2022
Addis Ababa, Ethiopia

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Statement of Declaration

I, Semere Baye, hereby declare that the work in this research study entitled; Organizational Determinants of Employee Motivation and Customer Satisfaction: The Case of Bolloré Transport & Logistics Ethiopia, is my original work prepared under the guidance of Ephrem Assefa (PhD). All sources of materials used for this paper have been duly acknowledged and this thesis is not presented by me or any other party for any purpose.

Declared by: Semere Baye

Signature: _____

Date: _____

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Acknowledgment

First and foremost, I would like to praise the almighty God for all of my accomplishments. Both my parents deserve my gratefulness as they have done a lot. I would also like to extend my gratitude for friends and subordinates who supported me throughout the process.

I want to give a special thanks to Bollore Transport & logistics for all the cooperation I got throughout the research work.

My advisor Ephrem Assefa, PhD, whom I feel honored to have a chance having him as an advisor, is a very dedicated, thoughtful, helpful instructor. I thank him heartily.

Abstract

The loyalty of customers and the rate at which customers reuse logistics services is a measure of success in the field of customer care of each business. Motivation determines how hard employees are willing to work for a business and how productive a business is. Motivation is also important for attracting employees, retaining employees and general levels of productivity in a business. A business can motivate its employees through financial and non-financial methods. Although the relationship between employee motivation and customer satisfaction has been studied in many researches on various businesses cases, this study is different by its type of business nature as logistics and supply chain management is a complex issue. The purpose of the study is finding out the impact of organizational determinants of employee motivation on customer satisfaction in the case of Bollore Transport & Logistics. The study formulates 4 hypotheses that are; H1: Work environment has a significant positive effect on customer satisfaction, H2: Pay and benefits have a statistically significant positive effect on customer satisfaction, H3: management systems have a significant positive effect on customer satisfaction, H4: Organizational vision has a significant positive effect on customer satisfaction. The research implemented census on employees & customers of Bollore Transport & Logistics. It employed explanatory research design supplemented by descriptive design. Primary data was collected by using questionnaire. The research findings show that Management System and Organizational Vision have a positive impact on the Customer Satisfaction of Bollore Transport & Logistics. Based on the study's findings, the researcher makes the recommendations to improve Organizational Vision, Management System and Employee Motivation at Bollore Transport & Logistics in order to improve customer satisfaction.

Key Words: Employee Motivation, Customer Satisfaction, Work Environment, Pay and Benefits, Management Systems and Organizational Vision.

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Chapter One
Introduction

1.1. Background of the Study

Intense market competition and fast converging customer requirements puts customer satisfaction as a prime aim of many businesses striving to maximize their profit. However, building a loyal and happy customer base is not an easy task. The way products or services offered to customers are driving factors that lead to customer satisfaction. Thus, one of the most prominent factors that one should focus on is customer service. Kotler (2000) defined customer satisfaction as: "a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations". Although Kotler uses abstract terms like pleasure and disappointment, the definition is by no means ambiguous.

Excellent customer service is achievable when employees are motivated to work. Keeping personnel satisfied with their job is paramount for their satisfaction levels will reflect on how they will interact with a customer. Employees' can perform a vital role by depicting important massage on customers mind and determining the customer's perception during interactions. If employees are motivated towards their job, they are more successful in bonding with the customers and show their level of satisfaction in the organization. Heskett, Sasser and Shlesinger (1997) indicated that when companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained. The connections portrayed by the authors were profit and customer loyalty; employee loyalty and customer loyalty; and employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Hence, the prime goal should be keeping employees engaged, satisfied, and happy with their work.

In any service industry, meeting the needs of customers is always a top priority for companies and customer service in logistics is also a leading concern in the logistics and supply management industry. It is the loyalty of customers and the rate at which customers reuse logistics services is a measure of success in the field of customer care of each business. Thus, this thesis examines the impact of employee motivation determinants on customer satisfaction of logistics service in the case of Bolloré Transport & Logistics Ethiopia.

1.2. Background of the Organization

Bolloré Transport & Logistics Ethiopia officially opened its doors on 21 February 2020. The new subsidiary was created as part of a joint venture between Bolloré Transport & Logistics and the Ethiopian company CLS Logistics. It is set to offer Ethiopia a wider world of capabilities and solutions to support industry, business growth, and to power greater development in regional logistics.

Bolloré Transport & Logistics shares a common vision with Ethiopia. The logistics sector, a pillar of industrial development, needs to be improved. With this new agency, Bolloré is boosting its presence in East Africa while contributing to the logistics transformation in Ethiopia suggests Patrick Gerenthon, former Director of the Horn of Africa Cluster at Bolloré Transport & Logistics.

With its 121 Ethiopian employees, Bolloré Transport & Logistics Ethiopia has its headquarters in Bole Sub-City with an air-freight operations site at Addis Ababa Bole airport, 4,000 m2 of warehouses in Kaliti and agencies in the industrial parks of Bole Lemi, Hawassa, and Kombolcha, as well as representation offices in the towns of Dire Dawa, Mekele, Bahir Dar and Moyale.

The company is concerned about its employees and devised approaches in a bid to motivate its employees so that they may satisfy their customers meeting client requirements where the clients are ship owners, importers or exporters and port owners. Because Bolloré Transport & Logistics is aware that the performance of the company is directly related to the development of its 35,000 employees, their commitment and skills are central to their strategy. Attracting employees, gaining their loyalty and providing them with training is an absolute priority (Patrick Gerenthon, MD Bolloré Transport & Logistics).

The mission of the company is to support its customers as they grow by providing customized service that allows them to be more competitive in their respective markets. Bolloré Logistics is committed to delivering reliable, flexible innovative and value-creating solutions. Each of its strategic drivers is related to a commitment to its customers including:

- Network: Supporting customers in their international development.
- Innovation: Delivering cutting-edge and pragmatic solutions.

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- Service Offer: Offering our customers a full range of expertise with high added value.
- Customer experience: Enhancing the experience of our customers.
- CSR: Supporting our customers in their sustainable development

The company has a clear vision – to be the leading provider of transport and logistics in each and every one of its geographical locations.

This study focuses on the impact of determinants of employee motivation on customer satisfaction and Bolloré Transport & Logistics Ethiopia is the appropriate company to investigate the relationship between the two pillars as the group is committed for both its employees' motivation and customers' satisfaction.

1.3. Statement of the Problem

Many companies spend huge money for creating loyalty of their customer but normally overlook the serious impact of employee's motivation on achieving objectives. Motivation determines how hard employees are willing to work for a business and how productive a business is. Motivation is also important for attracting employees, retaining employees and general levels of productivity in a business. A business can motivate its employees through financial and non-financial methods. Heskett, Sasser and Shlesinger (1997) indicated that when companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained. Motivating employees is a critical part in providing a consistently positive customer experience.

The Logistics sector is highly dependent on human interactions through frontline marketing staff for personal selling and operations staff for customer service delivery, daily follow-ups and updates. The loyalty of customers and the rate at which these customers reuse logistics services indicates the success of the customer care in place. Therefore, customer satisfaction has emerged as major competitive edge for the Logistics industry making the motivation of employees to its effect a very critical feature.

Some studies have been conducted to show the relationship between employee motivation and customer satisfaction. According to a study conducted on the impact of employee motivation on

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customer satisfaction by Douglas (2018), employee motivation is vital to boost customer satisfaction, service quality and lower staff turnover. Moreover, the study suggested that employee motivation plays a significant role in enhancing operational performance of organizations and service delivery (Douglas, 2018, p. 16). Customer satisfaction could be considered as the customer overall satisfaction with the organization based on all encounters and experiences with that particular organization which determines the increase in enterprise profitability for if customer satisfaction is induced (Bitner, 1994).

Shimelis (2014) in his research on the impact of employee motivation on customer satisfaction in the case of Ethio Telecom clearly proved that there is a direct relationship between employee motivation and customer satisfaction. The study indicated the significant and positive relationship between work environment, pay and benefit, management system and organizational culture, which are factors of employee motivation, on one hand and customer satisfaction on the other hand. Similar research conducted on Airline Industry in Pakistan Shazad (2018) identified the existence of significant and positive relationship between employee motivation and customer satisfaction by deploying the four employee motivation factors used by Shimelis (2014).

Although the relationship between employee motivation and customer satisfaction has been studied in many researches on various businesses cases, this study is different by its type of business nature as logistics and supply chain management is a complex issue. Thus, in the view of the above empirical findings, this study explores Bolloré Transport & Logistics Ethiopia employee's motivations towards their job and determines the impact on its customer satisfaction which in turn leads to overall performance and profitability the company.

Customer satisfaction and loyalty at Bolloré Transport & Logistics Ethiopia is considered to be in the lower level and this is due to the company's employee motivation strategy. As the company did not conduct any assessment regarding the impact of employee motivation on customer satisfaction, nothing is known whether the assumption is valid or invalid. Hence, the assumption should be proved by appropriate study.

Based on the empirical findings of the studies, assessing the motivation of employee is appropriate and valid way to study and make sure that customers are satisfied with services of Bolloré

Transport & Logistics Ethiopia which in turn guarantee customer loyalty, profitability and continued success.

The purpose of the study is finding out the impact of organizational determinants of employee motivational factors on customer satisfaction in the case of Bollore Transport & Logistics.

Even though various empirical studies mentioned above assessed the relationship between employee motivation and customer satisfaction, this thesis is different from them because the research attempted to assess the impact of employee motivation on customer satisfaction in the case of Bolloré Transport & Logistics Ethiopia where no research was conducted at. This research is different from other fellow studies as it addresses a logistics company where the customers are huge companies themselves rather than individuals. The fact that well-organized companies are the population of the study helps to get a more thorough feedback without the factor of emotions from individuals.

1.4. Research Question

Major research question:

What is the effect of employee motivation determinants on customer satisfaction at Bolloré Transport and Logistics Ethiopia?

Specific research questions

1) What is the level employee motivation at Bolloré Transport & Logistics Ethiopia?

2) What is the level customer satisfaction at Bolloré Transport & Logistics Ethiopia?

3) What is the effect of work environment on customer satisfaction at Bolloré Transport & Logistics Ethiopia?

4) What is the effect of pay and benefits on customer satisfaction at Bolloré Transport & Logistics Ethiopia?

5) What is the effect of management systems on customer satisfaction at Bolloré Transport & Logistics Ethiopia?

6) What is the effect of organizational vision on customer satisfaction at Bolloré Transport & Logistics Ethiopia?

1.5. Objective of the Study

1.5.1. General objective

The main objective of this study was to assess the effect of organizational determinants of employee motivation on customer satisfaction in Bollore Transport and Logistics Ethiopia.

1.5.2. Specific objectives

The specific objectives of the study are.

1) To assess the level of employee motivation at Bollore Transport and Logistics Ethiopia

2) To assess the level of employee satisfaction at Bollore Transport and Logistics Ethiopia

3) To investigate the effect of work environment on customer satisfaction at Bolloré Transport & Logistics Ethiopia

4) To determine the effect of pay and benefits on customer satisfaction at Bolloré Transport & Logistics Ethiopia

5) To examine the effect of management systems on customer satisfaction at Bolloré Transport & Logistics Ethiopia

6) To test the effect of organizational vision on customer satisfaction at Bolloré Transport & Logistics Ethiopia

1.6. Significance of the Study

The study will be beneficial for it investigates and highlights the relationship between employee motivation and customer satisfaction by identifying employees' motivational factors or indicators which will help to improve performance contributing to customer satisfaction. The study will be a good contribution to the organization under study, to policy makers and academicians.

- **For the organization:**

Findings of the study will enable the company to revisit its employees' motivation scheme and make the necessary adjustments so that workforce productivity can be developed which will in turn enhance the satisfaction of customers and their loyalty to the company.

- **Policy makers (government):**

The thesis can be referred by other companies in the sector for their reconsideration of employee motivation programs and policies. Moreover, the government organ that is concerned with employees' safety and motivation will refer the study for policy adjustments.

- **For academicians:**

In addition, this study can serve as an input for other researches for it indicates the gaps in employee motivation programs.

1.7. Scope of the Study

The scope of the study can be discussed in terms of the issue under investigation (conceptual scope), geographical scope and methodological scope.

- **Conceptual scope:** Conceptually, the study is delimited to determine the effect of employee motivation on customer satisfaction. Employee motivation is measured using five dimensions namely work environment, pay and benefits, management systems, corporate vision.
- **Geographical scope:** Geographically, the study is delimited to one organization called Bollore Transport and Logistics Ethiopia, located in Addis Ababa. The Bollore Transport and Logistics Ethiopia has10permanent and satellite offices in major cities of the country. But, not all offices are significant to the study as the interaction with customers is highly concentrated and controlled by the two offices located in Addis Ababa. The two main offices in Addis Ababa are the HDQ in WolloSefer which controls and executes marketing activities, sea freight operations and inland transport whereas the Airfreight operations is located inside Ethiopian Airlines cargo terminal. In addition to the two offices, marketing employees in industrial Parks and implanter representatives of the company working inside different companies will be included in this study.
- **Methodological scope:** Methodologically, the study adopted mixed research approach, explanatory design and data will be based on questionnaire survey.

1.8. Limitations of the study

One of the major limitations of the study is that it is only performed on Bollore Transport & Logistics. It doesn't take into account other firms & organizations. Another limitation is that due to time & cost constraints, the research only used a survey questionnaire as a data gathering tool. In addition, the study doesn't take other factors that may possibly affect customer satisfaction. And also it only addresses only four major determinants of Employee Motivation where there are several that are unaccounted for.

1.9. Definition of key terms

Employee Motivation: is a pleasurable or positive emotional state that influence, stimulate and direct an employee to pursue a certain course of action that would lead to the attainment of personal and organizational goals. (Meseret, 2020)

Customer Satisfaction: is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product of service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment. (Oliver, 2014)

Work environment: is the setting, social features and physical conditions in which you perform your job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency, and employee health.

Pay and Benefit: Pay covers all financial reward of organizations makes to workers whereas Benefits are indirect and non-cash payments within a compensation package.

Management System: Is how organizations ensure things get done. If your organization holds regular staff meetings, those are part of its management system. If you have reminders to yourself on post-it notes strewn about your desk, those are part of your management system.

Organizational Vision: States the direction of an organization, their magnetic north. Simply put, the vision reflects where the organization desires to go.

1.10. Organization of the Thesis

This research document is composed of five chapters. Chapter one is about introduction to the study including background of the study and the organization, research questions, research objectives, significance of the study, scope of the study, limitations of the study, definition of key terms, and organization of the study. Chapter two reviews related literature in relation to the study variables. More specifically, the chapter reviews theoretical and empirical literature as well as presents the conceptual framework and research hypotheses. Chapter three presents the research methodology applied for the study. It covers research approach and design; data collection instruments; research respondents; population, sample size and sampling techniques; reliability and validity of data collection instruments; methods of data analyses; and ethical considerations. Chapter four is about data presentation, analysis, and interpretation of the research findings. The last chapter discusses summary, conclusion and recommendations based on the findings of the study.

Chapter Two
Review of Related Literature

This chapter reviews theoretical literature about employee motivation, determinants of employee motivation, theories of employee motivation; customer satisfaction and drivers of customer satisfaction. The chapter also reviews empirical literature conducted in relation to employee motivation and customer satisfaction and discusses the research gap. Finally, the chapter presents the conceptual framework of the study and research hypotheses tasted with empirical data.

2.1. Theoretical Review
2.1.1. Theories of Employee Motivation

There are numerous theories of motivation. The author identified the most relevant theories and explained the respective theories of motivation and how motivation may impact employee commitment in an organization. Five methods of explaining behavior – needs, reinforcement, cognition, job characteristics, and feelings/emotions – underlie the evolution of modern theories of human motivation (Kretiner, 1998). In this motivational theory effort, the content theories of motivation, process theories of motivation, and social exchange theory has been selected given the emphasis and reported significance on employee retention.

2.1.2. Content Theories of Motivation

Content (or need) theories of motivation focus on factors internal to the individual that energize and direct behavior. In general, such theories regard motivation as the product of internal drives that compel an individual to act or move toward the satisfaction of individual needs. Major content theories of motivation are Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's motivator-hygiene theory, and McClelland's learned needs or three-need theory (Tawiah and Kwesi, 2016).

For the cause of this study Maslow's Hierarchy of Needs Theory and Herzberg's Motivator-Hygiene Theory is discussed.

1. Maslow's Hierarchy of Needs Theory

Maslow's defining work was the development of the hierarchy of needs. Maslow believed that there are at least five sets of goals which can be referred to as basic needs and are physiological, safety, love, esteem, and self-actualization. Maslow (1943) stated that people, including employees at organizations, are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires. Humans are a perpetually wanting group. Ordinarily the satisfaction of these wants is not altogether mutually exclusive, but only tends to be. The average member of society is most often partially satisfied and partially unsatisfied in all of one's wants (Maslow, 1943). The implications of this theory provided useful insights for managers and other organization leaders. One of the advises was for managers to find ways of motivating employees by devising programs or practices aimed at satisfying emerging or unmet needs.

Another implication was for organizations to implement support programs and focus groups to help employees deal with stress, especially during more challenging times and taking the time to understand the needs of the respective employees (Kreitner, 1998). When the need hierarchy concept is applied to work organizations, the implications for managerial actions become obvious. "Managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such a climate would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction and increased withdrawal from the organization" (Steers & Porter, 1983, p.32).

2. The Motivator-Hygiene Theory

One of the earliest researchers in the area of job redesign as it affected motivation was Frederick Herzberg (Herzberg, 1959). Herzberg and his associates began their initial work on factors affecting work motivation in themid-1950's. Their first effort entailed a thorough review of existing research to that date on the subject (Herzberg,1957). Based on this review, Herzberg carried out his now famous survey of 200 accountants and engineers from which he derived the initial framework for his theory of motivation. The theory, as well as the supporting data was first published in 1959 (Herzberg, 1959) and was subsequently amplified and developed in a later book (Herzberg,1966). Based on his survey, Herzberg discovered that employees tended to describe

satisfying experiences in terms of factors that were intrinsic to the content of the job itself. These factors were called "motivators" and included such variables as achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, dissatisfying experiences, called "hygiene" factors, largely resulted from extrinsic, non-job-related factors, such as company policies, salary, coworker relations, and supervisory styles (Steers, 1983). Herzberg argued, based on these results that eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction. Instead, it would result in a neutral state. Satisfaction (and motivation) would occur only as a result of the use of motivators. The implications of this model of employee motivation are clear: Motivation can be increased through basic changes in the nature of an employee's job, that is, through job enrichment (Steers, 1983). Thus, jobs should be redesigned to allow for increased challenge and responsibility, opportunities for advancement, and personal growth, and recognition. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation. They will be placating their workforce rather than motivation them (Robbins, 1993). Kreitner& Kinicki (1998) highlight one of Herzberg's findings, where managers rather than giving employees additional tasks of similar difficulty (horizontal loading), "vertical loading" consists of giving workers more responsibility. This is where employees take on tasks normally performed by their supervisors.

Herzberg (1968) in his article "One More Time: How do You Motivate Employees" advised to follow seven principles when vertically loading jobs.

Table 2.1 Principles used to provide additional responsibility

	Principle	**Motivators Involved**
A	Removing some controls while retaining accountability	Responsibility and personal achievement
B	Increasing the accountability of individuals for their own work	Responsibility and recognition
C	Giving a person a complete natural unit of work (module, division, area, and so on)	Responsibility, achievement, and recognition

D	Granting additional authority to an employee in one's activity; job freedom	Responsibility, achievement, and recognition
E	Making periodic reports directly available to the worker directly rather than to the supervisor	Internal recognition
F	Introducing new and more difficult tasks not previously handled	Growth and learning
G	Assigning individuals specific or specialized tasks, enabling them to become experts	Responsibility, growth and advancement

Source: Herzberg (1968)

2.1.3. Process Theories of Motivation

The emphasis in process theory is on the psychological processes or forces that affect motivation, as well as basic needs (Armstrong, 2010). The process theory is also known as cognitive theory because it is concerned with people's perceptions of their working environment and the ways in which they interpret and understand it (Armstrong, 2010).

In this regard, we find Expectancy Theory, Equity Theory and Goal-achievement Theory as prominent and well-known theories (Steers & Shapiro, 2004). For the purpose of this research, the researcher will discuss Expectancy Theory and Equity Theory as the two are sufficient.

1. **Expectancy Theory**

"Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcomes." (Kreitner& Kinicki, 1999, p. 227)

Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). Expectancy theory states that motivation is a combined function of the individual's perception that effort will lead to performance and of the perceived desirability of outcomes that may result from the performance (Steers, 1983). Although there are several forms of this model, Vroom in 1964developed the formal model of work motivation drawing on the work of other researchers. Vroom's theory assumes that the "choices made by a person among alternative courses of action are lawfully

related to psychological events occurring contemporaneously with the behavior" (Vroom, 1964, p. 15).

This is basically saying that people's behavior results from conscious choices among alternatives and these choices are systematically related to psychological processes, particularly perception and the formation of beliefs and attitudes (Pinder, 1984). There are three mental components that are seen as instigating and directing behavior. These are referred to as Valence, Instrumentality, and Expectancy. These three factors are the reason why the expectancy theory is referred to as the VIE theory. Vroom (1964) defined the term valence as the affective(emotional) orientations people hold with regard to outcomes. An outcome in this case is said to be positively valet for an individual if she/he would prefer having it or not. The most important feature of people's valences concerning work-related outcomes is that they refer to the level of satisfaction the person expects to receive from them, not from the real value the person actually derives from them.

2. Equity Theory

Equity theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Based on one's inputs, such as effort, experience, education, and competence, one can compare outcomes such as salary levels, increases, recognition and other factors. When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 1993). One of the prominent theories with respect to equity theory was developed through the work of J.S. Adams. Adams' theory is perhaps the most rigorously developed statement of how individuals evaluate social exchange relationships (Steers, 1983). The major components of exchange relationships in this theory are inputs and outcomes. In a situation where a person exchanges her or his services for pay, inputs may include previous work experience, education, effort on the job, and training. Outcomes are those factors that result from the exchange. The most important outcome is likely to be pay with outcomes such as supervisory treatment, job assignments, fringe benefits, and status symbols taken into consideration also. Equity theory rests upon three main assumptions (Carrell, 1978). First, the theory holds that people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Second, the theory assumes that people tend to compare what they perceive to be the exchange they have with their employers. The other assumption is that when people believe that

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their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to take actions they deem appropriate. This concept of equity is most often interpreted in work organizations as a positive association between an employee's effort or performance on the job and the pay she or he receives.

Adams (1965) suggested that individual expectations about equity or "fair" correlation between inputs and outputs are learned during the process of socialization and through the comparison with inputs and outcomes of others. To further establish the causes of perceived and actual inequity in organizations, Pinder (1984) stated that feelings of inequitable treatment tend to occur when "people believe they are not receiving fair returns for their efforts and other contributions." The challenge therefore for organizations is to develop reward systems that are perceived to be fair and equitable and distributing the reward in accordance with employee beliefs about their own value to the organization.

2.1.4. Social Exchange Theory

In this study, social exchange theory is used as a theoretical basis to frame the discussion and the foundational work of George Homans (1961), Peter Blau (1964) and Richard Emerson (1962) will guide theoretical frame. This theory avers that when the organization invests more on its employees by motivating them via financial and non-financial measures, employees in turn will reciprocate back with high level of performance including working hard to satisfy their customers.

For Homans (1961), one of the first sociological theorists to focus on interpersonal exchanges, the dominant emphasis was the individual behaviour of actors in interaction with one another. His primary aim was to explain fundamental processes of social behaviour (influence, conformity, status, leadership and justice) from the ground up.

One of the distinguishing features of Blau's (1964) influential book on social exchange is the primary emphasis on the structure of associations larger than the dyad. Blau's explicit aim was to develop a theoretical formulation that could provide the basis for a theory of macro-social structures as well. Blau identified generic social processes and mechanisms he viewed as operative at various levels of social organization. These included collective action, legitimacy, opposition, conflict, and cooperation (Blau, 1964).

For Emerson (1962), the relationship between power and social structure was the central theoretical problem in social exchange theory. He defined power in relational terms as a function of the dependence of one actor on another. In a particular dyad of exchange partners (A and B), the power of actor A over another actor B is a function of the dependence of B on A for valued resources and behaviours. Dependence and power are, thus, a function of the value one actor places on resources controlled by another and the relative availability of alternative sources of supply for those resources.

In this regard, this study builds a relationship between employees' power with all their actions to serve on one hand and customers with all their power of decision to get service, on the other hand. According to the power theory of Emerson, there are two exchanging partners in this study namely employees and customers with function of dependence on two variables motivation and satisfaction. Employee motivation will be hold independent variable while customer satisfaction will be aligned as dependent variable based on the function of power.

Within exchange theory, the earliest work on commitment formation between exchange partners was largely focused on examining how levels of commitment were affected by structural arrangements between the actors involved (Cook & Emerson, 1978).

Concerning the structure of exchange, as discussed in motivation theory part of this paper, employee motivation depends on four basic factors particularly; work environment, pay and benefit, management system and organizational vision which led to determine the power function structure of the exchanging partners; employee motivation and customer satisfaction.

Thus, the power function structure between employee motivation and customer satisfaction will depend on the four employee motivation factors where work environment, pay and benefit, management system and organizational culture define employee motivation to determine customer satisfaction.

2.2. Review of Empirical Literature

In customer service, the delivery of high-quality service is an ongoing process. Employee performance and customer loyalty is determined by customer satisfaction. Employee performance is customer appraisal of employee service quality. And customer loyalty is the strength of the

relationship between an individual's relative attitude and repeat patronage. Daft &Marcic, (2011) argued that in services sector frontline employees play very potent role in image building of the organization which helps an organization to capture and then retain loyal customer base.

Budhwar (2008) stated a strong positive relationship between customer satisfaction and the profitability of the firm. Customer loyalty is also influential factor for financial performance for a firm. They also describe the fact that the roots of customer loyalty are settled on base of employee's motivational level and customer satisfaction. They said that employee's motivation and personal engagement with its job is the prime factor for the calculation of employee's motivation especially in-service industry. They noted that it is the employee motivation which decides employee's high moral, work ethics, organizational loyalty and delivery of quality customer services with esteem. The major outcome of motivated and committed employee is that they keep on improving their quality of work which ultimately results in improvement of service quality. Employee satisfaction has a millstone importance for the financial growth a firm.

Michal & Cronin (2000) argued that the employees work as more productive and concurrent problem solver when they are empowered. The feeling of empowerment helps the employee in solving business problems in favor of the firm. They also noted that the employee empowerment also reduces communication gap between employees and management which increase the output level of employees and management had a better chance to understand the real business problems. They argued that the positive impact of employee empowerment and delivery of high-quality services is been established in various hypothetical and realistic ways. The organization should observe the empowerment level of their frontline employees i.e., people having direct interaction with the customer, to increase the service quality level. The front desk human resource should empower enough to make real-time decisions for customer problem solving, this will enhance customer satisfaction.

The study by Meseret Awoke (2020) stated that organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. The objective of the study was to establish the existence or absence of a significant connection between employee satisfaction and customer satisfaction in Lion International Bank Share Company. The research findings showed that on the measurement of employee perception of Lion International Bank Share Company towards employee motivation dimension, corporate culture is resulted

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superior to the other four dimensions. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance. Motivation is the most important aspects of management. A well-motivated employee is the real asset for the organization and that asset responsible for the smooth chain circle of the production. Organizations are in deep need of motivated employees as it is being understood that motivation affects helps achieve following organizational objectives. The measurement of employee perception towards employee motivation dimension, corporate culture is resulted superior to the other four dimensions. This can be interpreted as, according to respondents of the survey, Lion International bank Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these, Quality customer service is a top priority in the company, and this is well communicated to the employees and employees feel that Lion International bank values social responsibility and this is inculcated in its corporate culture.

In today's highly competitive market for talent, most organizations have failed to develop even a rudimentary infrastructure to help bind their employees to the organization (Potgieter, 2002). A survey on employee retention conducted i.e., Surveyz Group (2006) indicated that nearly 70% of employees leave their jobs because they do not feel valued. Argyle (1989) states that labor turnover is strongly correlated with job satisfaction and that there is clear evidence that low job satisfaction causes high staff turnover.

According to a study performed by Shimeles (2014), on the measurement of employee perception towards employee motivation dimension, corporate culture is resulted superior to the other four dimensions. This can be interpreted as, Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these, Quality customer service is a top priority in the company, and this is well communicated to the employees and employees feel that Ethiotelecom values social responsibility and this is inculcated in its corporate culture.

Ahmed, et al., (2012) stated that employee motivation as well as its four components i.e., works environment, pay and benefit, management system and organizational vision has major contribution in satisfying airline industry customers. Employee motivation can therefore be

utilized to gain customer satisfaction. Those employees who have direct interaction with the customer are highly influence the customer satisfaction level. Customers evaluate airline services by the behavior and performance of its employees. It is evident from results that pay and benefits play a key role in motivating employees towards their organizational goal of higher customer satisfaction. Management must consider factors of employee motivation while planning and introducing new services. Service managers should do all they can to manage the employee's motivation level to enable them to deliver the promised services. This study highlights the requirement of introducing employee motivational programs aimed at improving employee motivation towards their organizational goals.

Employee motivation is strongly influencing customer satisfaction in the selected banks. As the drivers of employee motivation are transferring their impact on customer satisfaction indicators so the banks need to focus elements of their employee motivation to enhance customer satisfaction and loyal customer base. In services sector, special frontline employees have direct interaction with the customers and if they are disgruntled with the bank then they will not be able to deliver quality services to the customers. Employees reflect the image of how they are being treated by their treating the customers in same way. In services every frontline employee is considered to be the company ambassador. Labor intensive industry like banking employees are actually the image of banks. The way they treat a customer delivers the overall strategic vision of the firm. It is found that main drivers of employee motivation are monetary benefits, Staff training, Job Design, Work Environment and P.M. System of employees in the sampled banks. And management has considered these factors while talking out the employment policies (Abdul et al**.,** 2012).

A large number of companies neglects to evaluate employee's motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers, and their satisfaction contributes to the overall customer's satisfaction and organizational performance (Chen, 2011). In service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011). Employees must have the ability to understand and solve specific needs of the customer in a courteous manner. Motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they feel satisfied from their company (Zerbe et al, 1998). Simon and DeVaro (2006) argued that investment in developing

motivated employees is an expense for the firm which will benefit the organization in the long run as it improves employee efficiency and quality of the service. Gittell, Nordenflycht, and Kochan (2004) warned that it must be kept in mind that minimizing the employee cost may lead to lower employee productivity and service quality.

To achieve higher service quality and employee productivity organizations must develop an encouraging work environment where employee contribution in problem solving and achieving organizational goals is appreciated. Simon and DeVaro (2006) found that companies can motivate their employees by officering good salaries, organizational culture and growth opportunities. By motivating employees towards their work companies can enhance their employee's productivity resulting as improved services and products to satisfy customer's demand.

Fulmer et al (2003) described that attitude of the employees while dealing with customers can impact the customer's satisfaction level positively if they are able to satisfy the customer exert efforts to satisfy them. A number of studies have been conducted to identify employee's impact on customer's perception that builds brand image. Employees that provide direct service to the customers are a strong medium in building brand image. Employee motivation towards their job can have a vital impact on service quality and customer's satisfaction level (Gittell& Weiss, 2003). Studies have been done on evaluating the employee's impact on company's performance and the results often showed a positive relationship between the employee's attitude and the company's performance. Companies that are perceived as best companies motivate their employee's attitude by attracting them towards different advantages (Simon &DeVaro, 2006).

Table 2.2: Empirical review summary table

Author/s, year of publication	Research objective	Methodology (such as data collection instruments, sample size and method of data analysis)	Major findings
Shimels Admasu	To determine the existence or absence of a significant connection between employee motivation and customer satisfaction in Ethio telecom.	A combination of descriptive and casual research designs are followed in the study. The study is descriptive in that it seeks to describe in detail the state of customer satisfaction and employee motivation in ethio telecom, thus it give an in depth understanding of the reality.	There exists a high level of consistency among the 25 items of employee motivation and 16 items of customer satisfaction constructs. Correlation results show that employee motivation has 0.581 correlations at significant level of < 1% with customer satisfaction which means 58.1% correlation with each other.
Ahmed, Muhammad Bilal and Wasey, Ejaz and Jhanndir, Saif Ullah	This study focuses on the impact of employee motivation and its components e.g. work environment, pay and benefits, management systems and organizational vision on customer satisfaction	Correlation and regression analysis are used for this analysis.	Results show that employee motivation as well as its four components e.g. work environment, pay and benefits, management systems and organizational vision have a significant positive influence on customer's satisfaction.
MESERET AWOKE	This study investigates the relationship between the levels of employee motivation and customer satisfaction.	The data was analyzed using descriptive and Inferential statistics methods. Correlation and regression analysis are used for this analysis	Those employees who have direct interaction with customer Satisfactions highly influence the customer satisfaction level. It is evident from results that corporate culture is higher role in motivating employees towards their organizational Goal of higher customer satisfaction.
Dr. Abdul Ghafoor Awan, Jahanzeb Hassan and Perevaiz Shahid	To identify the Relationship between Employee Motivation & Customer Satisfaction	The methodology techniques the researcher has Used is primary data, observed through qualitative technique	The results revealed that employee's motivators are Compensation, Working Environment, Job Design, Staff Trainings and Performance Management System.
Fulmer et al (2003)	The impact of employee attitudes on quality of customer service	The research employeed a survey method on employees. & descriptive method was used to present & analyze.	The major finding of this paper is attitude of the employees while dealing with customers can impact the customer's satisfaction level positively if they are able to satisfy the customer exert efforts to satisfy them.

2.2.1. Determinants of Employee Motivation

Work Environment

Work environment includes the internal conditions and relations among employees & their colleagues. Although many researchers suggest that Work Environment rarely serve as a primary motivator, it plays role on the satisfaction level of employees. Bad interpersonal relationships and

undesirable work atmosphere are powerful factors to dissatisfaction and possible departure from an organization. The reverse also applies (Tuning, 2003).

Pay and Benefit

According to Tuning, (2003) the dimension of Pay & Benefit refers to an employee's motivation relative to their compensation from wages and benefits. Compensation is essentially the sum total of all remuneration an employee receives in consideration of their work. Wages are the money actually paid to the employee for their services, while benefits are the things provided to them through a third party, such as health insurance, retirement plans, or other non-cash perks.

Satisfaction with benefits is an especially important consideration for employers who pay less than many of their competitors. To illustrate this, consider government employment. Employees working in government offices do not typically have the highest wages in the industry. However, many government jobs offer excellent retirement benefits, health insurance choices, and other forms of compensation. In these cases, benefits are utilized as a tool to keep employees stable and satisfied even when they might receive higher wages with a different employer.

Management Systems

Managers usually try to influence employee motivation with both positive and negative results. In one of the three ways: by using fear, incentives, and occasionally, the opportunity for personal growth. Let's explore each of these approaches (Management Systems) briefly and the results they're likely to generate (Anne Bruce, James S. Pepitone, 1998).

  i)   Fear Motivation:

Fear motivation usually peaks when the economy is sluggish and there are more qualified workers than jobs available for example in a company where jobs are in jeopardy. Many workers will consciously make a greater effort to be productive, arrive earlier, stay late, or do more than the job require (Bruce &Pepitone, 1998, pp. 8-9).

When workers are motivated by fear, they're not so much trying to achieve something as they're trying to avoid losing their Jobs. This approach to motivate might work temporarily and it can spark an increase in organizational productivity. The potential trap in taking this approach is that

the results typically won't last. In fact, over the long run, using fear to influence employee's motivation can even backfire on the organization. If you use fear in an attempt to get employees to perform, you'll find that they will get used to it to the point where fear becomes the primary emotion they connect to life on the job. This can lead to hatred and resentment which undermine cooperation and communication in the worst case, causing sabotage (Bruce &Pepitone, 1998, pp. 8-9).

ii) Incentive Motivation

Another common approach to motivating employees is dangling a carrot. Managers hold some kind of incentive in front of employees. In hopes of getting them to move forward to get the reward. It's such a standard technique that you might not think much about how difficult it Is to make incentives work over the long haul. People will work to get the reward but what happens after they've received It?(Bruce &Pepitone, 1998, pp. 8-9).

Bruce and Pepitone (1998) suggest the potential trap in this approach is that employees continue to want a reward to do any of these tasks you have to keep coming up with new and better rewards to get them to do their work. They can come to expect more and more rewards and, if you don't provide those rewards, they won't go much beyond the minimum.

iii) Personal Growth Motivation

When you look at personal growth as it motivator you change the way your employees think about their work. You help them become more capable and you give them a meaningful purpose in coming to work. The opportunity for personal growth is one of the keys to maximizing employee motivation. It's one way to plug into the natural human tendency to look out for ourselves (Bruce &Pepitone, 1998, pp. 8-9).

iv) Relationships: A Key to Better Performance

We cannot and must not manage people as we might manage a budget or an account. The very nature of the relationships you build will directly influence what your employees are motivated to do in the workplace (Bruce &Pepitone, 1998, pp. 8-9).

Organizational Vision

For achieving a competitive advantage, leaders should proactively respond to the changes in the strategic environment, create opportunities for both internal; employees as well as external customers and build a culture of achievement focused on vision and mission of the organization. Organizational vision provides a sense of purpose for employees for their existence in an organization (Sasser and Shlesinger, 1997).

Employees of a certain company follow the major propose of the companies existence as it is the sole reason for their part in their employment as well.

2.2.2. Determinants of Customer Satisfaction

Customer satisfaction has become a key intermediary objective in service operations due to the benefits it brings to organizations (Ranaweera and Prabhu, 2003). The importance of customer satisfaction is derived from the generally accepted philosophy that for a business to be successful and profitable, it must satisfy customers (Shin and Elliott, 2001). Previous research has demonstrated that satisfaction is strongly associated with re-purchase intentions (Cronin and Taylor, 1992; Fornell, 1992). Customer satisfaction also serves as an exit barrier, helping a firm to retain its customers (Fornell, 1992; Halstead and Page, 1992). Several studies have concluded that it costs more to gain a new customer than it does to retain an existing one (Blodgett, Wakefield, and Barners, 1995; Gummesson, 1994). In addition, customer satisfaction also leads to favorable word-of-mouth publicity that provides valuable indirect advertising for an organization (Halstead and Page, 1992; Fornell, 1992; (Clemes, Gan, Kao & Kao, 2008).

In general, customers play an important role and are essential in keeping a product or service relevant; it is, therefore, in the best interest of any business to ensure customer satisfaction and build customer loyalty.

It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages" (History.co.uk, 2013). Understanding customer satisfaction could be considered as the fundamental principle of this research work. Satisfied customers allow companies to save money on attracting new customers by freely sharing their emotions and impressions of a product or service with their relatives, friends and acquaintances (Campanella 1999). The definition of customer satisfaction given by Philip Kotler (Kotler et al 2013) says that

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it is predetermined by how the expectations of the customer are met. Satisfaction is a post purchase evaluation about the performance of goods or services which meet or exceed customer expectations. In the sense of the customer, the satisfaction is a degree of meeting the needs at the end of a purchase (Oliver, 1997). The satisfaction is an evaluation about how much the retailer could meet or exceed customers' expectations (Levy, Weitz; 2007). The comparison of expectation and performance in the post purchase stage determines the satisfaction level of customers.

The formation process of customer satisfaction starts with the purchase goal setting. As a rule, this goal is to meet varying customer needs. After the problem appearance the customer starts to check the information and compares analogues in order to choose the best one (Kotler et al. 2010, 268). After selecting a product, the customer forms his/her expectations for the service that will subsequently be compared with the results of service provided consumption, after which the customer creates his/her perception of the service. Further, an integral image is subsequently measured by the customer. The final evaluation made by the customer could be affected by two groups of factors: external and internal, and the final step is the comparison of expectations with the result of the consumption. Therefore, the customer is satisfied if the expectations coincide with the outcome (or the result exceeds expectations) or dissatisfied if not (Szwarc 2005, 4)

Satisfaction is determined by the presence of certain qualitative factors when in addition to solving a specific problem the buyer receives the additional value of cooperation with a company or the consumption of a product (Aggarwal 2004, 88). Moreover, the specific characteristics of customers could significantly influence them perception of the service and as a result their satisfaction.

According to Hokanson (1995), these factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service. This is shown in Figure 1 below;

Figure 1: Factors that Affect Customer Satisfaction (Hokanson, 1995)

and some studies are based on a dyadic data set (Johnson 1996; Brown and Mitchell, 1993; Brown and Wynee, 2004; Homburg and Stock 2005; Jeon and Choi 2012) that is, involving judgments by employees and their corresponding customers, an approach that rules out the risk of a common method bias. Furthermore, recursive effects of customer satisfaction and loyalty, as well as business performance, on employee satisfaction and loyalty is assumed (Heskett et al. 1994) and empirically demonstrated (Ryan et al. 1996) yet debatable (Jeon and Choi 2012). In consequence, the aim of this study is to examine the theories explaining employee satisfaction-customer satisfaction link and posing future research questions for achieving a more profound understanding of the linkage.

2.3. Knowledge Gap

The influence of employee motivation on customer satisfaction has not been intensively researched in marketing literature and application in recent times. It has been debated that the behavior of satisfied employees plays a significant role in the formation of customer understandings of business interactions (Jeon& Choi, 2012).

It is important to consider that a limited number of applied studies show that it is not possible to keep satisfied and loyal customers in the absence of satisfied and loyal employees (José Vilares&Simões Coelho, 2003). As a result, it has been reported that there is a twice positive effect

from higher employee satisfaction for a firm because improving employee satisfaction can directly lead to better customer satisfaction (Evanschitzky et al., 2011).

Therefore, this paper reduces the knowledge gap witnessed in relation to the lack of intensive research in marketing studies and practices by applying deeper research and recommending important marketing strategies.

Moreover, various empirical studies have found that it is not possible to maintain a satisfied and loyal customer base without having satisfied and loyal employees and these studies suggested that customer satisfaction is often related to an improvement in employee attitudes and behavior (Alshurideh, 2017; Alshurideh, 2016; Schmit&Allscheid, 1995).

However, the researcher understood the research did not recommend ways of improving employee attitude and behavior which leads to another knowledge gap. Hence, this study will reduce the knowledge gap by pointing out recommendations that indicate strategies of enhancing employee attitudes and behavior as to bring customer satisfaction based empirical findings of this study on impacts of employee motivation on customer satisfaction.

Other research has revealed that the personal characteristics of customers as well as employees influence the employee-customer satisfaction link (Crosby et al., 1990; Homburg &Giering,2001).

To add more, during employee-customer face-to-face interaction, other tangible elements might need to be considered such as the researcher's interests for further studies such as employee appearance and dress (Malhotra & Mukherjee, 2004). Moreover, it important to test the effect of employee satisfaction on service quality provided and the quality-of-service operations as found by Voss etal., (2005). Accordingly, this paper provides theoretical evidence and initiates applied evidence for the effect of employee satisfaction on customer satisfaction in the service context.

2.4. Conceptual Framework of the study

The theoretical foundation of the study is built on social exchange theory. The theory states that the more the organization works to motivate its employees, the higher will be employees' willingness to reciprocate back with high level of performance which in turn leads to high customer satisfaction. Employee motivation, which is the independent variable, is explained using four major factors namely work environment, pay and benefits, management systems and organizational vision to reach customer satisfaction. Customer satisfaction, which is the dependent variable, is presumed to be affected by motivational factors (Figure 2).

Figure 2: Theoretical framework of the study (Shahzad, 2018, p. 3).

2.5. Research Hypotheses

Studies made on effect of employee motivation on customer satisfaction identified that there is a positive relation between employee motivation and work environment which affects customer satisfaction. Studies have been conducted to determine the relationship between these two variables. Shadzad (2018) has conducted a study on the impact of employee motivation on customer satisfaction in the case of airline industry in Pakistan. The study results indicate that work environment has t value=2.817 at significance level 0.005. This empirical finding relates to the theoretical frame of this research by indicating the significant and positive relationship between work environment and customer satisfaction. Thus, the hypothesis that suggest work environment

has a positive impact on customer satisfaction is accepted and indicates that in Pakistani airline industry work environment has significant positive impact on customer satisfaction.

Thus, this study hypothesizes:

H1: Work environment has a significant positive effect on customer satisfaction.

It is presumed that pay and benefit has an impact on motivation of employees which in turn affect customer satisfaction. Several studies have been conducted to determine the relationship between these two variables. A study made on impact of employee motivation on customer satisfaction in the case of Insurance sector in Botswana revealed that there is a positive relationship between pay and benefit and customer satisfaction. This is indicated by the standardized coefficient Beta value of .831 (p=0.000).

Thus, the study hypothesizes:

H2: Pay and benefits have a statistically significant positive effect on customer satisfaction

The relationship between employees and customers is important and needs to be discussed, especially for service firms that rely heavily on human interaction delivering their services in areas such as logistics. To increase customer satisfaction, it is important to consider aspects of satisfaction that is related to employee motivation as to have satisfied employees who treat customers well (Monika & Mini, 2016). And in this regard, employee interaction with customers is influenced by various factors including management system. Thus, employee and management systems should be monitored consistently (AlshuridehandAlzoubi 2020). Indirect rewards such as job satisfaction propose that employees who usually have high satisfaction over the management system of the organization, they tend to improve customer satisfaction and also believe they are able to deliver excellent services if management offers better utilization of their jobs' rewards (Shankar, 2003). Once again, we refer to the study conducted by Shadzad (2018) on the impact of employee motivation on customer satisfaction in the case of airline industry in Pakistan. According to the study, the Airline management system has a positive effect on customer satisfaction at significance level 0.044.

Thus, the study hypothesizes:

H3: management systems have a significant positive effect on customer satisfaction

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Studies have been indicating that if organizations motivated their employees appropriately this would enable them to perform their duties in a way that met customer needs. The outcome of having satisfied customers might contribute significantly to employees own satisfaction as well (José Vilares&Simões Coelho, 2003; Dappa et al., 2019). So, compelling evidence shows that there is a direct connection between organizational culture and customer satisfaction (Jaworski et al., 2018; Nartey et al., 2018; Porter et al., 1974). It has become clear that business success requires not just satisfied employees but loyal ones as well. Alternatively, organizations need the type of employees who are willing to serve both the company and the customers with high commitment. According to a study made by AaKurdi and Muhammad (2020) on the impact of employee motivation on customer satisfaction, the relationship between corporate vision and customer satisfaction are positively related by R square value of .690.

Thus, this study hypothesizes:

H4: Organizational vision has a significant positive effect on customer satisfaction

Chapter Three
Research Methodology

3.1. Introduction

This chapter presents the research methodology of the study. It reviews the research design, population and sampling method that will be used for gathering, analyzing the data and reporting the results. It gives details on population and sampling techniques, data collection methods, reliability and validity of data collection instruments, research procedure, and method of data analysis. Research methods involve form of data collection, analysis, and interpretation that researchers propose for their studies (Cresswell 2009).

3.2. Research Approach

There are two main research approaches used for any research which are called deduction and induction. With deduction theory hypotheses are developed and a research strategy designed to test the hypothesis. While with induction, data are collected, and a theory developed as a result of the data analysis (Saunders, 2007). This research follows a deductive research approach as the research questions and hypothesis developed and tested. It seeks systematical gathering and analyzing of relevant data in order to scrutinize the impact of employee motivation on customer satisfaction. Based on the nature of data, the study applied a mixed research approach since both quantitative qualitative via structured questionnaire and data were used for the study purpose.

3.3. Research Design

The classification of research purpose most often used in the research methods literature is the threefold one of exploratory, descriptive and explanatory (Kent, 2007). A descriptive research design is a scientific method, which involves observing and describing the behavior of a subject without influencing it in any way (Malhotra, 2007). The method's main purpose is to describe the characteristics and details of the population (Robert K. Yin., 2014).

Explanatory research is used to investigate how or why a phenomenon takes place. Explanatory research can also be explained as a "cause and effect" model, investigating patterns and trends in existing data that haven't been previously investigated.

The purpose of this research is to investigate the effect of employee motivation on customer satisfaction. Hence, the researcher employed explanatory research design supplemented by descriptive design. The former will be used to describe level of employee motivation and customer satisfaction, while the later will be used for identifying the relationship between employee motivation and customer satisfaction. Descriptive research is considered appropriate because subjects are normally observed in their natural set up and can result in accurate and reliable information. This design lends itself to various approaches.

3.4. Data Sources

The study used both primary and secondary data sources to address the questions probed and the objectives stated in the first chapter. In a bid to showcase impact of employee motivation on customer satisfaction at Bollore Logistics and to assure authenticity of the study, two different questionnaires are developed whereas the first one addresses employees and the second one addresses customers. In both questionnaires the 5 Likert scale is deployed to measure motivation and satisfaction levels of employees and customers respectively.

Moreover, published journal articles, books, organizational manuals, company records and its website were reviewed as a secondary source of data.

3.5. Population and Sampling Design

3.5.1. Population

According to Cooper and Schindler (2003), population is the total collection of elements whereby references has been made. In this study, the population is comprised of employees of Bollore Logistics in Addis Ababa, employees in industrial parks and implant representatives of the company working inside different client premises.

According to the Bollore Logistics HR records as of January 2022, the company employed the total of 121 employees where 107 of them are working in Addis Ababa. Out of 107 employees, 27 of them don't have significant interactions with customers. The total target population size is 60employees by only considering employees that have direct customer contact. Employees

working in satellite offices are insignificant to the study as the interaction with customers is highly concentrated and controlled by the 2 offices located in Addis Ababa. Therefore, the employees administered by structured questionnaire to investigate employee motivation. The respondents (Major clients), for the customer satisfaction survey, were picked considering the previous level of business interaction i.e., number of shipments and volume to fill out the questionnaires. Therefore, customers administered via structured questionnaire to assess level of customer satisfaction will be selected based on selective (purposive) sampling method. The number of corporate customers that use services of Bollore is 50.

3.5.2. Sample size and sampling techniques

The sample size in this study is determined by the physical location of respondents, employees and customers. The total population size of employees that fit into the demography of the study is 60.

Census method is the method of statistical enumeration where all members of the population are studied. A population refers to the set of all observations under concern. Thus, for the case of employees, the study considered census by administering structured questionnaire to all of the employees. This is due to the possibility of addressing the target population that fall in the demographic and geographic area of the study.

In the case of customer, the population size is wider, but the physical location is determined to be Addis Ababa. The number of corporate customers that use services of Bollore is 50. However, due to factors such as change of business relation with some of these customers, the list of major customers lowered to 35 by the time the data was gathered. Out of these 35 customers, only 28 of them responded to the questionnaire they were provided with. Therefore, customers were approached from the location of two offices in Addis Ababa and based on purposive sampling method.

3.6. Data Collection Instrument

The primary data collection instrument used is survey (questioner distribution). The questionnaire consists two parts. The first one is the general information section that contains the overall information of the respondents. The second part is about questions related to employee motivation

and customer satisfaction. The questionnaire was prepared separately for employees and customers.

In the first section of the questionnaire nominal measurement scales were used to measure the general information of the respondents. While in the second section of the questionnaire rating scales of using a five-point Likert scale is used to measure the intensity of the respondents' response.

3.7. Reliability and validity of data collection instruments

Cronbach's alpha is used in this study to assess the internal consistency of the research instrument, the questionnaire. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of a test or scale; it resulted as a number between 0 and 1. As the result approaches to one the more is the internal consistency of the items, which means all the items measure the same variable.

A research thesis conducted by Shimelis (2014) on Ethiotelecom on the impact of employee motivation on customer satisfaction is referred here and the result of the coefficient alpha for this study's instrument is found 0.926, 0.22, 0.912, 0.952, 0.967, and 0.901 for employee motivation, work environment, pay and benefit, management system, corporate culture and customer satisfaction, respectively, which is an indication of acceptability of the scale for further analysis.

3.8. Methods of Data Analysis

Quantitative data obtained through surveying is processed through SPSS software and analyzed by descriptive (frequency, percentage, mean and standard deviation) and inferential statistics (correlation and regression analyses). Descriptive analysis refers to statistical describing aggregating & presenting the construction of association. While inferential analysis refers to the use of statistical tests to see whether a pattern, observed is due to chance or due to the program or intervention effect and find out if there is relation between variables. Moreover, qualitative data were analyzed using thematic analysis.

Chapter Four
Data Presentation, Analysis and Interpretation

In this chapter, the researcher presents, analyses, interprets and discuses findings of data collected through self-administered questionnaire from 60 employees and 35 major customers of Bollore Transport & Logistics. Out of 60 questionnaires distributed to employees 52 questionnaire were collected back which makes the response rate 86.6%, and out of 35 questionnaires dispatched to customers, 28, with 80% of response rate, were completed and used for further analysis. Data collected from the respondents were analyzed on the basis of both descriptive and inferential statistics. Quantitative data gathered through questionnaire were processed via IBM SPSS Statistics (version 23).

4.1   Reliability and Validity Test

To measure the internal consistency of the research data collection tool i.e., self-administered questionnaire, the researcher used Cronbach's alpha. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of a test or scale; it resulted as a number between 0 and 1. The more the result approaches to 1, the more is the internal consistency of the items, which means all the items measure the same variable.

With this respect, coefficient alpha is found to be 0.701, 0.863, 0.868, 0.729, 0.871& 0.879 for Work Environment, Management System, Pay and Benefit, Organization Vision, Employee Motivation and Customer Satisfaction respectively. This shows that the data instrument is reliable enough to proceed with further analysis.

Table 4.1 Reliability & Validity Test Analysis

Reliability Statistics

Measures	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Work Environment	.701	.711	3
Management System	.863	.864	5
Pay and Benefit	.868	.869	4
Organization Vision	.729	.730	8
Employee Motivation	.871	.877	24
Customer Satisfaction	.879	.883	15

4.2 Demographic Characteristics of Respondents

The demography of the respondents is discussed as follows by using frequency & percentage.

4.2.1 Demographic characteristics of employees

The table below shows detail of the demography of the employees that respond to the survey. The employee's gender, age, their years of stay with Bollore, their office branch & position is depicted in the table.

Table 4.2 Employee Demography

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	MALE	31	60.8	60.8	60.8
	FEMALE	20	39.2	39.2	100.0
	Total	51	100.0	100.0	
Age	UNDER 25	4	7.8	7.8	7.8
	26-35	37	72.5	72.5	80.4
	36-45	9	17.6	17.6	98.0
	ABOVE 46	1	2.0	2.0	100.0
	Total	51	100.0	100.0	
Years of Stay at Bollore	below 1 year	15	29.4	29.4	29.4
	1-3	17	33.3	33.3	62.7
	3-5	13	25.5	25.5	88.2
	above 5	6	11.8	11.8	100.0
	Total	51	100.0	100.0	
Office Branch	Airport	15	29.4	29.4	29.4
	HDQ	34	66.7	66.7	96.1
	Other	2	3.9	3.9	100.0
	Total	51	100.0	100.0	
Position	Officer	31	60.8	60.8	60.8
	Line Manager	8	15.7	15.7	76.5
	Division Manager	4	7.8	7.8	84.3
	Department Manager	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

As table 4.2 shows,31 (60.8%) of them were male while 20 (39.2%) were female. Majority of the respondents are in the age group of 26-45years. This group consists 46 of the respondents. Only 4

(7.8%) of the respondents are under 25years & only 1 is above 45years. 15 (29.4%) of the employees worked with the company for less than a year, 17 (33.3%) worked from 1 to 3 years, 13 (25.5%) worked for 3 to 5 years& 6 (11.8%) employees have stayed with Bollore for more than 5 years. Majority of the employees, 34 (66.7%), work at HDQ branch of the company followed by 15 (29.4%) who work at the Airport branch; the remaining 2 (3.9%) are engaged at other branches. The dominant position among the employees is the officers with a count of 31 (60.8%) followed by line managers & department managers with counts of 8 (15.7%) each. Division managers are only 4 (7.8%) of the total employees.

4.2.2 Demographic characteristics of customers

The following table shows the customer demography. As the customers of Bollore are mostly large companies, the demography doesn't show personal data such as age & gender. Rather it shows active years in the business, type of business & number of times using Bollore's services.

Table 4.3 Customer Demography

		Frequency	Percent	Valid Percent	Cumulative Percent
Service Years	Below 1 year	2	7.1	7.1	7.1
	1-3 years	5	17.9	17.9	25.0
	3-5 years	8	28.6	28.6	53.6
	above 5 years	13	46.4	46.4	100.0
	Total	28	100.0	100.0	
Type of Sector	Food and Beverage	9	32.1	32.1	32.1
	Aid and Relief	6	21.4	21.4	53.6
	Infrastructure and Telecom	3	10.7	10.7	64.3
	FMCG Industry	1	3.6	3.6	67.9
	Agriculture	3	10.7	10.7	78.6
	Garment and Textile Industries	5	17.9	17.9	96.4
	Energy & Mining Industry	1	3.6	3.6	100.0
	Total	28	100.0	100.0	
Times the customer used Bollore	2-5 times	5	17.9	17.9	17.9
	More than 5 times	23	82.1	82.1	100.0
	Total	28	100.0	100.0	

As it can be seen in table, majority of the clients served at Bollore have stayed in business for more than 5years, with total count of 13 (46.4%), followed by 8 (28.6%) customers who worked 3-5years, 5 (17.9%) customers have1-3years & only 2 (7.1%) of the customers have stayed in business for less than a year. With regards to types of sector 32.1% of the customers are Food & Beverages companies, 21.4% of the customers are Aid & Relief, 17.9% are Garment & Textile, Infrastructure & Telecom and Agriculture are 10.7% each, where FMGC and Energy & Mining are only 3.6% each. Moreover, the demography of the customers shows that 82.1% of the customers used service of Bollore for more than five times, where the rest 17.9% used the service for 2 up to 5 times.

4.3   Descriptive statistics for Employees Motivation

The researcher set four organizational determinants to measure the motivation of employees. 24 questions are combined into these four motivation indicators. These motivation determinants (indicators) are Work Environment, Management System, Pay & Benefit and Organizational Vision. With this respect, the mean scores of employees' responses for the 24 questions in the survey is presented on the below table as compiled into the 4 motivation determinants.

Table 4.4 Descriptive statistics for employee motivation determinants

	N		Mean	Median	Std. Deviation
	Valid	Missing	Mean	Median	Std. Deviation
Work Environment	51	0	3.6157	3.6000	.60378
Management System	51	0	3.6835	3.7143	.50493
Pay and Benefit	51	0	3.2745	3.2500	.84595
Organizational Vision	51	0	3.8407	3.8750	.50626

As table 4.5 shows, organizational vision is the dominant employee motivation tool with 3.8 mean score. Based on these scores from employees of the survey, it can be interpreted as the employees highly incorporate the vision of the company towards their motivation to serve customers.

According to the respondents, the second dimension of the employee motivation is management system with a mean score of 3.86 followed by work environment 3.61. This can be interpreted as the management systems implemented at Bollore is motivating employees. On the contrary, as it can be seen on table 4.5, pay & benefit has the least mean score (3.27) as an employee motivation

dimension. This can be interpreted as the employees of Bollore Transport & Logistics are not motivated by the Pay & Benefit the company offers as much as the other dimensions.

4.4   Descriptive statistics for Customer Satisfaction

In order to determine the level of satisfaction of customer by the services given by Bollore, the researcher used mean which is a measure of central tendency. Customer respondents from the side were given survey questions that measure their satisfaction. The overall mean of their responses is presented as below to show the satisfaction level of customers.

Table 4.5 Descriptive statistics for Customer Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
The service provided by the offices and the promise match	28	3.00	5.00	4.2143	.73822
The employees are sincere to solve problems	28	3.00	5.00	4.2857	.53452
The employees perform the service right at the first time	28	3.00	5.00	4.1071	.73733
The employees deliver service at the time it promised to do so	28	2.00	5.00	4.0357	.79266
The employees insist on error free records	28	1.00	5.00	4.1786	.94491
The employees tell you exactly when the service will be performed	28	2.00	5.00	4.0714	.85758
Employees in the offices provide prompt response	28	2.00	5.00	4.0714	.76636
The employees are always willing to help you	28	2.00	5.00	4.2500	.75154
The employees are never too busy to respond to your request	28	1.00	5.00	3.5000	.83887
The behavior of employees in the offices reassure your confidence	28	3.00	5.00	4.1786	.72283
You feel safe in your transactions with the employees	28	3.00	5.00	4.5000	.63828

Employees consistently courteous to you	28	3.00	5.00	4.2857	.71270
Employees of the offices have the knowledge to answer your question(s)	28	3.00	5.00	4.4286	.63413
People in the offices gives you individual attention	28	3.00	5.00	4.3214	.77237
Employees of the offices understand your specific needs	28	3.00	5.00	4.3571	.73102
Customer Satisfaction	28	3.00	4.73	4.1857	.45771
Valid N (list wise)	28				
Grand mean				4.1857	0.45771

The customer satisfaction levels given by customers (respondents) range from *strongly disagree* to *strongly agree*; where 1 is strongly disagree to 5 is strongly agree. Hence if the mean is above 4, it relatively shows the customers of Bollore Transport & Logistics are satisfied.

As it can be seen on the above table, the minimum score for customer satisfaction is 3, which is neutral & the maximum is 4.73. The grand mean of the customer satisfaction is 4.1857, which shows the customers of Bollore are satisfied with the service they are given.

4.5   Relationship between Employee Motivation and Customer Satisfaction

4.5.1 Correlation Analysis

Correlation analysis examines correlations between variables and aids in determining the direction and degree of the relation. Correlation coefficients range from -1 to 1, indicating negative correlation (-1), uncorrelated (0), or positive correlation (+1). The direction of the link is determined by the sign of the correlation coefficient. The correlation's strength is shown by the absolute value. A correlation result of zero indicates no correlation, a result of 0.1 to 0.3 indicates a weak correlation among variables, a result of 0.4 to 0.6 indicates a moderate correlation, a result of 0.7 to 0.9 indicates a strong correlation among variables, and a result of 1 indicates a perfect correlation among variables (Shimels, 2014)

The table below shows the correlation analysis among the variables in this study. As it can be seen from the analysis, the determinants of employee motivation have positive correlation with customer satisfaction. Furthermore, the motivational determinants namely work environment, management system, pay and benefit and organizational vision have a strong positive correlation with customer satisfaction with coefficients of 0.732, 0.845, 0.693 & 0.847, respectively at significant level of <1%.

As per the correlation analysis, organizational vision has the highest positive correlation with employee motivation as well as customer satisfaction (r=0.847, p=0.00). All of the employee motivation dimensions have positive & statistically significant relationship with customer satisfaction.

Table 4.6 Correlation Analysis

Correlations					
	Customer Satisfaction	Work Environment	Managment System	Pay And Benefit	Orginizational Vision
Customer Satisfaction	1	.732**	.845**	.693**	.847**
		.000	.000	.000	.000
	28	28	28	28	28
Work Environment	.732**	1	.707**	.461**	.587**
	.000		.000	.001	
	51	51	51	51	51
Managment System	.845**	.707**	1	.493**	.565**
	.000	.000		.000	.000
	51	51	51	51	51
Pay And Benefit	.693**	.461**	.493**	1	.413**
	.000	.001	.000		.003
	51	51	51	51	51
Orginizational Vision	.847**	.587**	.565**	.413**	1
	.000	.000	.000	.003	
	51	51	51	51	51

**. Correlation is significant at the 0.01 level (2-tailed).

4.5.2 Regression Analysis

Diagnostic test

Test of Normality
Table 4.7 Normality Test

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
WorkEnvironment	.143	51	.150	.876	51	.703
ManagementSystem	.138	51	.187	.972	51	.627
PayAndBenefit	.114	51	.200[*]	.936	51	.088
OrganizationalVision	.241	51	.211	.888	51	.216
CustomerSatisfaction	.155	28	.082	.916	28	.028

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

As it can be seen on the above table, 4.6, the data gathered for all of the variables is normally distributed. Hence, it is safe to proceed with further analysis.

Test for No Multi-Co-linearity

Coefficients[a]

		Collinearity Statistics	
Model		Tolerance	VIF
1	ManagementSystem	.274	2.645
	PayAndBenefit	.137	1.316
	OrganizationalVision	.172	2.804

a. Dependent Variable: WorkEnvironment

All the VIF values when Work Environment is considered as dependent variable are less than 3. Hence no serious multi co linearity.

Coefficients[a]

		Collinearity Statistics	
Model		Tolerance	VIF
1	PayAndBenefit	.159	2.288
	OrganizationalVision	.242	1.140
	WorkEnvironment	.192	1.213

a. Dependent Variable: ManagementSystem

All the VIF values when Management System is considered as dependent variable are less than 3. Hence no serious multi co linearity.

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	OrganizationalVision	.281	1.561
	WorkEnvironment	.268	2.727
	ManagementSystem	.446	2.240

a. Dependent Variable: PayAndBenefit

All the VIF values when Pay and Benefit is considered as dependent variable are less than 3. Hence no serious multi co linearity.

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	WorkEnvironment	.121	1.256
	ManagementSystem	.243	1.118
	PayAndBenefit	.101	2.942

a. Dependent Variable: OrganizationalVision

All of the VIF values are under 3 which is the threshold of multi co-linearity. Hence it is safe to proceed with further analysis.

Test of No Auto Correlation

Durbin-Watson test is used to check the problem of auto-correlation in the data used. When the value of Durbin-Watson is close to 3, it confirms that there is no auto- correlation in the data. In this study Durbin-Watson value is 2.559 which is close to 3 and confirms that there is no auto correlation in the data.

The table below shows the result of regression analysis. The result of the study shows that R squared value is 0.645 which implies that 64.5% of customer satisfaction is explained by the four independent variables namely working environment, management system, organizational vision, and pay and reward. The result of adjusted R square is 0.624 which is close to R squared value. This level of predictability is considered sufficient for this study.

Table 4.8 Result of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.803ᵃ	.645	.624	.4755	.646	11.310	4	23	.000	2.559

a. Predictors: (Constant), Organizational Vision, Management System, Pay And Benefit, Work Environment

b. Dependent Variable: Customer Satisfaction

Furthermore, the table below shows that organization vision has the dominant significant impact on customer satisfaction (b=.774, p<0.05) followed by management system (b=.242, p<0.05) However, the study couldn't find a statistically significant effect of work environment as well aa as Pay & Benefit on customer satisfaction.

Beta values on the below table show the magnitude of the relationships. From this it can be seen that organizational vision is the most significant predictor with a beta value of 0.774 to influence the level of customer satisfaction in Bollore Transport & Logistics. This indicates that employee awareness of the company's vision, mission, goals and their commitment to achieve these has a great influence in the level of customer satisfaction.

Management system has the second highest beta value of 0.242. This can also be interpreted as Management System has a great influence on the level customer satisfaction at the company.

Table 4.9 Co-linearity Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.543	.467		1.409	.000
	WorkEnvironment	.147	.244	.219	.604	.552
	ManagementSystem	.120	.126	.242	.952	.039
	PayAndBenefit	.169	.241	.196	.787	.351
	OrganizationalVision	.616	.316	.774	1.951	.033

a. Dependent Variable: CustomerSatisfaction

4.5.3 Result of Hypothesis Testing

H1: Work environment has a significant positive effect on customer satisfaction.

The researcher assumes a 95% of confidence level for decisions made from data from the respondents. Hence, the significance level is 0.05 i.e. the maximum risk that the researcher will take on the result as a sample varies from the total population. Reject the null hypothesis if the calculated p-value is less than or equal to the level of significance, or in other words accept the alternative hypothesis.

The result of linear regression analysis shows that work environment has caused positive but statistically insignificant effect on customer satisfaction (b=0.219, p>0.05). Since the calculated p-value, 0.552 is greater than alpha 0.05the researcher rejects the alternative hypothesis of work environment has a significant and positive impact on customer satisfaction. The test shows that there is no sufficient statistical evidence to accept the alternative hypothesis. Based on the above regression analysis result, the first hypothesis is rejected.

H2: Pay and benefits have a statistically significant positive effect on customer satisfaction

The result of linear regression analysis indicated that pay and benefits have a positive but statistically insignificant effect on customer satisfaction (b=0.196, p>0.05). The standardize Beta coefficient of the variables, pay and benefits and customer satisfaction, is significance level. This shows that employees pay and benefit has a positive but insignificant impact on customer satisfaction. Since, calculated p-value 0.351 is greater than alpha 0.05 the researcher rejects the alternative hypothesis. Accordingly, the second hypothesis is rejected.

H3: Management systems have a significant positive effect on customer satisfaction

Linear regression analysis was used to test the effect of management system on customer satisfaction. The result of the study reveals that management system has a statistically significant positive effect on customer satisfaction (b=0.242, p<0.05. Since calculated p-value 0.039 is less than alpha 0.05 the researcher rejects the null hypothesis. Therefore, based on the above empirical support the third hypothesis is accepted.

H4: Organizational vision has a significant positive effect on customer satisfaction

The researcher used linear regression analysis to test the effect of organizational vision on customer satisfaction. Accordingly, the result of the study shows that organizational vision on customer satisfaction (b=0.774, p<0.05). This implicates that organizational vision has a positive and significant influence on customer satisfaction. As the calculated p-value is less than alpha 0.05 the researcher rejects the null hypothesis. Thus, on the basis of the above empirical support, the fourth hypothesis is accepted.

Chapter Five

Summary, Conclusion, Recommendation and Limitations of the Study

The major findings of the study gathered & analyzed in chapter four are summarized in this chapter. Conclusions and recommendations are drawn by using other related research studies as benchmark.

5.1   Summary

Based on the data gathered and analyzed, the summary of major findings is presented as follows;

- There is a strong level of consistency among the 24 items of employee motivation and 15 items of customer satisfaction. This is found by Cronbach's alpha, which was found 0.877 and 0.883 respectively.
- The mean scores of the employee motivation determinants are found to be greater than 3, which is high. Organizational vision & management system have the highest mean scores.
- All determinants, including Work Environment, Management System, Pay and Benefits, Management System and Organizational Vision exhibit a positive significant link with correlations of 0.741, 0.808, 0.727, and 0.827 at a significant threshold of 1%, respectively.

- On the basis the study on effect of organizational determinants of employee motivation on customer satisfaction, Organizational Vision is found to be superior to the other four dimensions. This can be viewed as, according to survey respondents of Bollore Transport & Logistics, employees are fully aware of the company's mission, vision, and goals, and are eager to contribute whatever they can to help the company achieve them.

- Regression result indicates 2 of motivation determinants variables that have a significant impact on customer satisfaction at 95 % confidence level. (P>0.05).
- At a 95% confidence level, the regression result reveals that Organizational Vision & Management System are the two variables that have a meaningful impact on customer satisfaction. The other variables, on the other hand, had no effect on customer satisfaction (P>0.05).

5.2   Conclusion

Services are the non-physical, intangible parts of our economy, as opposed to goods, which we can touch or handle. The customer satisfaction on service provider companies highly depends on the good service the employees provide. Employee motivation and customer satisfaction link has been widely studied and the results of numerous service sectors' success. The major objective of the study was to determine the effect of employee motivation determinants on the level of customer satisfaction of Bollore Transport & Logistics. The level of the customers' satisfaction of the company has somewhat proven to be satisfactory.

From the findings of the study, the below conclusions are drawn:

- The level of employee motivation determinants shows a mean score above 3, which is above neutral. This implies that employees of Bollore Transport & Logistics are motivated by the employee motivation determinants. According to the data gathered, the highest employee motivation determinant is organizational vision and the lowest is pay and benefit with mean scores 3.875 and 3.25 respectively.
- When it comes to the level of customers satisfaction, the overall mean score was found to be 4.1875 which relatively high. From this it can be concluded that customer satisfaction level of Bollore Transport & Logistics is satisfactory.
- According to the data gathered, two of the organizational determinants of employee motivation has high correlation with the level of customer satisfaction. Moreover, organizational vision has the superior correlation followed by management system.
- From the study, it was found that Organizational Vision is the highest influencer of customer satisfaction among other determinants. It was also found that Management System has a positive influence on the level of customer satisfaction of the company.
- On the contrary, it was found that Work Environment and Pay & Benefit have positive but statistically insignificant effect of the level of customer satisfaction.
- From the findings of the study, it can be concluded that, Organizational Vision and Management System are the two organizational determinants of employee motivation that play role for the satisfactory level of customer satisfaction at Bollore Transport & Logistics.

5.3 Recommendations

According to the study's findings, only Organizational Vision and Management System have a positive and significant impact on customer satisfaction across all employee motivation determinants. As a result, aiming to improve this component will help to increase overall customer satisfaction at Bollore Transport & Logistics services. Based on the study's findings, the researcher makes the following recommendations to improve Organizational Vision, Management System and Employee Motivation at Bollore Transport & Logistics in order to improve customer satisfaction.

- Employees should be reminded that the company's capacity to produce high-quality services to customers is critical to its profitability and competitiveness.
- The company should continue to make employees aware of the company's mission, vision, and goals, and employees should pledge to contribute whatever they can to achieve these goals.
- Managers should implement better management systems when handling issues with employees that interact with customers.
- Managers should be fair and considerate in giving constructive criticism to employees.
- Employees should be encouraged to give their all in all they do at work, making them pleased to be associated with the organization.
- Bollore Transport & Logistics should prioritize employees' work-life balance by funding non-work-related activities such as social events after work hours, sporting activities, and other such activities.
- Pay & Benefit packages of the company should be improved to match the expectation of employees & motivate them.
- Bollore Transport & Logistics should offer sufficient assistance to employees during times of trouble and distress in their work or even personal lives.

5.4   Limitations of the Study

Only Organizational Vision and Management System have a significant and beneficial impact on customer satisfaction, according to the study's findings. However, there are certain limitations to the study. The first one is that the study exclusive to Bollore Transport & Logistics, and hence the ability of the researcher to generalize the findings of the study to wider contexts is limited. There was also a constraint in terms of the customers nature, as they are all companies, and hence only the response of the contact person was considered. By overcoming the aforementioned restrictions, more research in this field should be performed.

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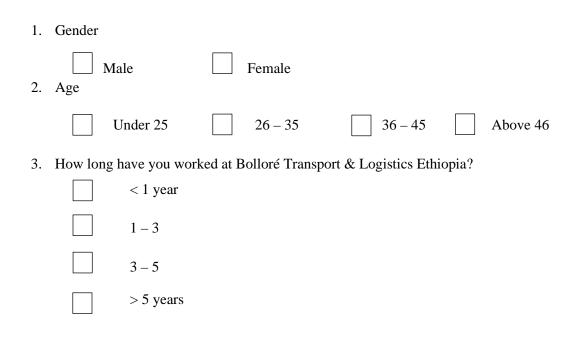
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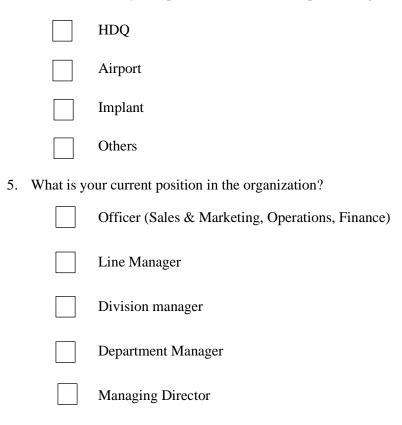## Part I   Questionnaire for Employees

Dear respondents,

This study is conducted in partial fulfillment of the requirement of degree of **Masters in Marketing Management at St. Mary's University,** School of Graduate Studies. The study is aimed *to investigate the effect of employee motivation on customer satisfaction in the case of Bolloré Transport & Logistics Ethiopia*. To this end, questionnaire is used to gather the necessary data for the study purpose. The questionnaire has two parts: part one is about the demographic information and part two is related to the main survey questions.   Therefore, I kindly request your willingness to fill genuine response on this questionnaire. The response you provide will only be used for the study purpose. It takes 15 minutes to complete the questionnaire. If you have doubt or concern on the questionnaire, please forward it to me via the contact address provided at last. Thank you for your willingness to spare your valuable time to participate in this study.

Employee Motivation Questionnaire

PART I-DEMOGRAPHIC INFORMATION

(Please mark√on your answer)

1. Gender

   ☐ Male   ☐ Female

2. Age

   ☐ Under 25   ☐ 26 – 35   ☐ 36 – 45   ☐ Above 46

3. How long have you worked at Bolloré Transport & Logistics Ethiopia?

   ☐   < 1 year

   ☐   1 – 3

   ☐   3 – 5

   ☐   > 5 years

4. Which office do you represent at Bolloré Transport & Logistics Ethiopia?

☐ HDQ

☐ Airport

☐ Implant

☐ Others

5. What is your current position in the organization?

☐ Officer (Sales & Marketing, Operations, Finance)

☐ Line Manager

☐ Division manager

☐ Department Manager

☐ Managing Director

PART II- EMPLOYEE MOTIVATION QUESTIONS

The following Likert scale items are aimed to gauge your level of motivation based on four dimensions namely work environment, management system, pay and benefit, and corporate culture.Please put √mark that best describes the extent to which you believe Bolloré Transport & Logistics Ethiopia has the features described in the table below based on the scales given under.

1= Strongly disagree

2= Disagree

3= Neutral

4=Agree

5=Strongly agree

No.	Employee Motivation Indicators	Your level of agreement (1-5)				
		1	2	3	4	5
A	**Work Environment**	1	2	3	4	5
1	The work surroundings are organized and well-kept which creates conducive work environment					
2	Pressure from work is minimal or negligible and does not greatly affect the quality of life of the employees within and outside the work settings					
3	Your job is stimulating and challenging					
4	Employees feel stable and secured about their Job					
5	Technology and equipment in Bolloré are generally updated, in good condition and available to every employee who needs them					
B	**Management System**	1	2	3	4	5
6	Bolloré have a clearly established career path					
7	Supervisors and managers exert effort in developing friendly and professional working relations among their subordinates					
8	Employees' job descriptions are comprehensive and reliable such that they can refer to them and know exactly what is expected					
9	Employees get a lot of support from their supervisors who exhibit a hands-on and immersive approach to coaching and supervision					
10	Employees are given the freedom to voice their opinion or view to their immediate superiors and they are assured that their concerns are attended to by the top management if need be					
11	The importance of team building, and teamwork is well emphasized throughout the company as manifested in the management of projects and in the job designs					
12	Supervisors and managers are fair and considerate in giving constructive criticisms or express their disapproval or disappointment					
C	**Pay and Benefit**	1	2	3	4	5
13	Employees who perform well in their jobs are given tangible rewards such as special wage increases, bonuses, additional benefits, etc.					
14	Praise and recognition are given individually to employees based on performance					
15	The company is concerned over employees' personal welfare and interest					
16	You are satisfied with benefit package at Bolloré, like amount of vacation, sick leave, transportation allowance, etc.					
D	**Organizational Vision**	1	2	3	4	5

17	Employees are constantly reminded that their employment depends a lot on the company's ability to deliver quality outputs and services to customer in order to remain profitable and competitive.					
18	Employees are encouraged to give the best of everything they do in their job					
19	Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these					
20	Quality customer service is a top priority in Bolloré and this is well communicated to the employees.					
21	Bolloré gives importance to employees' work-life balance by sponsoring non-work-related activities					
22	Bolloré values social responsibility and this is inculcated in its corporate culture					
23	Bolloré fulfils its part on any agreement made with the employees					
24	Bolloré offers sufficient assistance to employees during times of trouble and distress in their work or even personal lives.					

Part II   Questionnaire for customers

Dear respondents,

This study is conducted in partial fulfillment of the requirement of degree of **Masters in Marketing Management at St. Mary's University,** School of Graduate Studies. The study is aimed *to investigate the effect of employee motivation on customer satisfaction in the case of Bolloré Transport & Logistics Ethiopia*. To this end, questionnaire is used to gather the necessary data for the study purpose.

The questionnaire has two parts: part one is about the demographic information and part two is related to the main survey questions.   Therefore, I kindly request your willingness to fill genuine response on this questionnaire. The response you provide will only be used for the study purpose. It takes 15 minutes to complete the questionnaire. If you have doubt or concern on the questionnaire, please forward it to me via the contact address provided at last. Thank you for your willingness to spare your valuable time to participate in this study

Customer Satisfaction Questionnaire

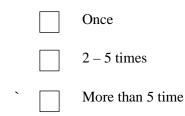## PART I-: DEMOGRAPHIC INFORMATION

(Please mark ☐√ on your answer)

1. Service years

    ☐ Below 1 year   ☐ 1 – 3 years   ☐ 3 – 5 years   ☐ above 5 years

2. Type of sector

    ☐   Food and Beverage

    ☐   Aid and Relief
    ☐   Infrastructure and Telecom

    ☐   FMCG Industry

    ☐   Agriculture

    ☐   Garment and Textile industries

    ☐   Energy and Mining industry

☐   Bollore Network

Any other …………………………………………………………

3. How often have your organization used services from Bolloré Transport & Logistics Ethiopia?

☐   Once

☐   2 – 5 times

`   ☐   More than 5 time

PART II: CUSTOMER SATISFACTION QUESTIONS

The following Likert scale items are aimed to gauge your level of satisfaction on the services offered by the organization. Please put a tick mark to measure the extent to which you believe that Bolloré Transport & Logistics Ethiopia has services quality features described in the statements based on the scales given below.

1= Strongly disagree

2= Disagree

3=Neutral

4=Agree

5=Strongly agree

No.	Customer Satisfaction Dimensions	Your level of agreement (1-5)				
		1	2	3	4	5
1	The service provided by the offices and the promise match					
2	The employees are sincere to solve problems					
3	The employees perform the service right at the first time					
4	The employees deliver service at the time it promised to do so					
5	The employees insist on error free records					
6	The employees tell you exactly when the service will be performed.					
7	Employees in the office provide prompt response					
8	The employees are always willing to help you					

9	The employees are never too busy to respond to your request					
10	The behaviour of employees in the offices reassure your confidence					
11	You feel safe in your transactions with the employees					
12	Employees consistently courteous to you					
13	Employees of theoffices have the knowledge to answer your question(s)					
14	People in the offices gives you individual attention					
15	Employees of the offices understand your specific needs					