Linkage between Customer Satisfaction and Employees Satisfaction: A Study of Four Wheeler Dealer across Karnataka Automotive Industry

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ABSTRACT
Automobile Industry has played a major role in the Indian economy during the last decade. The Indian market opening its wings to MNC’s, the competition has become severe in terms of product quality and service. This has brought forward customer satisfaction especially at the dealer level. Satisfied customer’s form the foundation of any successful business as customer satisfaction leads to repeat purchase, brand loyalty, and positive word of mouth. In this competitive environment especially in the Car service industry requires every dealer to seek highest customer satisfaction with relation to Employee satisfaction as an instrumental in achieving it. The main aim of this paper is to consider the issues that are most important, but has not been given relevant importance in the past i.e. linkage between employee satisfaction and customer satisfaction and employee prominent role to encourage customer satisfaction which drive four wheeler dealer profitability. Most dealers who strive to acquire customer satisfaction must satisfy their employee’s needs and wants first. It is widely recognized from past literature that customer needs will be satisfactorily met only when employee needs are being satisfactorily met. In this paper, we first discuss conceptualization of antecedents of customer satisfaction, and its relevant importance to dealer profitability. Then, we discuss how employee satisfaction programe is linked with customer satisfaction. Moreover, we provide suggestions to improve employee satisfaction to encourage customer satisfaction. The study focuses on interdependence of customer satisfaction and Employee satisfaction and it implications for car service industry across Karnataka.

Keywords: Customer Satisfaction, Customer Satisfaction, Service Quality, Employee Satisfaction, Linkage between Employee and Customer Satisfaction dealer profitability.

INTRODUCTION
Customer satisfaction is the key to business servers. According to a study Customer in India are more concerned with the service that are performed at timely manner with the affordable cost The Dealer in India must be responsive to all the needs of their customer; simply providing a good product at a good price is no longer enough. Every aspect of their service from the initial sales call to the maintenance of product sold must exceed the expectation of the customer. A customer who has a good experience with the concerned dealer may probably use the same dealer again while the customer who experiences problems with a dealer may not use the same dealer next time. For this reason improving service quality is important for existing customer and for attracting new users. Customer satisfaction among different dealers has become an important and necessary concept in today’s service business world. Due to the importance of repeat business, it is vital for service business to focus on long term relationship with customer. In this paper an attempt is made to demonstrate that customer satisfaction research is not only a tool to measure customer attitude but also to be a proactive tool for managing customer relation with respect to different dealers. Customer satisfaction is the outcome felt by those that have experienced a company’s performance that have fulfilled their expectations. Many researchers and academicians highlight the importance of customer satisfaction. Many researchers see that customer satisfaction has positive effects on organizations profitability. Empirical evidence also shows the
positive connection between customer satisfaction, loyalty and retention. Nowadays all companies are realizing the significance of delivering and managing service quality, which leads to customer satisfaction. According to Hansemark and Albinson (2004) “Satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of someone’s needs, goals or desire”. Customer loyalty on the other hand refers to a deeply held commitment to re-buy a preferred product or service in the future despite situational influences and marketing effort having potential to cause switching behavior (Oliver1977).

The topic of customer satisfaction has received considerable interest in recent years, is one of the most popular research topics in marketing (Patterson 1997) (Naeem 2010) (Karna, 2004) (Churchill 1982) (Spreng Mackenzie and Olshavsky 1996) ( Yoon, 2010) has attracted significant attention from top management in many companies (Bernhardt 2000). A customer is satisfied when an offering performs better than expected and is dissatisfied when expectations exceed performance (Bolton, 1991) or when actual experience exceeded from expectations. Kotler et al (2006) points out that whether the buyer is satisfied after purchase depends on the offer’s performance in relation to the buyers expectations. Similarly, customers have expectations with regard to the behavior of service employees, when these are exceeded, the level of customer satisfaction with the service provider is positively influenced (Thurau, 2004). Customer satisfaction can be derived from product (Churchill1982) (Oliver1993) (Homburg and Rudolph 2001) (Westbrook 1980) which relates to the customer’s evaluation of product performance based on such characteristics as durability, dollar value, technical sophistication, and ease of use (Homburg and Giering 2001) consumption experience (Bearden and Teel, 1983) and price (Anderson, 1996). Moreover, satisfaction with salesperson performance has received considerable attention (Sheth, 1973) which relates to the interaction between the sales personnel and the customer and the ability of the sales representative to meet a customer’s unique needs (Homburg and Giering, 2001). In addition to it, service encounter play a prominent role in customer satisfaction (Suprenant 1987) (Bitner, 1990).


CUSTOMER SATISFACTION
Customer Satisfaction has been a central concept in marketing literature and is an important goal of all business activities. Today, companies face their toughest competition, because they move from a product and sales philosophy to a marketing philosophy, which gives a company a better chance of outperforming competition (Kotler, 2000). Overall customer satisfaction translates to more profits for companies and market share increase. The importance of customers has been highlighted by many researchers and Academicians. The principal concern of marketing is to connect with customers by building a strong customer relationship in order to meet their expectations. Companies that are successful follow a model which has the customers at the top. Next according to the importance are front-line people who meet, serve, and satisfy customers, under them are middle managers, whose job are to support the front-line people so they can serve customers well, and at the base is top management, whose job is to hire and support good middle managers. For customer-centered
companies, customer satisfaction is both a goal and a marketing tool. Therefore, companies need to be concerned about the customer satisfaction level. Otherwise with the extensive use of the internet technology; the quick spread of bad word of mouth marketing, as well as good word of mouth information will percolate to the rest of the world.

Researchers have tried to define customer satisfaction and they have defined it as transaction process. Oliver (1981) defined satisfaction —as a summary of psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience⁹. Kotler (2000) defined satisfaction as: a person's feelings of pleasure or disappointment resulting from comparing a product perceived performance (or outcome) in relation to his

![Figure:1 Modern Customer-Oriented Organization Chart](source: Kotler et al. (2000))

or her expectations According to Hansemark and Albinsson (2004) —satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire. Parasuraman et al. (1988) distinguish service quality and satisfaction: —perceived service quality is a global judgment, or attitude, relating to the superiority of the service, whereas satisfaction is related to a specific transaction. Customer satisfaction as an attitude is like a judgment following a purchase act or based on series of consumer-product interactions (Yi, 1989). Customer satisfaction has a positive effect on an organization's profitability. The more customers are satisfied with products or services offered, the more are chances for any successful business. Customer satisfaction leads to repeat purchase, brand loyalty, and positive word of mouth advertising. Customer satisfaction leads to repeat purchases, loyalty and to customer retention (Zairi, 2000). Satisfied customers are more likely to repeat buying products or services. They will also tend to say good things and to recommend the product or service to others. On the other hand dissatisfied customers respond differently. Dissatisfied customers may try to reduce the dissonance by abandoning or returning the product, or they may try to reduce the dissonance by seeking information that might confirm its high value (Kotler, 2000). Companies need to develop strategies of how to handle dissatisfied customers. Businesses cannot afford under any condition to lose customers, because the cost of replacing the lost customer with a new customer is bigger. Therefore, companies must find ways of winning back the unsatisfied customers by designing special programs for service recovery. Companies should handle customer complaints with care and not seeing them as time consuming.

**CONCEPTUALIZATION OF CUSTOMER SATISFACTION**

The literature on customer satisfaction/dissatisfaction suggests two different conceptualizations: Transaction specific and Cumulative (Boulding, 1993).

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<th>Perspective</th>
<th>Definition</th>
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<td>Anderson et al., 1994; Fornell, 1992</td>
<td>Cumulative Specific</td>
<td>Customer satisfaction can be defined as overall evaluation based on the total purchase and consumption experience with</td>
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Fornell, 1994; Churchill and Surprenant, 1982; Tse and Wilton, 1988; Oliver and DeSarbo, 1988; Oliver 1977, Oliver, 1980; Oliver 1993).

Transaction specific

Customer satisfaction is expressed as a function of pre purchase expectations and post purchase perceived performance of the respective product/service

The most commonly used conceptualizations are based on two perspectives: cumulative and transaction. Several authors agree that there is need to adopt cumulative definition of satisfaction (Johnson, 2002) because cumulative satisfaction is a more fundamental indicator of the firm's past, current, and future performance and motivates firm’s investment in customer satisfaction (Anderson, 1994) provide a reliable performance benchmark for making broad based comparisons (Johnson, 2002), whereas transaction specific satisfaction provide information about particular product or service encounter (Anderson, 1994). In consistent manner Hsu, 2008 posits that cumulative customer satisfaction is a fundamental indicator of firms past, current and future performance instead of specific transactional information about a product or service encounter. Cumulative satisfaction should be viewed as a theoretical or latent variable (similar to an attitude). As a latent variable, satisfaction can be empirically measured and meaningfully compared as a weighted-average or index of satisfaction indicators (Johnson, 2002). Homburg and Giering (2001) have taken broader perspective to explain customer satisfaction. Customer satisfaction can be defined —as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. The satisfaction judgment is related to all the experiences made with a certain supplier concerning his products, the sales process, and the after-sale service.

SERVICE

Service industries are playing an increasingly important role in the overall economies of the countries of developed and developing countries. Researchers have tried to define service and to explain what service constitutes. There are many definitions regarding the concepts of service. Services are deeds, processes, and performances (Parasuraman et al. 1985). Gronroos (1983) defined service as: “An activity or series of activities of more or less intangibles nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources, goods or systems of service provider. Service is: "Any primary or complementary activity that does not directly produce a physical product - that is, the non-goods part of the transaction between customer and provider” (Payne, 1993). Whereas Kotler et. al.(1999) defined service as any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything, and it may or may not be tied to a physical product.

ANTICIPATION DISCONFIRMATION STANDARD

The expectation disconfirmation paradigm is most popular in customer satisfaction literature (Oliver 1980, 1981; Spreng, MacKenzie, and Olshavsky 1996; Tse and Wilton 1988). Several authors have reported that expectations and disconfirmation are important variables to explain customer satisfaction (Bearden and Teel, 1983; Rogers, 1998). According to Churchill, 1982 the full disconfirmation paradigm encompasses four constructs: expectations, performance, disconfirmation, and satisfaction. Disconfirmation arises from discrepancies between customer satisfaction different for different types of industries prior expectations and actual performance. if perceived performance exceeds a consumer's expectations (a positive disconfirmation), then the consumer is satisfied but if perceived performance falls short of his or her expectations (a negative disconfirmation), then the consumer is dissatisfied (Spreng, 1996). Expectations are considered to be the needs or desires of the consumer, identified by what the consumer feels should be delivered by the provider of the service before receiving it (Millan, 2004). Prior literature confirms the impact of disconfirmation of expectation on satisfaction (Yi, 1990). Researchers have found that consumer involvement with products or services influence the operation of disconfirmation in determining satisfaction (Day, 1977)
INTERPRETER OF CUSTOMER SATISFACTION

Several other authors found that sometimes disconfirmation have no impact on customer satisfaction. Churchill, 1982 demonstrated performance had a direct effect on satisfaction with durable goods. In case of durable product performance appears to impact customer satisfaction directly rather through disconfirmation. This is due to the reason that this product is new and no prior information of this product is available. In this case, current performance is assumed to have greater impact on customer satisfaction not through disconfirmation. Similar, Findings have been found by Tse and Wilton (1988) for compact disc players and by Bolton and Drew (1991) in consumer telephone services. When the consumer has no expectations about a product or experience, performance becomes the primary determinant of satisfaction (LaTour, 1979). It is confirmed that performance is found to be strongest predictor of customer satisfaction (Tse and Wilton, 1988; Oliver and Desarbo, 1988). Moreover, Johnson (1991) argues that, in a dynamic perspective, customers’ experience with products and services should result in a general increase in perceived satisfaction. This increase cannot be explained strictly on the basis of disconfirmation. Cardoza (1965) stated that “customer satisfaction may depend not only upon the product itself, but also upon the experience surrounding acquisition of the product” (p. 249).

SERVICE QUALITY DIRECT RELATED TO CUSTOMER SATISFACTION

In spite of all factors studied, service quality has received considerable attention (Lien, 2008). This is due to the reason that the quality of goods can easily be measured by taking into account the certain physical properties; the measurement for services is rather difficult because the quality in this case depends on large number of factors (Aga, 2007). Several studies report that quality’s effect on customer satisfaction is often seen as greater than other antecedents (Churchill and Suprenant, 1982) (Oliver and DeSarbo, 1988) (Anderson and Sullivan, 1993). Furthermore, (Cronin and Taylor, 1992) concludes perceived service quality leads to customer satisfaction which in turn, has a significant effect on purchase intentions. (Boulding and Zeithaml 1993) points out the positive effect of perceived service quality on behavioral intention. Expectations and delivered service influenced perceived service quality, which in turn, has an impact on behavioral intentions such as willingness to provide favorable word of mouth and engage in repeat business (Bernhardt et al., 2000).

There is also a controversy regarding the relationship between customer satisfaction and service quality. Some authors reported that relationship exist between customer satisfaction and service quality (Oliver and DeSarbo 1988; Parasuraman, Zeithaml, and Berry 1994). Some posit that service quality is important antecedent of customer satisfaction (Parasuraman et al. 1988; Churchill and Suprenant 1982; Cronin and Taylor 1992; Spreng and Mackoy, 1996; Oliver, 1993; Fornell 1992; Oliver and DeSarbo 1988; Chigozirim, 2008). Some other argues that customer satisfaction is an antecedent of service quality. Finally, it is agreed that customer satisfaction is broader construct than service quality, so service quality assumed to be an important antecedent of customer satisfaction.

DIMENSIONS OF SERVICE QUALITY

In past literature, service quality incorporates two dimensions: Functional quality and Technical quality. Functional quality relates to the relational aspects of service delivery whereas technical quality concerned with core aspects of service. Parasuraman SERVQUAL scale of service quality is correspondence with two distinct dimensions of service quality i.e. technical and functional quality (Lien, 2008). In customer satisfaction literature, two types of benefits (Functional benefits and Psychological benefits) have been studied. Functional benefits constitute perceived service quality. SERVQUAL scale developed for evaluating satisfaction for a variety of services (Banks, credit card companies, repair and maintenance companies), contains five dimensions, i.e. tangibles, reliability, responsiveness, empathy and assurance (Parasuraman, 1988). Tangible is appearance of physical facilities, equipment, personnel and communication materials. Reliability is ability to perform promised service dependably and accurately (Zeithaml et al, 1988). Empathy is the ability to identify, understand and respond appropriately to customer’s emotional state before, during and after the
transaction (Shaffer, 2008). Assurance is knowledge and courtesy of employees and their ability to convey trust and confidence (Zeithaml et al, 1988).

EMPLOYEE PROMINENT ROLE TO DELIVER EXCELLENT SERVICE

Much of the services marketing literature have focused on providing external customers with quality services (Gremler, 1995). Organizations depend on their employees to be in tune with the needs of their customers for purposes of designing and delivering services or products (Young, 2009). Rosenbluth and Peters, report that the needs of the customer are second to employee needs, because customer needs will be satisfactorily met only when employee needs are being satisfactorily met (as referred in Gremler, 1995). Employees are important and inseparable part of the organization and have been received considerable attention by both academicians and practitioners. Employees in a service organization serve as representatives of both the organization and their products or services to the customer (Chigozirim, 2008) responsible for creating value for customers and delivering excellence in service quality (Judd, 2003; Hartline, 1996) also referred as first customers of the organization by many researchers (Chigozirim, 2008) and are recognized as the most crucial asset of today’s organization (Eskildsen and Dahlgaard, 2000). According to Osman, 2004 delivering superior customer value and satisfaction are critical to a firm’s competitive advantage. Dabholkar, 2008, have reported that employees who are satisfied with their jobs will be more likely to purchase products from their employer than from a competitor. Similarly, employees of an organization can be considered as internal customers who, like external customers, are looking to get their needs satisfied (Gremler, 1995).

SATISFIED EMPLOYEES TEND BE MORE LOYAL, COMMITTED AND PRODUCTIVE

Satisfied employees tend to be more involved, dedicated, have greater organizational commitment, more loyal and productive towards customer needs, thus enhancing customer satisfaction, which is the ultimate aim of businesses today (Naeem,2010; Yee 2008; Kim, 2004; Lings, 1999; Heskett, 1997). Harter et al. (2002) found that employee satisfaction resulted in higher productivity and reduction in employee turnover. Dabholkar, (2008) posits that reduction in employee turnover lead to profits due to the cost savings in not having to constantly hire and train new employees.

In his Service Profit Chain Heskett (1994) demonstrate positive relationship between employee satisfaction and customer satisfaction which in turn enhance firm’s profitability. He posits: —Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to the customers. Value is created by productive employees. Employee loyalty drives productivity and loyalty is the outcome of satisfied employee. Employee satisfaction, in turn, results primarily from high-quality support services of leaders and policies from organization that enable employees to deliver results to customers.

EMPLOYEE SATISFACTION IS MUST TO ATTAIN CUSTOMER SATISFACTION

In past years, the relationship between employee and customer satisfaction has been widely studied in the literature (Stock, 2005; Schneider, 1973; Schneider et al., 1980; Eskildsen and Dahlgaard, 2000; Schlesinger & Heskett, 1991; Heskett, 1997; Bernhardt et al., 2000; Harter et al., 2002; Wangelheim et al., 2007; Chi, 2008; Lovemen, 1998). Schneider (1991) concluded that employee satisfaction and customer satisfaction are positively correlated and Schlesinger and Zomitsky (1991) found that this relationship gets stronger as employee increase in tenure (as cited in Bernhardt, 2000). Pugh, 2002 points out that employee satisfaction lead to organizational outcomes such as customer satisfaction and financial performance. In consistent manner, Service Profit Chain proposed by Heskett, 1994 support positive link between employee satisfaction and customer satisfaction which in turn, enhance firms profitability in the long run and Employee Customer Profit Chain proposed by Rucci, 1998 posits that employee satisfaction and customer satisfaction are positively related. Employee satisfaction is critical to achieve firms’ success and profitability. Several studies have shown
positive and significant effect of employee satisfaction on firm’s profitability (Heskett, 1994; Rucci, 1998; Pugg, 2002; Dabholkar, 2008).

EXTERNAL CUSTOMER SATISFACTION
An external customer is one who isn’t a part of an organization, rather is one who receives service or product from the organization. They are the ones who pay for a service or product and can make or break an organization. They have a choice. If a particular product or service does not please them, they can easily find another company that offers a better product or services. Quality must be incorporated into all activities with a clear customer focus. Customers usually compare perceptions of what they actually received from the organization with their expectations (what they were expecting to get from the organization).

- Customer delight arises when perceptions exceed expectations. External customer satisfaction shows the extent to which the organization;
- Uses methods for determining and monitoring external customer's perceived quality and value.
- Uses customer feedback to improve product/service quality.
- Handles complaints, resolves them, and uses complaint information for quality improvement and prevention of recurrence of problems.
- Measures performance against customer targets.
- Compares its customer satisfaction results with that of main competitors.
- Encouraging Face-to-Face Dealings with customers.
- Respond to Messages promptly & Keep the customer Informed
- Being friendly and approachable by customers.
- Have a Clearly-Defined Customer Service Policy

INTERNAL CUSTOMER SATISFACTION
An internal customer can be anyone within an organization. It could be another department, another branch or even a co-worker. Getting the internal relationships working is essential if external customers are to be satisfied. Every single person in the organization has an effect on the external customers. Internal co-operation needs to be stimulated to enhance organizational performance. The most effective leadership style tends to give high importance to teams and employee participation. ESP (Employee satisfaction program) steps Implemented in dealer to improve Internal Customer Satisfaction is given below

- Treat employees as you would treat your customers – They are valuable members of your Organization and they must feel important for the organization.
- Share your vision/Mission– Communicating the company's vision with the employees will make Them feel a part of the company. It can help them align their goals with those of the company.
- Surpass their expectations – To make your employees happy, offer unexpected gifts or bonuses, Arrange team parties; take them out for a team lunch or dinner, etc.
- Take feedback and suggestions – To better understand your employees; you must know what they Feel about their jobs, or their work environment.
- Show appreciation for good work – Appreciate a good work done.
- Training – Giving training to employees will come to know the degree of understand towards the Job and can be evaluate
- Team building technique-Practices such as Management by Objectives
- PDCA Approach/SWOT Analysis - Educating Employees about their Weakness and how to overcome the toughest situation.
- Quality Circles- Team of workers and supervisors that meet regularly to address work place problem involving service quality.
RESEARCH METHODOLOGY
In order to answer the core of the research problem customer satisfaction Link with employee satisfaction among four wheeler dealers across Karnataka automotive industries, the information from the customer perspective plays an important role. Quantitative data collection methods were used to obtain all the necessary data needed for answering the core research questions after implementing Employee satisfaction program for Internal customers and correspond changes happened in terms of customer satisfaction (External customer) and Revenue generation to Dealer.
Assessment has been made for Internal Customers (Employees) before and after implementation of Employee satisfaction program across all dealers In order to make the study more use full and informative descriptive statics’ have been applied. Weight age is given for the desired attributes. The customer satisfaction represents the overall satisfaction towards dealer, usually as a percentage changes before and after implantation. This shows how well the dealer is accomplishing the task of customer satisfaction after implementation of Employee satisfaction program.

ANALYSIS AND DISCUSSION
Self assessment has been done the basis of Employee satisfaction programs implemented by car Dealers. Analysis has been done on before and after Employee satisfaction implementation. Questionnaires were found fully completed and used for further analysis. The attributes were taken consideration after implementing Employee satisfaction technique for four wheeler dealer. Data were taken from Oct 2013-March 2014.

CUSTOMER SATISFACTION (CSI) IMPROVEMENT IN RELATION TO EMPLOYEE SATISFACTION OF FOUR WHEEL DEALERS
After data collected from the internal customer (Employees) observation and corresponding changes also taken from external customer (Customer) in terms of Customer satisfaction through FLE (front line employees) who will attended the customers. CRO (customer relation officer) who will call and get feedback from customer after 72 hours of the post service from the concerned dealer. Earlier it was around 75 to 80 CSI Ratings after Implementation of ESP across dealers the CSI Raised 85 to 92 CSI Ratings.
Data was summarized from OCT 2013- MARCH 2014

Chart: 2 CSI chart after implementation of ESP in Dealers

REVENUE IMPROVEMENTS AFTER IMPLEMENTATION OF EMPLOYEE SATISFACTION PROGRAM ACROSS DEALERS
After Implementation of ESP (Employee satisfaction program)changes happened in car dealers with respect to the internal customer (Employees) observation and corresponding changes also taken from external customer (Customer) in terms of Customer satisfaction through FLE (front line employees)
who will attended the customer and deliver the vehicle with Standard operating procedures relate, changes happened in terms of Vehicle Inflow which raised from 600 no’s to 800 no’s and Labor per vehicle and total revenue for dealer pertaining to Profit maximization which was 6 lakhs raised to 8.5 lakhs before and after implementation of ESP and Customer satisfaction from the car dealer across Karnataka. Data was summarized from OCT 2013- MARCH 2014

**Chart: 3 Vehicle Inflow chart after implementation of ESP in car dealer**

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<thead>
<tr>
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<td>Nov</td>
<td>700</td>
<td>1200</td>
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<td>Dec</td>
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<td>Jan</td>
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<td>Feb</td>
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<td>2000</td>
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<tr>
<td>Mar</td>
<td>1800</td>
<td>2200</td>
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**Chart: 4 Revenue Maximization Before and After Implementation of ESP**

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**FINDING AND RESEARCH**

The purpose of this study was to measure linkage between customer satisfaction and employee’s satisfaction of four wheeler dealers by Implementation of ESP (employee satisfaction program). The empirical findings of Customer satisfaction of four wheeler dealer after implementing of ESP across four wheeler dealer .Finding also showed that after implementation of ESP to Internal customer (Employees) of four wheeler dealer and percentage changes happen in the routine process, which in term effect the satisfaction of External customer( Customer). After implementation of ESP in four wheeler dealer , it brought drastic improvement in overall satisfaction of customer who got their service in concerned dealer. Dealer names are not mentioned as the study aims in finding the Employee satisfaction which directly link to customer’s satisfaction and drastic Improvement after implementing ESP across four wheeler dealer. Thus the dealer is now required to concentrate his efforts on sustaining the customer satisfaction and at the same time there is scope for improvement. Efforts can be put to improve areas which will increase the level of overall customer satisfaction. This will also result in re-service with the same dealer and recommendation of the dealership to others. Customer
satisfaction is not an objective statistics but more of a feeling or attitude. It enhances Employee loyalty, which is the feeling of attachment to or affection for a company's people, product or services. If a customer is happy with a product or a service it has hired or purchase they will pay their bills promptly, which greatly improves cash flow-the lifeblood of any organization. Customers that are satisfied will increase in number, buy more, and buy more frequently. By delighting the customer you can turn satisfied customers into loyal customers. Loyalty generates repeated service and increased revenues, thus leading to organizational excellence. Employee satisfaction is needed to support continuous improvement and external customer satisfaction. Delighted employees who feel proud of their work have an outstanding performance, thus having a positive impact on business excellence.

SUGGESTIONS FOR DEALERS TO IMPROVE EMPLOYEE SATISFACTION TO FOSTER CUSTOMER SATISFACTION

Employee satisfaction can be enhanced by employing organizational practices i.e. human resource practice such as training, recruitment, selection, etc, availability of job resources (organization support i.e. coworker support, supervisor support) and internal service quality. Internal service quality has an impact on employees’ service capability, i.e., their ability, authority, and latitude to meet the customers’ needs. Service capability increases employees’ productivity and output quality. Further, employees’ productivity influence service value perceived by customers. Service value means the results customer receive in relation to the total costs (both the price and other costs to customers incurred in acquiring the service). Service value has a positive connection with customer satisfaction, which leads to customer loyalty (Ju, 2005). In addition to it, the employees relationship to the customer and to the organization has a huge relevance, its balance is necessary to the success of the both parties in the exchange relationship as their influence on the service, service delivery, service production and ultimately customer satisfaction is very substantial, also is their profitability to the organization necessary to the sustenance of the business (Chigozirim, 2008). Moreover, customer orientation of service employees is imperative to enable employees to meet customer service related expectations.

In conclusion, the companies can benefit from the facts of knowing how customers perceive the service when the ESP implemented in dealers and knowing the way of how to measure customer satisfaction. The dealership can use the specific data obtained from the measurement of overall customer satisfaction with relate to Employee satisfaction in their strategies and plan. This will help the companies to better understand various methods and dimension that affects the overall dealer customer satisfaction. In this way companies can better allocate recourse of provide better service to their customer. Thus understanding of linkage between customer satisfaction and employee’s satisfaction of four wheeler dealers is very important and challenging.

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