

Impact of employee satisfaction on customer satisfaction in telecom sector of Pakistan

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Abstract—The satisfied customers actually are the possessions of business, to implement enhanced business in this aggressive era, only employee satisfaction, reward and motivation amenities not competent to increase customer satisfaction, but also other aspects in terms of organizations policies, high-quality product, product consistency, product features also required to enhance customer satisfaction, the findings of research concluded that only superior employees service to customers not lead higher customer satisfaction, result also explore that if companies have the policy to satisfy employee although if satisfied employees are not devoted, realistic, competent, eligible and devoted with their work they not lead higher customer satisfaction, the findings of research also explore that it's not necessary that merely trained and motivated employees increase customer satisfaction a lot of the other aspect also required for higher customer satisfaction, a few kind of training for employees is needed, but training of employees also include many negative aspect also, such as employees leave for better job, high training cost, wastage of time moreover if employees not have higher job satisfaction in terms of promotion, recognition it decreases employee morale as a result they not interested to entertain customers effectively either they are trained or not also if organizations motivated their employees through financial and another assertive but the employee is not enough qualified, reliable, skilful, and knowledgeable to respond and satisfy customer requirements easily which lead poor customer satisfaction, to explore the correct result, SPSS software used, study is descriptive in nature, a structured questionnaire was design to collect data, by using primary data the objective used for liker scale were, strongly agree, agree, neutral, disagree, strongly disagree, a questionnaire was close handed, the questionnaire was distributed among 220 employees and customers of mobilink, zong, warid, uphone, telenor out of which 170 forms were collected, qualitative data collection is taken to analyze the result, result concluded that employee satisfaction is not lead customer satisfaction.

1. INTRODUCTION

Satisfied employees facilitate to create satisfied customers, The satisfied customers actually are the possessions of business, Satisfaction of employee is boost through training, motivation, reward and else while customer satisfaction depends upon the quality service, product quality, contentment as well as admirable behavior of employee through professional development Satisfied employees are Really important because they symbolize the organization to the public a optimistic link subsist among employee and customer satisfactions and circuitous relation between employee satisfaction and business success because employee part is awfully imperative as it illustrate major part into the achievement of modern association, the result of shows that customer satisfaction declines when the organization policies include inadequacy plus motiveless rule for employees thus when employer provides superior satisfaction and motivating

amenities, employees will carry out their obligation more competently and they will be more focused on their job and origin their customers to be more satisfied in return, but only when they are reliable with their job according to the studies of motivation of employee through training play a major role to boost employee's performance, also employee motivation and organizational effectiveness has positive relationship, the more the employees are intention to tasks success, more it leads higher organizational growth, motivation of employee through training play a significant role to enhance employee's performance because training help employee to perform their task more efficiently which results higher employee motivation also reward pay significant role for the motivation and satisfaction of employees, results shows that 75%

Of the employees alleged that reward of their efficient performance through supervisors gives them direction to perform effectively and higher job satisfaction. The companies may expand investment in different areas of business to compete with other companies but not focusing on the investment of motivation, reward and training programs which results poor customer satisfaction and unable to achieve goal oriented, result concluded that employees emerge more often and be the most substantial clue toward customers 'acuity

1.1 PROBLEM STATEMENT

The purpose of this study is to examine if employee satisfaction influence customer satisfaction or not

1.2 SIGNIFICANCE OF THE STUDY

The significance of my research help organizations to observe the relationship between employee satisfaction and customers satisfaction , training, motivation, and reward of employees not only increases customer satisfaction but also other aspects required in terms of quality and effectiveness of product organizations must have to focusing in such areas to enhance product competency for higher customer retention and satisfaction, This study helps in instructive the updated facts and figures like organization updated policies, updating correspondence, promotions, and superiority of product

1.3 OBJECTIVES OF THE STUDY

The following objectives are expressed for the current study:

- To find association between employee training, reward, motivation and customer satisfaction
- To examine if employee satisfaction has a positive influence on customer satisfaction
- To assess the impact of employee motivation, training, reward on customer satisfaction

1.4 LIMITATION OF THE STUDY

Because of_ constriction of time and resources it's very difficult to manage as well as there is a limitation of sample size some customers not give their suggestion properly, therefore it's difficult to get accurate consequence

1.5 SCOPE OF THE STUDY

This topic is truly significant and has high scope in telecommunication industry to increase higher customer satisfaction by observing the affiliation between employee satisfaction and customer satisfaction; as well this study will facilitate the students and journalist in near future. They can easily gather facts and figures from the research paper.

1. LITERATURE REVIEW

According to the studies, of (Muhammad Bilal Ahmad, 2012)employees play an imperative part behind the accomplishment of an organization the study examine the effect of employee's motivation on the organization revelation of customer satisfaction, for this study Correlation and regression analysis, SPSS is used to examine the questisonnaire data, regression analysis and Pearson correlation analysis is used to analysis the affiliation among employee motivation and customer satisfaction, study emphasize the necessity of introducing employee motivational programs intended for rising employee motivation, and also shows pay and benefits play a vital role in employees motivation, and employees motivation and its gears has positive contribution in satisfying customers of airline industry because customers assess airline services by the behavior performance and actions of its employees.

According to Webster's New Collegiate Dictionary, a motive is "incredible a want or craving that origin an individual to perform. The intention of the study is to examine the impact and relationship among

employees' motivation and organizational effectiveness, and to recognize the factors that effects employee motivation in the telecommunication and banking sector of Pakistan, (Manzoor, 2012) results concluded that employee motivation and organizational effectiveness has positive relationship, The more the employees are motive to tasks accomplishment ,more it leads higher organizational growth, a sample of 103 respondents was taken and Pearson correlation was applied. The results prove that there exists significant positive correlation, for the organization competence, motivated employees works paramount, which lead them toward growth and advancement.

The satisfied customers actually are the possessions of business, to execute a better business in this aggressive era, satisfaction of customers is needed, which imposed the author (Adeel Daniel, 2010) to explore the impact of employee satisfaction via customer satisfaction in the service sector of Pakistan, from every city the sample size of the study is 50 respondents and to conduct the field analysis, a stratified random sampling was attain ,two different questionnaires have been developed to ensure the responses of employees and customers individually through this searching we hypothesize that, when employer provides superior satisfaction and motivating amenities, employees will carry out their obligation more competently and they will be more focused on their job and origin their customers to be more satisfied in return, so the study outcomes concluded that, impact of employee satisfaction has a positive impact on customer satisfaction

(Dr. Abdul Ghafoor Awan, 2014) Employee motivation plays a vital role in satisfaction of customers, the purpose of the research is to examine the impact of employee motivation on customer satisfaction in banking sector of Pakistan that is Askari Bank Ltd, Habib Metropolitan Bank Ltd , Bank Al-Habib Ltd in this study, through

structured questionnaire, Primary Data has been collected ,For data analysis author used Correlation and Regression technique with Chi-Square Test for further support to the results , from the study the findings concluded that customer contentment is powerfully sway by employees motivation in the chosen banks, thus the banks should focus in employees enthusiasm intended for higher customer satisfaction.

motivation intensity influence both working environment as well as customer satisfaction, the aimed of this study is to explore the effect of employee performance by the motivational factor of training in employees performance, to acquire accurate result descriptive test, correlation, and regression test is applied, 30 questionnaires are distributed in different universities of Pakistan, assemble 150 questionnaires total, The result of (Asim, 2013) study reveals that motivation of employee through training play a significant role to enhance employee's performance of educational sector, if the employees are motivated they efforts more for organization success which results high customer satisfaction.

Satisfied employees are really important because they symbolize the organization to the public, the intention of author (Raja Irfan Sabir1, 2014) is to study the effect of employee satisfaction on customer satisfaction in electric supply company of Lahore ,for this study Lahore electric company employee selected ,researcher used quantitative approach and used survey method , as well as technique of random and non probability sampling with sample size of 125 employees ,results shows that the relationship was positive among employee satisfaction on customer satisfaction, different factor of employee satisfaction has mainly powerful impact on customer satisfaction because employee satisfaction reflect the company image as a result of that organizations must have to focus in areas that reinforce and enhance satisfaction of

employees which leads higher customer retention and customer satisfaction

The aimed of this study is to find out the impact of recognition via reward on employee's performance, efficiency and employee's retention, intended for this study, the city of Karachi was chosen with sample size of 100 employee's, that is tested by chi2 inferential analysis and a close ended questionnaire to terminate the relation among controller recognition and employees' recital, the results of (Shazia Khan, 2011) shows that there is radically positive relationship between manager recognition through reward and employees' recital, 75% of the employees alleged that reward of their efficient performance through supervisors gives them direction to perform effectively and higher job satisfaction.

Employee satisfaction plays imperative part, when to describe business success, the purpose of the studies of (Afshan Naseem, 2011) was to examine the affiliation among customer satisfaction and employee contentment and its effect in company act in telecom sector of Pakistan, to evaluate this study researcher used qualitative examine method, data gather through questionnaire, 20 employee questionnaires and 132 customer questionnaires were selected for analysis and was recorded in SPSS tool. The findings of researcher concluded that; a optimistic link subsist among customer satisfactions and employee satisfactions and circuitous relation between employee satisfaction and business success because employee part is awfully vital as it show major part into the accomplishment of modern organization thus organizations must have to start programs for employee satisfaction intended for higher customer satisfaction.

Motivation refers to employees more satisfied in their job that assist them to perform effectively which leads higher customer satisfaction The purpose of (Muhammad Nadir Hussain Khan, 2015)

research is to observe the impact of employee motivation on customer satisfaction and conclude how customer satisfaction direct superior organizational recital, from the result of previous study, it is proven that employee motivation positively yields employee satisfaction that result higher customer satisfaction which positively contribute to increase organizational proceeds.

(Masood Ul Hassan, 2013) To effect in superior financial recital, satisfy employees and costumers play vital role, the key reason of this study is to find out two main relations, straight link among employee satisfaction and customer satisfaction as well as, indirect affiliation linking financial performance and employee satisfaction, author used quantitative research and collected data through 600 questionnaires in life Insurance Corporation branches, to check the direct and arbitrate link among variables, correlation, reliability and regression test are applied, findings concluded that positive link endure among customers and employee satisfaction and also finds that vastly satisfied employee are really motivated to gratify costumers, which lead the elevated financial performance of firm.

(Oki, 2014), this research study is covering in the service sector, aimed to recognize the impact of customer satisfaction and employee retention, through the pragmatic study of several selected hotels of Nigeria, the result of hypothesis testing exposed that there be an imperative affiliation between employee preservation and customer satisfaction, from twenty hotels, a sample size of 400 employees was adopt which were chosen random, also carry out a z-test study of population proportion, Our findings demonstrate a weak connection between customers 'satisfaction and employees' retention in the Nigerian hospitality industry. Hotel managers need to setting programs intended for employees 'service knowledge and encourage them for their success in service delivery because employees emerge more often and be the most substantial clue toward customers 'acuity

The study effort to examine the features that motivate employees and to generate a motivated workforce which facilitate organization for better

outcomes, For this study, (Safiullah, 2014) chosen telecommunication industry of Bangladesh employees, to conclude employee perception about reward practice and to recognize motivational factor a structured questionnaire was considered and as a sample 81 employees has been taken from four telecommunication companies of Bangladesh, 81 questionnaires were issued between employees, the outcome concluded that growth, employees ranked advancement and job security as the most important motivational factor which help organizations to acquire winning result

The purpose of (Natasha Johnston, 2010) studies is to examine affiliation among customer satisfaction and organization climate, in a franchise, Nineteen entity of a coffee franchise system were examine, Data were collected from employees and customers via surveys. Net sale records were given by the master franchisee, for competent primary data collection, A survey questionnaire was consider, rate of 77.7% considerable affiliation were found representing a retort among organizational climate, customer satisfaction, In the current study, gather from a total of 126 employees, The results discover that, customer satisfaction declines when the organization policies include inadequacy plus motiveless rule for employees

The main reason of this study is to examine the connection among employees and customer satisfaction and their effect in firm's profitability, to explore the result (Yingzi Xu, 2005) tests the link of employee and customers in a Chinese securities firm through survey questions, from 26 branches 428 employees and customers were selected in the data, that tested separately the link between customers satisfaction as well as employees satisfaction with profitability, The results show that employee satisfaction and customer satisfaction have positive impact on profitability and have positive relation because Satisfied employees are the assets of the firm, deliver the best customers

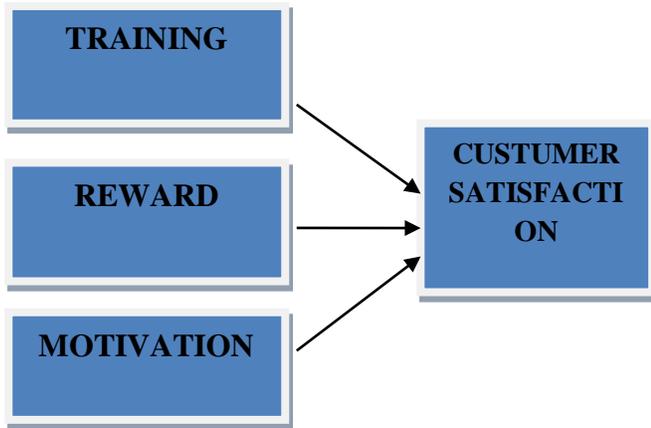
satisfaction and remain faithful to the company, well Customer satisfaction make customer consistent which results higher profitability in firm.

(Masoud Amoopour, 2013) In the financial growth of any countries service industries assist an vital role, the intention of this study is to study the affiliation among employee job satisfaction and customer satisfaction in insurance corporations of Rasht (Iran), for data collection SPSS and LISREL software is used and sampling method is simple random, which includes 380 customers and 140 employees, The results of the study showed that conflict has an impact on job satisfaction job satisfaction has an impact on employee's obligation and employees obligation has an impact on customer satisfaction, therefore companies must have to focuses in employee job satisfaction program which results higher employee obligation that positively link and increases superior customer satisfaction.

This research aims of (Morsy, 2015) is to investigate the relationships among business service climate and Employee satisfaction, as well as employee Service quality and customer satisfaction, for this study data was obtained from a survey Telecom Company of Egypt by 341 employees and 350 customers, data collected through interviews to obtain qualitative data and through questionnaires, data has been evaluate with the help of SPSS software conclusion result that, there is a activist link exist between business climate and employee satisfaction as well as employee Service quality and customer satisfaction, thus the organizations have to focus on improving service climate which lead to increase employee satisfaction and service quality that results higher customer satisfaction.

3. METHODOLOGY

3.1 RESEARCH MODEL



3.2 HYPOTHESIS

H_{01} = Employee training has no impact on customer satisfaction

H_{A1} = Employee training has a impact on customer satisfaction

H_{02} = Employee reward has not significantly effect on customer satisfaction

H_{A2} = Employee reward has significantly effect on customer satisfaction

H_{03} = There is no influence of employee motivation on customer satisfaction

H_{A3} = There is a influence of employee motivation on customer satisfaction

3.3 DATA DESCRIPTION

In order to generate correct result the data for this research collected by using primary data, study is descriptive in nature, a structured questionnaire was design to collect data, the objective used for liker

scale were, strongly agree, agree, neutral, disagree, strongly disagree, a questionnaire was close handed, the questionnaire was distributed among 220 employees and customers in mobilink, zong, warid, uphone, telenor out of which 170 forms were collected , qualitative data collection is taken to analyze the correct result and relationship between employees satisfaction and customer satisfaction in a correct manner.

4. DATA ANALYSIS

DESCRIPTIVE STATISTICS:

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
when employees are trained, the speed and efficiency at which employees respond to customers requests is quick and satisfactorily	180	1	5	2.46	.923	.519	.181
satisfied employees responsiveness in dealing	180	1	34	2.73	2.551	10.407	.181

with customers is admirable							
The company provides services as it promises to do so, increases customers satisfaction	180	1	5	2.01	.846	.483	.181
Good service offered by employees satisfy customers needs	180	1	5	2.57	.865	.428	.181
employee satisfaction has an influence on customer satisfaction	180	1	5	2.64	1.050	.520	.181
when employees are satisfied they shows proper interest in solving customers problem	180	1	22	2.55	1.725	8.138	.181

employees have the knowledge to answer customers questions easily when they are trained	180	1	5	2.30	.845	.394	.181
Customers feel gratify when employees show a friendly behavior	180	1	5	2.13	.794	1.112	.181
Customer satisfaction is strongly influencing by employees motivation	180	1	8	2.47	1.404	2.691	.181
Employee motivation yields employee satisfaction which result higher customer satisfaction	180	1	5	2.28	.880	.557	.181
Employee satisfaction is necessary to enhance customer	180	1	5	2.48	.887	.488	.181

satisfaction							
Excellent customer service can be offer by the employees when they have higher job satisfaction	180	1	5	2.47	.930	.440	.181
When organizations not build up customer satisfaction, they lose their customers rapidly	179	1	5	2.60	.951	.553	.182
Customers feel more satisfy when employees provide quality service through their training	180	1	32	2.88	2.759	8.227	.181
Employee reward give them direction to perform effectively	180	1	5	2.19	.934	.517	.181

and higher customer satisfaction							
Employees origin their customers more satisfied when they are trained, satisfied and motivated	180	1	5	2.67	.897	.663	.181
For higher customer satisfaction employees must have to participate in training programs to improve their skills and knowledge	180	1	5	2.72	.941	.392	.181
Customer satisfaction declines when the organization policies have no employee training programs	180	1	5	2.64	.889	.247	.181
Employee motivation	180	1	5	2.30	.865	.636	.18

enhance customers satisfaction							1
The Company employees respond to customers inquiries in a timely manner when they are satisfied	180	1	5	2.73	1.081	.468	.181
Trained and motivated employees offer best service to customers	179	1	5	2.60	.968	.493	.182
When employees are motivated, all customers requirements are satisfied	180	1	5	2.30	.957	.450	.181
Valid N (listwise)	178						

CORRELATION & REGRESSION OF HYPOTHESES:

HYPOTHESES 1

H_{01} = Employee training has no impact on customer satisfaction

H_{A1} = Employee training has a impact on customer satisfaction

CORRELATIONS

		when employees are trained, the speed and efficiency at which employees respond to customers requests is quick and satisfactory	Employee satisfaction is necessary to enhance customer satisfaction
when employees are trained, the speed and efficiency at which employees respond to customers requests is quick and satisfactory	Pearson Correlation	1	.139
	Sig. (2-tailed)		.063
	N	180	180
Employee satisfaction is necessary to enhance	Pearson Correlation	.139	1
	Sig. (2-tailed)	.063	

customer satisfaction	N	180	180
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ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.943	1	2.943	3.499	.063 ^a
	Residual	149.702	178	.841		
	Total	152.644	179			

A. Predictors: (Constant), Employee satisfaction is necessary to enhance customer satisfaction

b. Dependent Variable: when employees are trained, the speed and efficiency at which employees respond to customers requests is quick and satisfactory

COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.097	.204		10.296	.000
	Employee satisfaction is necessary to enhance customer satisfaction	.144	.077	.139	1.871	.063

Dependent Variable: when employees are trained ,the speed and efficiency at which employees respond to customers requests is quick and satisfactory

ANALYSIS #1

Reference to the tables, the level of significance is 0.063 which is greater than 0.05 therefore the null

hypothesis (H_{01}) is fail to reject which shows that it's not necessary that merely trained employees increases customer satisfaction a lot of the other aspect also required for higher customer satisfaction, to scamper successful company a few kind of training for employees is needed, but training of employees also include many negative aspect also, such as employees leave for better job, high training cost , wastage of time moreover if employees not have higher job satisfaction in terms of promotion, recognition it decreases employee satisfaction as a result they not interested to entertained customers effectively either they are trained or not which lead poor customer satisfaction

HYPOTHESES 2

H_{02} = Employee reward has not significantly effect on customer satisfaction

H_{A2} = Employee reward has significantly effect on customer satisfaction

Correlations

		The company provides services as it promises to do so, increases customers satisfaction	Employee reward give them direction to perform effectively and higher customer satisfaction
The company	Pearson	1	.026

provides services as it promises to do so, increases customers satisfaction	Correlation		
	Sig. (2-tailed)		.734
	N	180	180
Employee reward give them direction to perform effectively and higher customer satisfaction	Pearson Correlation	.026	1
	Sig. (2-tailed)	.734	
	N	180	180

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.960	.162		12.124	.000
Employee reward give them direction to perform effectively and higher customer satisfaction	.023	.068	.026	.341	.734

a. Dependent Variable:

The company provides services as it promises to do so, increases customers satisfaction



ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.083	1	.083	.118	.734
	Residual	127.894	178	.719		
	Total	127.978	179			

Reference to the tables, the level of significance is 0.734 which is greater than 0.05 therefore the null hypothesis (H_{01}) is fail to reject which shows that reward of employees not effected customer satisfaction, because reward is not enough recognition to boost employee morale and satisfaction, thus organizations may increases employee morale, by providing promotions, inducement, long-term benefits that boost employee satisfaction which lead elevated customer satisfaction

a. Predictors: (Constant), Employee reward give them direction to perform effectively and higher customer satisfaction

b. Dependent Variable: The Company provides services as it promises to do so, increases customers satisfaction

COEFFICIENTS^a

HYPOTHESES 3

H_{03} =There is no influence of employee motivation on customer satisfaction

H_{A3} = There is a influence of employee motivation on customer satisfaction

CORRELATIONS

		Employee motivation yields employee satisfaction which result higher customer satisfaction	When employees are motivated ,all customers requirements are satisfied
Employee motivation yields employee satisfaction which result higher customer satisfaction	Pearson Correlation	1	.071
	Sig. (2-tailed)		.343
	N	180	180
When employees are motivated ,all customers requirements are satisfied	Pearson Correlation	.071	1
	Sig. (2-tailed)	.343	
	N	180	180

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.699	1	.699	.903	.343 ^a
	Residual	137.851	178	.774		
	Total	138.550	179			

A Predictors: (Constant), When employees are motivated, all customers requirements are satisfied

b. Dependent Variable: Employee motivation yields employee satisfaction which result higher customer satisfaction

COEFFICIENTS^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.133	.171	12.459	.000
	When employees are motivated ,all customers requirements are satisfied	.065	.069	.071	.9503

a. Dependent Variable: Employee motivation yields employee satisfaction which result higher customer satisfaction

ANALYSIS #3

Reference to the table the level of significance is greater than 0.343 than 0.05 therefore it is fail to reject and proved that only employee motivation not effecting higher customer satisfaction as if organizations motivated their employees through financial and another assertive but the employee is not enough qualified, competent, reliable, skilful, eligible, and knowledgeable to respond and satisfy customer requirements easily as a result, it lead poor customer contentment. Only employee motivation is not enough for higher customer satisfaction also employee on job training, occurrence, prerequisite is also play essential task to enhance customer satisfaction

5. CONCLUSION

The findings of research concluded that only employee satisfaction, reward, motivation, amenities and superior employees service to customers not competent to increase customer satisfaction, but also other aspects in terms of organizations policies, high-quality product, product consistency, product features also required to enhance customer satisfaction, the findings of research also explore that it's not necessary that merely trained employees increase customer satisfaction a lot of the other aspect also required for higher customer satisfaction, to scamper successful company a few kind of training for employees is needed, but training of employees also include many negative aspect also, such as employees leave for better job, high training cost, wastage of time moreover if employees not have higher job satisfaction in terms of promotion, recognition it decreases employee satisfaction as a result they not interested to entertained customers effectively either they are trained or not which lead poor customer satisfaction, the research also finds that reward of employees not effected customer satisfaction, because reward is not enough recognition to boost employee morale and satisfaction, thus organizations may increase employee morale, by providing promotions, inducement, long-term benefits that boost employee satisfaction which lead elevated customer satisfaction, also if companies have the policy to satisfy employee although if satisfied employees are not devoted, realistic, competent, eligible and devoted with their work they not lead higher customer satisfaction further research explore that only employee motivation not effecting higher customer satisfaction as if organizations motivated their employees through financial and another assertive but the employee is not enough qualified, competent, reliable, skilful, eligible, and knowledgeable to respond and satisfy customer requirements easily as a result, it lead poor

customer contentment. Only employee motivation is not enough for higher customer satisfaction also employee on job training, occurrence, prerequisite is also play essential task to enhance customer satisfaction

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