

**AN EVALUATION OF INFLUENCES OF EMPLOYEE AND
CUSTOMER SATISFACTION ON THE MARKETING
POSITIONING OF CONSUMER PRODUCTS:
A CASE STUDY OF STARBUCKS COFFEE COMPANY IN
QATAR**

By

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DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed Hanan Faragalla

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STATEMENT 1

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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ABSTRACT**AN EVALUATION OF INFLUENCES OF EMPLOYEE AND CUSTOMER SATISFACTION ON THE MARKETING POSITIONING OF CONSUMER PRODUCTS: A CASE STUDY OF STARBUCKS COFFEE COMPANY IN QATAR**

When employees are satisfied with their work, they contribute towards the company's effective functioning to the best of their potential, leading to enhanced customer satisfaction. This research evaluates the influences of employee and customer satisfaction on the market positioning. The study uses Starbucks Coffee Company in Qatar as a case study.

Most of the previous studies were quantitative; however, many questions were unanswered about the effect of employees' satisfaction and customer satisfaction, hence, the need to integrate both quantitative and qualitative research. An enterprise should understand that the value proposition includes customer satisfaction as criteria for promoting the staff. The criteria will motivate employees to focus on customer satisfaction, increasing the number of clients patronizing the stores, and encouraging workers to deliver quality services as criteria for satisfaction. The study has conducted three surveys; there were 95 responses to the customer survey using random sampling, 100 to the employee survey, and 20 to the supervisor survey, both using purposive sampling. It was found that customer satisfaction is crucial in determining employees' job promotions. However, the study indicated that only 83% of the employees felt that strong customer service is a criterion for being promoted in Starbucks. Given that 88% of employees know what is required to gain promotions. Therefore, these statements suggest that Starbucks looks for other criteria to promote employees.

An enterprise can succeed when its employees attain job satisfaction from intrinsic and extrinsic factors. In addition, employee satisfaction has a crucial role in enhancing customer satisfaction and promoting enterprises' financial performance.

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CHAPTER -1-

INTRODUCTION BACKGROUND AND CONTEXT

1.1 Background

An enterprise can succeed when its employees and personnel attain job satisfaction from intrinsic and extrinsic factors. Amongst all organizational assets, employees are considered the most valuable and vital resource, paramount for the satisfactory operation of all other corporate resources (Kapur 2018). When employees are satisfied with their work, they contribute towards the company's effective functioning to the best of their potential, leading to enhanced customer satisfaction. Job satisfaction refers to a psychological state of how an employee feels toward work (Alromaihi, Alshomaly, & George 2017). Job satisfaction among employees is impacted by both extrinsic and intrinsic factors as well as non-occupational and occupational variables. Diaz and Rhodes (2018) noted that in simple terms, employee job satisfaction reflects how workers feel about various elements of their jobs and the level to which they either dislike (dissatisfaction) or like (satisfaction) their work. Thus, human resource practices play a significant role in helping employees attain job satisfaction and high performance, which, in turn, culminates in enhanced customer satisfaction (Sarker 2014). It is also worth mentioning that there is a significant association of employee satisfaction with human resource practices, including workers' benefits, staffing, training, and compensation practices.

The State of Qatar is a peninsula located in the middle of the western coast of the Arabian Gulf. It covers an area of 11,437 SK, about 160 km long and 80 km wide at the widest point. Qatar, which won independence in 1971, is the wealthiest country in the world per the list published by (The Richest) magazine. Qatar has enormous natural gas and oil reserves both on its territory and off its coasts, but it does not rely solely on oil and gas for its vast wealth; the Qatari

government is making significant efforts to reduce dependence on vital crude by developing its natural gas market.

Qatar people are interested in preparing and serving coffee, as they do not always drink on certain occasions but drink and events and fall within the necessities and requirements of life. Coffee has its place in Qatari society, which is associated with hospitality. Qatari receives its guests, honours visitors, and shares in weddings, sorrows, and gatherings as a title to generosity and authenticity. In Qatar, coffee has its tools, distinctive ways of making, and protocol in preparation and presentation to the guest and drink it. In the past, the house owner used to make it himself in front of his guests as a kind of attention and honour, and when pouring, there is a guaranteed way to hold the “dallah” (coffee pot in Arabic) and be left and cups with the other hand. Coffee has received the attention of the Qatari community as part of its culture, and the Qatari poets were interested in it and organized poems and puzzles around.

This culture was cascaded to the new generations, but with the new ways of preparing, many more flavours, and different ways of serving. Besides, Qatar people started to conduct an annual coffee festival that introduces different coffees and brands. This festival attracts thousands of visitors every year.

1.2 Context

The importance of evaluating employee job satisfaction among Starbucks employees will relate to the significance of enhancing individual staff's level of motivation and satisfaction, which affects the company's efficiency and, in turn, culminates in increased customer satisfaction. Factors influencing employee job satisfaction include compensation, job responsibility, anatomy, professional involvement, work environment, job stress, lack of communication, and promotion. Other factors include organizational culture, appreciation, job security, job

characteristics, peer relationship, work-life balance and flexibility, job duties, and educational qualification (Hee, Yan, Rizal, Kowang, & Fei 2018). Hence, comprehending the factors attributed to job satisfaction at Starbucks is indispensable, as it will assist in identifying the reasons and areas that employees are dissatisfied with. Through this comprehension, adjustments, and changes in organizational structure, policies, and work structure can be adjusted to improve the degree of employee work gratification, thereby elevating the level of customer delight. Job satisfaction allows workers to provide personalized in-store customer experience heightened by trained and qualified workers. Starbucks' employee satisfaction enables management and employees to share ideas pivotal in positioning the company as unique among competitors and promoting customer satisfaction.

1.3 Problem Statement

The impact of employees' satisfaction on customer satisfaction continues to receive significant attention in marketing and practices. It is worth noting that the behaviours of satisfied workers play an indispensable role in shaping clients' perceptions about a company's products, thereby determining an organization's market positioning. Notably, satisfied employees enhance customer satisfaction by providing an experience that meets clients' satisfaction and expectations. As a result, contented employees enable customers to positively view an enterprise and its products, leading to increased customer loyalty. Every organization needs employees and customers to survive. Thus, for enhanced customer satisfaction and market positioning, companies need to address employees' needs through effective organizational practices like training, attractive compensations and benefits, increased wages, and recognition, among other factors. Market positioning at Starbucks aims at presenting the company in the coffee industry as a quality and superior product by creating a high standard, offering quality services, and introducing innovative coffee products. Therefore, employee satisfaction at

Starbucks plays a crucial role in market positioning and customer. Therefore, the study explores the underlying factors that influence employees' satisfaction and the corresponding influence on client delight at Starbuck Coffee Company Qatar. The study will answer the following questions: What factors influence employee satisfaction at Starbucks Coffee Company Qatar? What is the impact of employee satisfaction on customer satisfaction at Starbuck Coffee Company, Qatar? What is the association between market positioning, employee, and customer satisfaction at Starbucks? How to improve marketing positioning in consumer products at Starbucks Coffee Company Qatar.

1.4 Significance of the Study

Understanding the role of employee job satisfaction in promoting customer satisfaction is crucial in the current competitive corporate world. Organizations seek strategies for attracting skilled and talented employees and finding ways to retain their best-qualified workers. Besides, it is crucial to comprehend the association between employee satisfaction, market positioning, and customer satisfaction. The understanding will be vital in enabling organizations to improve their human resource practices, thereby enhancing marketing positioning through customer satisfaction. In this case, identifying the factors influencing employee satisfaction (a case study of Starbucks Coffee Company Qatar) will be vital in proposing strategies that Starbucks could employ globally to improve employee job satisfaction, thereby enhancing their competitive edge through increased customer satisfaction. As a result, the study will contribute significantly to appreciating the role of various human resource practices, improving employee satisfaction, and promoting effective market positioning and customer satisfaction.

1.5 Aim of the Study

The core aim of conducting this research will be to explore the factors that influence employee satisfaction and the impact on customer satisfaction and marketing positioning in consumer products in Qatar.

1.6 Study Objectives

1.6.1 General Objective

To explore the underlying factors influencing employee satisfaction, customer satisfaction, and marketing positioning in consumer products at Starbuck Coffee Company Qatar.

1.6.2 Specific Objectives

1. To critically review the literature for the satisfaction of customers and employees, as well as marketing positioning.
2. To evaluate the underlying factors influencing employee and customer satisfaction at Starbucks, Qatar.
3. To assess the current market position of Starbucks in the café business sector in Qatar
4. To establish the linkages between market positioning, employee, and customer satisfaction practices at Starbucks, Qatar.
5. To assess the effect of COVID-19 pandemic on the satisfaction of employees.

1.7 Structure of thesis

This thesis is organized into the following sequence to address the study objectives:

In Chapter 2, literature review presents a comprehensive background of employee job satisfaction, theories of employee satisfaction, leadership, COVID-19 impact on job environment. Nonetheless, the review had a focus on factors affecting employee satisfaction, while chapter 3 presented the literature synthesis.

Chapter 4 addresses the quantitative and qualitative methodology undertaken to attain the objectives of the research that lead to the results and outcomes. In addition, data collection procedure and analysis are presented in this chapter.

Chapter 5 provides the results and findings for the surveys obtained from customers, employees, and supervisors.

Chapter 6 discusses the results and findings obtained from the surveys and relate these findings to the literature review.

Chapter 7 in the nutshell of the thesis, it presents the conclusions obtained from the thesis. It also acknowledges the limitations of the study and how to overcome the limitations in the future. Eventually, the thesis needs to have contributions, hence, recommendations for practice based on the results obtained from the study are presented as well.

CHAPTER -2-

LITERATURE REVIEW

The article "Job satisfaction and employee performance: A theoretical review of the relationship between the two variables" by Alromaihi, Alshomaly, and George (2017) explores the impact of workers' performance on job gratification. Accordingly, Alromaihi et al. (2017) aim at examining the association between the two variables. The stiff competition in the current global markets has resulted in different challenges. Most enterprises aim to remain strong competitors to attain their objectives and goals. Some of the tactics such organizations employ include examining and discovering factors and levels of their staff satisfaction to enhance their productivity and accomplish the overall firm's objectives. According to the authors, employee satisfaction refers to the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (p.2). Employee job satisfaction results from intrinsic factors, which are associated with work or elements that are related to instrumental values. Besides, the authors applaud that the employees' job satisfaction is also under the impact of other different factors like salary, the type of work career and growth opportunities, work teams, leadership, and working conditions.

2.1 Determinants of Employee Job Satisfaction

Alromaihi et al. (2017) argue that management must understand every employee's job performance as an enterprise's decisions predicate personal performance. To explain the variables affecting employees' performance, Alromaihi et al. (2017) categorize the determinants into four: organizational, economic, task, and individual factors. Furthermore, the author argues that understanding employee job satisfaction is crucial for a firm's success. As a result, the authors provide more definitions of job satisfaction, such as a positive feeling

concerning a job, culminating in evaluating and determining its features (Alcover et al., 2020). Thus, employees with a positive attitude related to their work have significant job satisfaction. On the contrary, persons with unpopular opinions concerning their work have low job satisfaction. An employees' indication of whether they are gratified with their work relies on the attitude towards the task (Alromaihi et al., 2017). A gratified staff is a delighted employee, and a pleased worker is a successful employee. Organizations strive to enhance employee satisfaction to mitigate employee dissatisfaction, such as elevated cases of absenteeism, lack of staff loyalty, and increased injuries. Importantly, employee satisfaction has a crucial role in enhancing customer satisfaction and promoting enterprises' financial performance. As a result, Alromaihi et al. (2017) explain the perspectives of determining job satisfaction. Such perspective includes a humanitarian viewpoint, which assumes that firms should perceive the significance of treating staff with respect and fairness.

Second, according to Alromaihi et al. (2017), the pragmatic indicates that job dissatisfaction and satisfaction significantly impact staff's conduct, thereby affecting the activities and functioning of a company. As a result, job satisfaction culminates in positive or harmful behaviour. The authors further note that various factors influence job satisfaction. Such factors include supervisors, pay, the company, fringe benefits, and the type of work. Thus, support their assertions; Alromaihi et al. (2017) used Herzberg's two-factor motivation theory, suggesting that two factors impact job satisfaction. The first factor is intrinsic job satisfaction, including variables like attainment, advancement, career growth, responsibility, recognition, and work. The second factor comprises extrinsic job satisfaction, including variables like working conditions, management, policies, pay, company procedures, other employees, personal life, and status. Thus, although these factors are not entirely satisfying, Alromaihi et al. (2017) state that their lack of balance culminates in dissatisfaction. It is also worth indicating

that the five dimensions of work, such as task identity, skills variety, feedback, freedom, and task importance, influence job satisfaction. In addition, the degree of job supervision is vital in determining the degree of employee job satisfaction. Besides, success or failure is critical in determining the level of work satisfaction Alromaihi et al. (2017) indicate that when an employee puts effort and employs maximal abilities to prove that they are able, success can increase the feelings provide job contentment. Psychological empowerment variables also influence the level of job satisfaction. Alromaihi et al. (2017) define psychological empowerment as how the staff is motivated to conduct their duties and make decisions without asking their leaders. Accordingly, flexible work, which concerns work timing, the quantity of work, and work location, influences job satisfaction.

Alromaihi et al. (2017) note that comprehending staff performance is crucial in enhancing customer satisfaction and promoting marketing positioning. Performance, as indicated by Alromaihi et al. (2017), refers to "behaviour that accomplishes results" (p.5). In the same vein, employee job performance refers to "things that people do, actions they take, that contribute to the organization's goals" (Alromaihi et al., 2017, p.5). Therefore, organizations should understand that task performance is among the factors that impact employees' job satisfaction. First, according to Alromaihi et al. (2017), task performance refers to carrying out tasks and obligations, which results in the production of service, products, or managerial activities. Second, the level of citizenship, which is the actions contributing to an institution's psychological surroundings like supporting enterprise goals, affects job performance and satisfaction.

Alromaihi et al. (2017) posit a significant correlation between employee satisfaction and job performance. Work environment and employee satisfaction have a vital association with job satisfaction. An organization that gives its staff the freedom of decision-making elevates their

job satisfaction compared to institutions that prohibit personnel from participating in decision-making. Besides, Alromaihi et al. (2017) indicate a strong correlation between employee job gratification and performance and customer satisfaction predicated on security degree, pay, and reward and benefits. Notably, the staff's performance is improved when they have satisfying job security, pay package, and reward system (Alcover et al., 2020). Such employees ensure the organizational goals are met, ultimately culminating in increased customer satisfaction. The authors were able to prove some of their hypotheses. First, assumption one entailed determining whether job satisfaction influences employees' performance. Their research, Alromaihi et al. (2017), found that employed staff recorded improved job performance from their research. However, the researchers could not identify how employees' performance influenced job satisfaction. Thus, Alromaihi et al. (2017) recommend enterprises adopt training and development to instill the employees with motivating factors associated with will skills and capabilities. The organizations should also establish a conducive working environment that would promote happiness leading to work satisfaction.

2.2 Theories of Employees' Job Satisfaction

Job satisfaction emanates from an emotional state after attaining the desired objectives or goals. Employees' job satisfaction integrates environmental, psychological, and physiological events, which results in an individual saying that they are satisfied with one's job (Khan 2010).

2.2.1 Maslow's Hierarchy of Needs

McLeod (2007) indicates that Maslow's hierarchy of needs is a motivational theory that increases job satisfaction if the motivators are met, and hygiene factors reduce dissatisfaction. The model has five tiers of employees/ human wants, often illustrated as hierarchical levels. Therefore, the needs located below the hierarchy should be gratified before employees attend to the wants higher the pyramid besides, from the bottom of the pyramid upwards, the

requirements as indicated by Taskinen (2019) and McLeod (2007) are psychological, safety, love, and belonging, esteem, and self-actualization. Maslow's Hierarchy of Needs is shown in figure 2-2.

It is worth indicating that the five-phase model is classified into growth and deficiency needs. The first four for the degree are denoted as deficiency needs, also referred to as D-needs by McLeod (2007), while the top level is the B-needs or growth wants. Notably, the D-needs emanate from the denial and are therefore indicated to motivate employees when the needs are gratified. Accordingly, the motivations to attain the wants are robust when the period to satisfy them is prolonged. Dugguh and Dennis (2014) noted that Maslow (1943) indicated that employees must meet the lower degree deficit wants before attaining and satisfying the wants in the upper level of the hierarchical pyramid. However, Dugguh and Dennis (2014), supported by McLeod (2007), indicated that according to Maslow (1943), employee satisfaction of the wants is none or all situation, suggesting that his assertion may have provided a wrong impression that a desire must be met 100% before progressing to the other. Thus, when the D-needs are less or more, they go away, compelling an employee to focus on the unmet needs that they seek satisfaction. Although the unmet needs become essential, McLeod (2007) applauds that the B-needs become powerful once they are initiated.

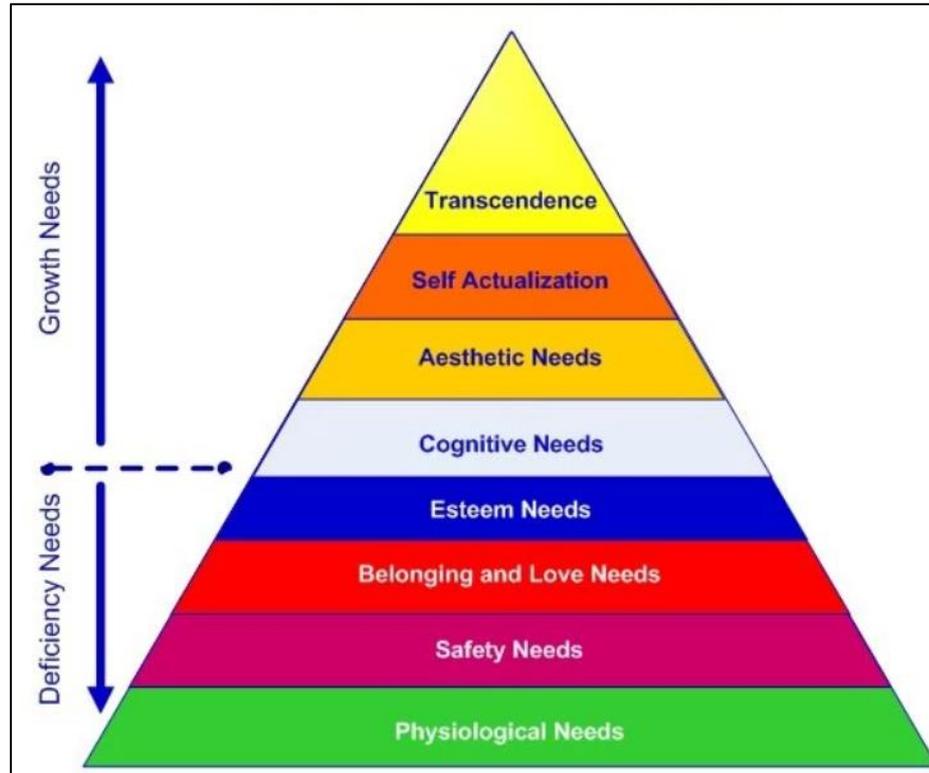


Figure 2-1: Maslow's Hierarchy of Needs

The physiological needs require satisfying employees' biological structures like drinking, eating, and shelter. The requirements are the start of employees' motivation and desire to work to attain the company's objectives. Physiological needs are also noted as recurring wants (Thiagaraj & Thangaswamy 2017). Besides, psychological needs are crucial for the existence and substantial determiners of employees' behaviours. Paramount, the physiological needs become powerful the longer an organization prolongs them. Sel (2017) asserted that physiological needs are crucial to an employee because they can shift workers' attention from focusing on the corporate goals until they are assured and satisfied with what they want. Sel (2017) further indicated that the gratification of the wants is often linked with money. It is worth mentioning that money is employed to satisfy different motives. Therefore, it is what the salary can purchase that triggers the employees' satisfaction. In the current corporate world, scholars, such as Dugguh and Dennis (2014) and Mcleod (2007), acknowledge that organizations strive to enhance and meet psychological needs in various ways. Such ways

include providing housing facilities, lunch, and childcare programs for their employees. In addition, particular enterprises have rooms especially set for their employees (nursing mothers) to ensure that they are highly motivated and satisfied enough to enhance customer satisfaction.

Safety needs are the wants to protect employees from danger (Sel 2017). Such fears include economic safety, physiological risk like accidents, and the desire to control the unknown. Hence, once an organization's safety meets the physiological wants, they stop being relevant, and employees focus on how the enterprise has attained protection against fire and economic security through pension, insurance, and health benefits. For instance, the labour unions depicted the change from physiological to safety wants. In the past, the employees' unions required significant pay to satisfy physiological needs (Dugguh & Dennis 2014). However, at times changes, labour unions have started focusing on safety needs like job security, safety measures, and other fringe benefits. It is worth indicating that security needs are strong motivators if an organization fails to satisfy them.

The belonging or social needs are part of Maslow's hierarchy of needs that depict that the employees are social human beings requiring associations of interactions (Dugguh & Dennis 2014). Thus, in the search for belongingness and interaction, employees might behave in a way that depicts socialization. As a result, this kind of need marks the start of searching for mental health. Hence, since employees are human beings who desire to belong and acquire acceptance from management, the organization must seek ways to ensure that employees are satisfied by meeting these needs. It is worth indicating that the organization could meet these needs by offering organized sports, coffee breaks, and recreational chances. Similarly, social needs are vital in providing employees a significance to life as it aids in balancing their work.

Accordingly, they want to reduce their capability to affect what an employee does as the needs become gratified. Thus, de nova wants to depict the former desires with their gratification. Ego

needs want to attain respect from colleagues and management and have self-esteem. Notably, the ego wants to demonstrate the desire to be recognized as a unique individual within an organization. Ego need emanates from one's ability to attain something from the organization worth of recognition. Thus, the needs are classified as either external or internal appreciation. Thiagaraj and Thangaswamy (2017) indicated that internal recognition emanates from the self-respect an individual seeks from others. The external recognition includes praising an employee in public for their efforts—besides, the desires for status, power, and attainment all under external recognition.

Self-actualization falls under the top of the pyramid. These needs are the weakest because, as Maslow (1943) indicated, self-actualization needs to be gratified; all other wants must be met. Under self-actualization, employees must identify their capabilities for continued individual growth (Thiagaraj & Thangaswamy 2017). It depicts employees' wants to develop and grow to their best abilities, and as a result, they require an opportunity to be innovative and creative in their work.

2.2.2 Relationship Between Maslow's Theory and Employee Satisfaction

Jerome (2013) indicated that Maslow's hierarchy of needs theory is crucial in the current corporate world in elaborating its association with employee satisfaction. According to Jerome (2013), Maslow's theory of motivation provides management approaches to enhance employee satisfaction. An enterprise's cultural model depicts that workers' physiological and security wants are crucial; thus, employee performance elevates significantly within a firm when the needs are culturally aimed at. According to Jerome (2013), as staff desire social needs, management's role is to ensure that the culture creates norms and values that HR practices. As a result, HR will aim at planning an effective running of the corporate. Hence, HR and culture should assist staff in acquiring their self-actualization and self-esteem desires. When workers

realize that a firm cares for their growth and development needs, such staff provide their best to attain corporate needs.

2.2.3 Herzberg Two-factor Theory

The Herzberg-two factor theory of motivation arose from Herzberg, Mausner, and Snyderman's (1959) intriguing question of what employees seek from their jobs (Stello 2011). Thus, the scholars produced a two-dimensional model of factors affecting individuals' attitudes towards their jobs (Yusoff, Kian, & Idris 2013). At first, Herzberg and colleagues created a hypothesis that two disparate sets of factors impacted employees' job dissatisfaction and satisfaction, and hence, dissatisfaction and satisfaction could not be assessed on a similar basis (Filtvedt 2016.). Then, research on work satisfaction was carried out to assess the workplace factors that resulted in either work satisfaction or dissatisfaction. Therefore, Herzberg and colleagues carried out pilot studies. The first pilot study included 13 laborers, supervisors, clerical, accountants, and engineers, while the second study included 39-line managers. Accordingly, Herzberg developed his study further by studying over 203 accountants and plant engineers operating in nine manufacturing firms in Pittsburgh to assess which factors influenced the employees' work, leading to satisfaction or dissatisfaction. Herzberg's primary hypothesis was that particular work factors result in positive perceptions towards the job, and others culminate in negative opinions. Besides, the second hypothesis in Herzberg's work posited that factors and influences encompassing long-broad series of occurrences and short-range series of events were unique. Therefore, it is worth indicating that the initial hypothesis in Herzberg's work was changed to the two-factor model of satisfaction.

Therefore, the initial group was linked with the employees' needs for self-actualization or growth, thereby becoming the motivators. The motivators encompassed responsibilities, achievement, recognition, appreciation, work, and growth and development opportunities in

this case. The other factors included the need to mitigate unpleasantness, thereby known as hygiene factors. Such factors included interpersonal associations, salary, working conditions, organization policies, and management. Thus, the motivation factors culminated in positive work perception, while hygiene factors led to dissatisfaction. According to Herzberg, he differentiated motivators and hygiene factors by indicating that motivators were intrinsic to work while hygiene was extrinsic (Blevins 2005). Hence, motivating factors elevate and enhance job satisfaction while hygiene factors alleviate job dissatisfaction. In the case of hygiene factors, work dissatisfaction arose when the components worsened to a degree below which a worker could tolerate. Table 2-1, Table 2-2 presents motivation and hygiene factors and their evaluation.

Nonetheless, the opposite did not hold true. Hence, when the work context was considered optimal, the employees did not get dissatisfied or satisfied. The motivators brought the nature of work satisfaction (Alshmemri, Shahwan-Akl, & Maude 2017).

Table 2-1: Motivation and Hygiene Factors

Motivation factors	Hygiene factors
Work	Salary
Duties	Working conditions
Attainment	Management
Career growth and development	Interpersonal association
Recognition	Administration and company policies
Appreciation	

Table 2-2: Motivation and hygiene factors evaluation

	Motivation Factors	Hygiene Factors
Present	The results are the fulfilment	The result is a lack of satisfaction

Absent	The result is a lack of work gratification	The result is job dissatisfaction
Description	Intrinsic	extrinsic
Significance to work satisfaction	Strong	Poor

2.2.4 Motivating Factors Based on Herzberg's Two-factor Theory

In this theory, motivation factors are significantly related to increased job satisfaction. Thus, Herzberg indicated that to elevate employees' satisfaction, organizations must enhance the motivation factors leading to positive perception towards the job and attainment of growth and self-actualization.

Career Advancement/Development is one of Herzberg's factors of job satisfaction is advancement, which refers to an individual's positive and upward status in the place of work. Career development denotes the arranged effort comprising processes and structured activities, culminating in shared career plotting between an enterprise and an organization (Alshmemri et al., 2017). A study comprising different organizations indicated that a large percentage of individual directors viewed that organizations with career development practices intensified their job performance and enhanced the utilization of staff talents to promote customer satisfaction. Besides, the existing career development models are vital in assisting workers better comprehend their career selection. The key to corporate proficiency, employee satisfaction, and client satisfaction is matching individual and organizational needs. Thus, the anchor theory that aims to find workers' work orientation contributes significantly to matching the staff and enterprise needs. As a result, this assists a firm in meeting the goals of both the firm and the employees. It is worth indicating that organizational challenges affect all facets of an organization. As a result, when organizations fail to recognize the importance of employees' career development, they fail to meet the workers' different employment needs and desires.

However, it is crucial to comprehend that an organization must establish policies that support career development to attain a competitive advantage in the market.

Subsequently, companies must understand how workers feel about the new career development and growth practices and their career orientation of the different kinds of workers within a firm. Thus, a detailed career development system should encompass career growth help and a plan for matching workers and enterprise needs. Thus, if a company fails to comprehend the workers' occupational abilities and talents, needs, motives, values, and attitudes, the management will not retain their workers due to increased dissatisfaction. Career growth and development benefits include boosting employees' job satisfaction, which augments their ability to provide excellent customer service. Factors included in career growth and development include training, coaching, and mentoring by leveraging managers' skills to enhance employees' abilities and competencies (Stello 2011). Accordingly, the factors that assist in maintaining effective and productive employees are via a competitive compensation system.

Consequently, career management is a crucial way of prompting workers' satisfaction as it aids in meeting the needs, capabilities, and objectives while attaining organizational needs. Matching organizations' needs with employees' needs aid in ensuring that the company places the appropriate individuals in the right place, including giving staff positions that align with their skills. As a result, this will help in giving employees a chance to fulfil their needs, leading to enhanced job satisfaction. workers desire to have control over their career, mainly with the millennial generation that desires significant job satisfaction and increased career options. Thus, being accorded the capability to progress their career is pivotal in meeting the employees' satisfaction and ultimately enhances customer satisfaction. Career development also allows workers to acquire new skills and improve their marketability and ability to secure a higher

position in the future. Workers experience reduced job frustrations and increased job satisfaction as they know that they can progress their job opportunities within an organization. When workers' particular talents are recognized, and they acknowledge that they are provided opportunities via career planning to carry out tasks, they feel appreciated to fit their talent and ambitions. Thus, career growth and advancement combine personal and enterprise to benefit both employees and workers. The staff experienced job satisfaction and individual development, while the enterprise attains enhanced creativity and productivity, leading to increased customer satisfaction.

Training and development aim at teaching employees new skills required to carry out their work. Training and development comprise tasks designed to enhance employees' performance is presently held work or related to their activities. Training assists workers in carrying out their current work proficiently and adequately. Organizations undertake employee training to improve their performance by instilling insights, enhancing their capabilities, and changing their attitudes. Training programs that increase employees' job satisfaction include coaching, in-house training programs, and rotational assignments. Employee training programs focus on improving the company's performance through increased employees' knowledge, ultimately leading to augmented customer satisfaction (Stello 2011). Development programs are crucial for different reasons aimed at enhancing job satisfaction. First, the development program enhances promotion within a company and helps retain and develop effective and productive workers (Yusoff et al., 2013). Second, according to Herzberg's motivational theory, development programs help offer challenging responsibilities to employees, which is part of motivators. Accordingly, development plans allow organizations to prepare staff and present managers to presume higher positions, increasing job satisfaction. Third, training allows

employees to respond to changes swiftly, motivating workers to continue working harder to attain the set goals.

The article "Job Characteristics and Job Satisfaction among Employees" by Andrew, Haris, Zakariah, and Zekaria (2016) aims at determining the effect of job traits on employees' job satisfaction. Thus, organizations should improve productivity by ensuring a high employee motivation level. Therefore, according to Andrew et al. (2016), job satisfaction refers to the blissful psychological state emanating from the achievement of one's job, and a positive perception of one's work is vital in promoting customer satisfaction. As a result, the authors address various job characteristics that encourage employees' job satisfaction and ultimately increase customer satisfaction. According to Andrew et al. (2016), such traits include skill variety, which Oldham and Hackman developed in 1980. According to this model, skills variety is the level of staff outlining varying skills and competencies to carry out the assigned tasks within their roles. The author indicates that training and development were among the most indispensable factors towards the staff's job satisfaction. Training and development elevate workers' insights and expertise, delivering quality customer service. The model also outlined tasks identified as crucial for promoting staff satisfaction.

According to Andrew et al. (2016), task identity entails the needs of work as a completion of a recognizable and while part of one's job, which by carrying out the job, they recognized outcome. Thus, assigning an employee to a job that matches one's job identity allows them to complete the assigned time on time, which is indeed a job motivator. As supported by Alromaihi et al. (2017) and Andrew et al. (2016), the task's significance entails the level at which one's job has significant abilities to affect an employee's life. Therefore, Ijadi, Azizi-Ari, Barzegar-Kasani, Azad, Zavadskas, and Antucheviciene (2019) assert that staff engaged in behaviours and activities contradicting those that contradict their value display high levels of

stress, frustration, and anxiety, leading to the feeling of dissatisfaction. On the other hand, autonomy or independence offers a high level of job satisfaction as it makes employees feel valued and appreciated. As a result, such workers focus on attaining company goals, including delivering satisfactory services to customers.

Supporting Alromaihi et al. (2017), Hee et al. (2018), and Pichère et al. (2015) assert that motivation theories like Maslow offer the ground for understanding employees' job satisfaction. As Hee et al. (2018) noted, the model supposes that employees' motives are predicated on wants, which commence in an arising order from the least to the highest. Such needs include psychological wants, safety, and security, social, self-esteem, and self-actualization requirements. Accordingly, Alromaihi et al. (2017) also noted Herzberg's motivation theory. According to these authors, the two-factor motivation theory suggests that motivation and hygiene factors determine job satisfaction. The model applauded that the "opposite of job satisfaction is no job satisfaction; similarly, the opposite of job dissatisfaction is no job dissatisfaction" (Hee et al., 2018, p.334). Thus, motivator variables and employees want to attain and experience the psychological development associated with the work, such as attainment, recognition, and promotion. The hygiene factors include variables like security, pay, working conditions, and management, among their variables (Hee et al., 2018). The hygiene factors are vital as they determine the level to which staff can evade job dissatisfaction. Hee et al. (2018) indicates that a report by Gallup studies showed that enterprises with increased worker satisfaction attained 86% client ratings, 76% increased success in reducing turnover, and 44% elevated profitability. Thus, employee satisfaction is a crucial factor in an organization that aids in promoting customer satisfaction. However, the opposite is quite exact. Hee et al. (2018) purport that staff dissatisfaction results in undesirable effects like reduced

interest in obligations, reduced customer satisfaction, and poor marketing positioning due to low customer acceptance.

2.2.5 Affective Event Model

Impact of Moods and Feelings in Job Satisfaction. Affective events refer to an indefinite term comprising a wide variety of reactions (sentiments and feelings) individuals encounter at the workplace (Weiss & Cropanzano 1996). Sensations are naturally well recognized, yet an absolute phrase is hard to explain elaborately (Ashton-James, & Ashkanasy 2008.). The challenge in producing such a description appears to result from the research that a passionate feeling is not one response but a combination of similar effects. Nonetheless, most explanations confer to conclude on some fundamental elements. First, they appear through universal intercommunication and are affected by cultural, sociological, Interpersonal, and occurring conditions. Emotions are proficient cognitive occurrences aimed at another person, while states lack something to which the effect is pinpointed. Thus, attitudes are detached from the causal target, while sentiments are object focused. As a result, particular sensitive feelings are, therefore, crucial for knowing and anticipating reactions.

Worker's behaviours are categorized into two groups, namely Affective-focused conduct, and judgment-compelled actions. Affect-focused conducts spring straight from affective events; hence, they fail to be driven by an employee's attitude. As a result, activities and cognitive procedures affect this behaviour, such as coping with mood events, which directly affects cognitive interpretation or judgment prejudices. Accordingly, judgment-focused employees' conduct is directed by job satisfaction. According to this theory, judgment-oriented actions are the repercussion of employees' decision procedure in which the assessment of their work falls under the decision-making matrix. Thus, it is worth indicating that most enterprises undermine the employees' moods and feelings at the expense of attaining the company objectives and

goals. However, it is vital to understand that organization continues to demeanour their employees' moods and feelings, despite evidence suggesting that these two components are pivotal in influencing job satisfaction.

Past research has focused on explaining moods and emotions' effectiveness in influencing workers' work satisfaction and customer satisfaction. It is worth indicating that work satisfaction emanates from an employees' ability to find pleasure and happiness in one's job. Therefore, when an employee feels discontented and unhappy with one's career, such staff will undoubtedly tend to provide unsatisfactory services to potential and existing customers, culminating in reduced customer satisfaction (Huang 2017). Thus, from the explanation of work satisfaction, emotions and feelings are integrated into the definition, comprised of 'happiness' and content.' Therefore, emotions are crucial in affecting an employee's work satisfaction. Emotive efforts are intermediaries between the different variables like career development chances, job characteristics, workplace conditions and events, and workers' behaviour depicted in corporate citizenship and work withdrawal while at work.

According to Judge and Ilies's (2004) research, the author indicated that work satisfaction was higher among employees with positive feelings and moods than workers with negative feelings emanating from workplace factors like stress. Pervez (2010) noted that it is challenging to eliminate moods and feelings from places of work, as they are a crucial part of an organization and employees' characteristics. Thus, emotions and moods help employees understand job satisfaction and motivation, affecting how employees respond to customers. Thus, management must comprehend the part played by moods and feelings, predict the staff's behaviours, and understand when they are demotivated and dissatisfied. Understanding emotions and feelings help employers understand when the employees are not engaged, thereby predicting their conduct, and finding ways to enhance their performance for increased work

satisfaction and customer gratification (Judge & Ilies 2004). Noteworthy, employees' moods and feelings for a given time demonstrate some difference in their job results, determining their performance desire to quit and lateness, among other signs. For instance, when an employee is angry for an extended period due to reduced salaries and increased workload, the moods and feelings, which build over time, may culminate in the desire to quit, increased sick leaves, and reduced customer engagement. Studies from scholars like Mitchell (2011) suggest that employees' job satisfaction is determined by the nature of feelings and moods: positive or negative. The nature of workers' moods influences their ability to carry out their tasks, satisfaction, and customer gratification. Research reminds learners that moods are crucial in determining employees' job satisfaction. The two factors determine whether an employee has a positive job attitude or not. Accordingly, the effective event model implies that emotional encounters affect employees' job satisfaction or dissatisfaction. For instance, when an employee experiences positive moods like happiness, joy, and delight, such an employee has increased job satisfaction, positively promoting customer satisfaction. On the contrary, when an employee experiences anger, sadness, or frustration, they record high levels of job dissatisfaction, which affects one's ability to promote customer satisfaction. Thus, it can be deduced that negative and positive feelings are crucial in determining employees' work satisfaction and the ultimate results of customer satisfaction.

Notably, Mitchell (2011) and Ashton-James and Ashkanasy (2008) agree that feelings and moods are crucial in affecting employees' perception of performance appraisal and deliberating on leaving an organization. For instance, when an employee feels that they are appraised for a job below one's ability or challenges their abilities, it is evident that such employees would have negative feelings about the work. In addition, such an employee lacks emotional

happiness as they may perceive that the organization demands a lot of effort and performance beyond one's ability and capacity.

2.2.6 Path-goal Model

Leadership is a crucial concept that has culminated in significant interest regarding its impact on employee work satisfaction (Malik 2013). Administration refers to the procedure of influencing individual or enterprise activities towards the accomplishment of a particular influence on the performance of employees. Therefore, a leader should deal directly with employees, create good relationships with them, inspire and persuade them to be corporate in attaining vision and objectives. Besides, leaders require depicting integrity, courage, vision, empathy, and moral standards. Leaders should have the ability to judge how the employees feel, understand their motivation, and devise strategies to motivate them to enhance their job satisfaction while attaining corporate goals. One of the leadership theories crucial in understanding employee work satisfaction is contingency theory (path-goal model).

According to Malik (2013), the Path-goal model is among the most influential contingency approaches to leadership and promotes employees' work satisfaction. The path-goal theory requires leaders to offer vital direction and support to employees to accomplish their individual goals and attain enterprise objectives, such as increasing customer satisfaction (Tsai 2011). The path-goal theory aims at enhancing employee performance and job satisfaction by aiming n worker motivation. Contrary, the situational model to leadership implies that managers should adapt to employees' growth level (Malik, Aziz, & Hassan 2014). However, the path-goal theory suggests that there should be a match between certain situations and leadership behaviour, thereby allowing leadership to match their leadership with work settings (Malik 2012). The theory elaborates on how managers can support employees on the path to objective attainment by employing certain conducts predicated on workers' needs and workplace settings or events

in which employees are functioning. Thus, as the theory implies, various leader conducts have disparate effects on employees' motivation. Duffy Lent (2009) indicated that the path-goal model is a mental strategy to comprehending motivation where employees compute effort-to-performance and performance to result in possibilities. Hence, the most effective manner will ascertain /offer the availability of rewards by assisting the employees in finding the appropriate ways to attain their goals (path). The leadership and task association entails effort-work and work performance to results anticipations.

It is worth indicating that achieving enterprise objectives depends significantly on leaders and their leadership conduct. The utilization of certain managerial conduct by leaders influences employee work satisfaction and productivity, which has a pivotal impact on customer satisfaction. According to Fernandez (2008), leadership conduct denotes the pattern of actions they prefer using. Other scholars like Malik (2012) perceive leadership behaviour as a sequence of traits, skills, and attitudes employed by leaders in disparate events following company and individual values. Leaders engage varying conduction in diverse events with differing employees to inspire them to carry out their tasks to their capability.

Thus, the path-goal model implies that managers may utilize different conduct with varying employees by employing different actions with similar workers in different occurrences (Malik 2013). The theory insinuates that relying upon situations and employees, different managers' conduct will elevate employees' acceptance of leaders, thereby increasing their performance due to augmented work performance. The path-goal suggests four groups of managers' behaviour:

First, a directive leader instructs employees precisely what they should do in certain situations. Malik (2012) suggests that this type of group depicts a manager who tells the employees about the activities, encompassing what should be anticipated. Such a leader also directs employees

on how they should do the work and the completion schedule (Rad & Yarmohammadian 2006). Accordingly, a leader who uses a directive approach sets performance criteria by instilling the rules and requirements for employees to follow. Although this type of leadership behaviour seems controlling, it is crucial in unclear, complex activities and requires leadership authority (Northouse 2018).

The second leadership behaviour addressed in the path-goal theory is a supportive leader. Supportive leaders depict a high level of consideration and concern for employees' well-being and individual needs. Accordingly, Malik (2013) asserts that supportive supervisors encompass approachability and friendly character crucial in promoting productive relationships with employees, enhancing work satisfaction and client gratification. Participative leadership behaviour is also vital in improving employee satisfaction. Malik (2013) posit that a participative manager consults with employees about the essential decision that may influence their company. Such a leader focuses on attaining viewpoints and opinions and uses workers' suggestions to make informed decisions. A participative leader encourages employees to participate and engage in running the company, which is a crucial motivator that enhances their work satisfaction (Luthans 2008). Finally, the attainment-focused manager comprises a leader who sets precise and complex objectives. Such leaders create high criteria for performance for employees and seek ongoing improvement. Such leaders have high confidence in their employees' ability to accomplish the set goals (Northouse 2018). As a result, high morale is a fact that motivates workers to put more effort into attaining the set standards.

2.2.7 Expectancy Theory

As indicated by Vroom Victor in 1964, expectancy theory recognizes three elements or anticipation that play a crucial and interactive part in workers' job satisfaction, performance efforts, and valance (Lawler & Suttle 1973). First, it is worth indicating that workers' effort-

work performance anticipation indicates that effort dedication is positively associated with performance. Besides, the performance-outcome expectation, also known as instrumental concerns, presumes that employees are motivated by intrinsic rewards. The valence in expectancy theory refers to the level at which employees value a certain reward. Therefore, worker satisfaction would occur if one perceives a positive correlation between performance and the effort put into carrying out a task. Hence, the organization should ensure that they reward employees' performance for fostering the workers in repeating r enhancing their performance. Instrumentally are the employees' rewards, which should be predictive and thus able to augment employees' satisfaction and performance. Finally, it is worth indicating that rewards should have a valence, suggesting that management should assess the types of rewards to meet every employee's needs. Thus, expectancy theory is a type of theory that integrates experience in similar events. Employees are gratified once their expectations are met, and this action instrumentally enhances their work satisfaction.

2.2.8 Equity Theory

Adams coined the equity theory in 1965. The model is predicated on staff perception towards employees' pay or reward one gets compared to those of others in exact positions, considering equal qualification or expending the same level of effort for similar work (Tseng & Kuo 2014). Equity theory is predicated on two ratios: my pay or others' pay and employees' position on criteria relative to other positions. Thus, when one reward is unequal with whom a worker compares the pay, the equity theory suggests that such an employee develops the perception of inequality leading to dissatisfaction. Various internal and external factors affect the equity theory model. The inner components determining employee satisfaction include previous pay treatment and valence and anticipating. The external factors include global and industry practices.

2.2.9 Career Stage Theory

The career stage theory indicates that employees undergo different career phases, known as exploration, establishment, maintenance, and engagement (Griffin, Hogan, & Lambert 2014). Thus, the requirements that satisfy workers in every phase are unique. Organization administration must recognize the proper period and offer the corresponding wants to be associated with that career development class. Notably, mismatching and employees' career needs with the career phase reduce employees' job satisfaction and ultimately decline customer satisfaction. Noteworthy, workers in the exploration phase are recruited and depict low commitment to the company. As a result, these employees are concerned more about survival and acceptance from others. The establishment phase has employees whose needs include a promotion, increased wages, job security, and attaining success (Xie, Xin, & Bai 2016). The potential and skills are acquired via coaching, experience, and mentoring. Workers in the maintenance stage have attained the peak of their careers. As a result, such workers are concerned more about retaining their current work status, performance degrees, and positions. As a result, they depict low efforts in working harder to attain extra rewards. Finally, in the disengagement stage, workers separate themselves from jobs and thus, record reduced performance.

2.3 Psychological Capital and Employee Satisfaction

In the article "Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale" by Paek, Schuckert, Kim, and Lee (2015), the authors focus on examining employees' work engagement as a partial mediator of the influence of psychological capital on workers' job satisfaction and morale. Psychological capital is vital in assessing enterprises' success. Therefore, to succeed in a competitive environment, an organization needs to evaluate the different cultural, human,

reputational, or social capital. However, scholars like Luthans, Norman, Avolio, and Avey (2008) assert that the approaches fail to determine other vital aspects, such as the attitudinal and psychological strengths of persons, as recognized through elements of job satisfaction, work engagement, motivation, and practical company commitment. Furthermore, Paek et al. (2015) indicate that since the paradigms fail to integrate the employee's assets appropriately, scholars like Luthans et al. (2008) have focused on developing the PsyCap to explain its effects on job satisfaction. In this article, the authors use the PsyCap to explain the crucial aspects needed for employees to enhance their performance within an organization, including augmenting their work satisfaction.

Paek et al. (2015) posit that excellent employee engagement and performance are crucial in facilitating customer satisfaction. Mainly, in the labour-intensive service, such as the hospitality industry, the authors indicate that employees are crucial in providing excellent services and experience. Notably, the hospitality industry, which comprises companies like Starbucks, Qatar, requires employees to maintain effective work relationships with their customers. As a result, despite the COVID-19 crisis, employees are needed to build customer loyalty and enhance their quality. Hence, the authors focused on PysCap variables like hope, optimism, resilience, and self-efficacy in this case. According to the authors, meeting the above variables culminate in work engagement, resulting in job satisfaction. The cycle of workers' performance, management support, and quality is characterized in the service industry. Working conditions, work engagement, and motivation influence employees' work satisfaction in the hospitality industry. Workers' mental outlook, behaviours, and mood are crucial in enhancing customer satisfaction. Notably, such engagement influences the results and client satisfaction. The aspect of work engagement is vital, given the robust association with a competitive advantage and work performance.

The authors hypothesized that employees' PsyCap is positively associated with work engagement. Notably, work engagement is a trigger and a predictor of workers' morale and work satisfaction, thereby implying a positive association between employee morale and work satisfaction as mediated by work engagement. It is also worth noting that during the COVID-19 crisis, employees' performance and satisfaction are determined by the resources, which Luthans et al. (2008) indicate tend to be linked with work satisfaction. The authors categorize job features into two general categories: resources and work-related demand. Therefore, work-related demands are vital in meeting employees' work satisfaction during the COVID-19 crisis. According to Paek et al. (2015), work-associated demands are the psychological, organizational, and social aspects of work that need to be sustained, thereby promoting an employee's emotional, physical, and cognitive ability to work. The work-associated demands are the demands that include emotional, work pressure, and mental demands. Accordingly, work-related resources can be divided into social-psychological, organizational, and physical aspects of work autonomy, social support, performance feedback, and personal resources. The above factors are psychological states for employees developed with hope, optimism, and the ability to be resilient during the coronavirus crisis.

2.4 Leadership Style in Meeting Employees' Work Satisfaction

The article "Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership" by Olaniyan and Hystad (2016) analyses the leadership role in promoting employees' work satisfaction and enhancing customer satisfaction. The authors indicate that today mainly during the COVID-19 crisis, there is an increase in different kinds of leadership styles and theories. Therefore, Olaniyan and Hystad (2016) noted that one such leadership theory is an authentic leadership style, which emanates from positive psychological and organizational behaviour. According to Luthans and Avolio

(2003), authentic leadership refers to the procedure that draws from the psychological abilities and self-regulated and positive self-awareness of associates and leaders, therefore promoting self-development. Thus, an authentic leader has a positive impact on the employees. Notably, because of the significant impact, authentic leaders have on their employees, such as increased work satisfaction, scholars have focused on this type of leadership to understand its influence. Therefore, Olaniyan and Hystad (2016) hypothesize that authentic leaders have a significant effect on a direct impact and an indirect association with the followers' psychological qualities.

2.5 The Role of Authentic Leadership and Psychological Capital

It is worth noting that apart from the definition of the term authentic leadership, Avolio, Walumba, and Weber (2009) indicate that authentic leadership is a series of ethical and transparent leadership behaviours, which encourages transparency and openness in sharing data and information required to make effective decisions while accepting a contribution from followers. From the above definition, therefore, it was evident that an authentic leader's actions affect the followers. Olaniyan and Hystad (2016) assert that "Those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths; aware of the context in which they operate; and who are confident, hope-full, optimistic, resilient, and of high moral character" (p.164). Hence, the authors argue that PsyCap is vital in predicting staff behaviours and work conduct. Olaniyan and Hystad (2016) revealed that PsyCap is positively associated with job satisfaction but negatively linked with counterproductive job behaviours, cynicism, and motives to quit the enterprise.

Authentic leadership also has a positive relationship with employees' satisfaction. For example, Olaniyan and Hystad (2016) indicate that research among oil and gas employees found that

authentic leadership was significantly linked with a conducive working environment and a safe working climate. Authentic leadership positively links employees' work satisfaction because they are transparent, share information, and practice what they preach, thereby augmenting employees' resilience and work efficacy. Job satisfaction is often an indicator of workers' psychological well-being and mental health, a significant determinant of employees' job satisfaction. Olaniyan and Hystad (2016) indicate that job satisfaction motivates employees to work harder towards achieving an organization's objectives and goals, including promoting customer satisfaction. Accordingly, during this COVID-19 crisis, job insecurity is associated significantly with workers' work motivation. It is worth noting that the current working life brings a significant dose of intricacies and strains. Employees are often worried about contracting the virus and infecting their families or even losing their lives in the worst-case scenario. Therefore, with the fluctuating consumer markets, organizations have been compelled to downsize their workforce or provide employees with a temporary layoff, further increasing job insecurity. Therefore, scholars like Probst, Brubaker, and Barsotti (2008) indicate that job insecurity influences workers differently. First, job insecurity enhances employees' negative and undesirable influence on cognitive resources, thereby deteriorating their attentional ability towards safety. Second, job insecurity propels workers to focus their job and work on productivity, believing that productivity will allow them to retain their job. Third, job insecurity culminates in an increase in compliance with corporate rules and regulations.

The article "Authentic leadership and organizational culture as drivers of employees' job satisfaction" by Azanza, Moriano, and Molero (2013) analyses the relationship between organizational culture, leadership, and employee satisfaction. From their study, Azanza et al. (2013) define corporate culture as "the set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct"

(p.46). the authors indicate that organizational culture is significantly linked with employees' work satisfaction and retention. Notably, corporate culture is significant in determining how employees respond to organizational changes. On the other hand, as Luthans and Avolio (2003) indicated, authentic leadership plays a vital role in determining employees' emotional well-being promoting workers' satisfaction.

Furthermore, a genuine leader establishes a positive relationship with employees, enabling workers to enhance their performance and focus on meeting customers' needs. Research by Penger and Černe (2014) stated that an authentic leader has four significant dimensions: internalized moral perspective, balanced processing, self-awareness, and relational transparency. Hence, self-awareness is associated with a leader's ability to self-reflect and learn from oneself. Moreover, Penger and Černe (2014) indicate that authentic leaders analyse and observe their mental state, aspiration, thoughts, and feelings through introspection. As a result, such leaders can learn their feelings, fundamental values, and motives, motivating and identifying employees' unique characteristics and capabilities.

Accordingly, balanced processing entails objectively assessing the relevant information and data and preventing bias. Balanced processing encompasses having self-regulation, which implies controlling one's emotions and personality while retaining a clear vision and association with co-workers and followers (Penger & Černe 2014). Authentic leaders have internalized the capability to provide transparent information. For instance, during the COVID-19 crisis, a genuine leader would be honest to provide employees with the company's current status, such as possible work layoffs and possibly assuring employees that after the economic recession is over, they remain the priority and candidates to be hired. Having an internalized approach implies that Qatar's leader operating at Starbucks has internal moral values and standards rather than behaving from external pressures. Such leaders can harmonize duties and

obligations to their followers and the entire organization (Luthans, Norman, Avolio, & Avey 2008). It is worth noting that leaders motivate employees through integrity and values focused on harmonizing employees aside from authenticity. Therefore, relational transparency entails exhibiting transparent and open associations with employees. Accordingly, Penger and Černe (2014) purport that leaders depict realism and motivate employees to demonstrate self-disclosure, openness, and trust with their workers. Such conduct encourages employees to establish trust and a close relationship with their leaders, culminating in enhanced employees' satisfaction. Penger and Černe (2014) posit that psychological capital strengthens job satisfaction. According to Penger and Černe (2014), positive and desirable psychological abilities significantly improve employees' productivity and improve work performance.

2.6 Association between Supervisor Support, Authentic Leadership, and Job Satisfaction

Penger and Černe (2014) suggest that an authentic leadership style influences employees' behaviours and attitudes, such as work engagement, job satisfaction performance, and corporate citizenship conduct. Thus, "authentic leadership directly influences follower work attitudes, including organizational commitment, job satisfaction, work meaningfulness, and engagement" (Penger & Černe 2014, p.511). Therefore, the authors analysed how authentic leadership influences employees' job satisfaction in their study. The balanced processing of data, consistency between a leaders' values, behaviour, and words, including relational transparency, aids in augmenting work satisfaction among employees. Furthermore, such leaders and their leadership style culminated in increased work commitment among staff and augmented employees' willingness to perform their duties effectively and conduct themselves

in the needed organizational behaviours. In this case, an organization whose employees engage in ethical and respectful behaviours attracts customers and enhances customer satisfaction.

Furthermore, an authentic leadership style influences employees' conduct as such leaders supports the employees' self-determination (Parthi & Gupta 2016). The leaders who engage in authentic leadership and conduct effectively promote intrinsic employees' motivation, culminating in higher work satisfaction. According to Penger and Černe (2014), the authors associate work determination and self-determination when projecting employee processes that contribute to significant employee engagement, well-being, and performance. According to studies, when staff retreat in a caring and fairway, they become committed to their work. They are likely to develop a positive attitude towards their work, leading to increased work satisfaction.

A significant part of an authentic leader is the individual identification of staff with their leaders. Therefore, in doing so, Penger and Černe (2014) assert that an authentic leader spreads a cognitive-behavioural pattern to the employees. As a result, employees can absorb desirable psychological states. Notably, authentic leaders create and develop desirable and positive emotional capital in their employees by elevating their self-confidence, creating trust, and creating hope. Moreover, such leaders enhance resilience and augment employees' optimism amid the COVID-19 crisis.

Furthermore, learning and career development are motivating factors that promote employees' work satisfaction. Therefore, Penger and Černe (2014) purport that authentic leaders encourage employees' learning, thereby establishing conditions for employees to develop their careers and grow. Furthermore, when workers deal with activities and tasks that interest them and become intrinsically motivated, they are encouraged to work harder, leading to job satisfaction.

2.7 Work-life Balance and Employees Job Satisfaction during COVID-19

In recent decades, the importance of creating a balance between work and life has become more critical. This is particularly true since mounting evidence shows that work-life balance positively impacts social and economic sustainability (Sanfilippo, 2020). According to Lonska et al. (2020), “Work-life balance is formed when a person has the same level of priorities in relation to the requirements of his/her career and the requirements of personal life” (p.2, para. 6). Moreover, Lonska et al. (2020) argue that the most common reason for work and personal life imbalance include increased responsibilities at work, long working hours, increased responsibilities at home, and children. Several scholars agree that creating a positive work-life balance plays an essential role in reducing stress, reducing burnout risks, and creating a greater sense of well-being (Lonska et al., 2020; Sanfilippo, 2020). Ultimately a positive work-life balance, Sanfilippo. (2020) argues that not only positively impacts employees' well-being and quality of life but also the employer. According to Anxo et al. (2017), many individuals active in the labour market find separating work and private life difficult. In many cases, Anxo et al. (2017) argue that this challenge leads to burnout, “a state of physical and mental exhaustion when a person’s ability to work is drained” (p .3, para. 3). In addition, several studies have established that the negative impact of imbalance between work and private life is often experienced during the early stages of parenting when workers have pre-school children.

According to Ramakrishnan. (2020) different approaches can explain the work-life balance concept. Early research focused on examining the balance between professional life and family life, moreover, according to Korpa. (2012) the concept of “work-life balance” or “work–personal life reconciliation” “are widely used to raise awareness of which areas of life need to be combined and reconciled, thereby forming a division of work and non-working life, emphasizing that reconciliation is required not only for work and family life, but also religious

activities, involvement in community life, education, and other activities” (p.3 para. 5). Several studies indicate that successfully combining professional, family, and personal responsibilities is fundamental for the well-being of employees, employers, and family members (Korpa, 2012; Ramakrishnan, 2020; Anxo et al., 2017). According to Lonska et al. (2021), work-life does not necessarily mean creating a balance between private and professional life but rather ensuring flexibility that allows an individual to work while maintaining time and energy for personal life. This issue has become particularly critical following the COVID-19 pandemic. Changes in the work landscape characterized by remote working, limited supervision, increased use of technology, parental responsibilities, and health problems associated with the pandemic contribute to stress and burnout.

It is worth indicating that the coronavirus crisis has significantly affected most workers worldwide, including employees working at Starbucks, Qatar. COVID-19 has subjected employees to significant work-life changes, such as increased demands of quality work that meets and complies with WHO criteria and standards regarding controlling and managing the virus. In addition, the restriction to public life and social interaction has compelled most organizations to consider shifting their employees from the physical workplace to the virtual, whereby they are required to work from home. As a result, most employees have been mandated to work from home during the economic lockdown and even after some nations lifted the lockdown. Notably, separating the family and work life is challenging and can influence employees' capacity to improve or work harder, leading to reduced work performance. According to Feng and Savani (2020), the physical factors affecting employees while working from home can influence their work motivation and satisfaction, including increased working hours and unavailable comfortable office space. The authors indicate that employees may have to work longer hours than expected due to the transition. Unlike in a traditional office where

employees create a team and collaborate towards completing a particular project, the virtual environment may limit employees by requiring them to complete their tasks before they can resume. In the process of waiting, some employees may be compelled to work extra hours to meet the set deadline. Working for long hours because of transition may affect an employee's well-being and health, leading to work demotivation and dissatisfaction. Moreover, working at home may require employees to learn new technologies, which may be challenging, affecting their performance.

Notably, before the COVID-19 crisis, Davidescu, Apostu, Paul, and Casuneanu (2020) note that workers were already demanding and requesting a new focus on life. However, the organization experienced significant changes before the coronavirus, yet more awaiting. Specific works like hospitality need employees to be physically present. Therefore, in certain situations, like the current crisis, employees face significant challenges coping with the virus and protecting the customers and themselves, affecting their work satisfaction. Therefore, to enhance work flexibility, organizations were compelled to engage in teleworking to reduce congestion and reduce risk. Being forced to work from home was a new norm that significantly affected employees' work satisfaction. Given the rampant challenges of working from home, employees find it hard to balance their family and work requirements. The research indicated that 41% of the employees prefer working from the office due to a conducive working environment, allowing them to interact and associate with their colleagues.

2.8 Factors Influencing Employee Job Satisfaction

The article "Factors Influencing Employee Job Satisfaction: A Conceptual Analysis" by Hee, Yan, Rizal, Kowang, and Fei (2018) analyses the factors influencing employees' job satisfaction. The author indicates that employees; requirements continue to change with increasing economic growth and quality of life in the communities. Hee et al. (2018) assert that

employees spend their quality time in the office, which has resulted in a significant change in feelings, emotions, and anticipations towards their work. A growing interest and concern about job satisfaction have escalated, leading to an organization focusing on ways to boost their employees; work satisfaction has an ultimately positive impact on client satisfaction. According to Hee et al. (2018), job satisfaction refers to an "employee's emotional state which covers the complete range of emotions from positive to negative" (p.333). It is the happiness or unhappiness of staff during their work. Accordingly, job satisfaction is a positive and desirable feeling about job experience.

2.8.1 Job Stress and Employee Satisfaction

Job stress is another factor crucial in determining employee satisfaction. According to Hee et al. (2018), job distress is a worker's feelings or work-associated tension, challenges, worries, disappointments, frustration, and stress. It is worth noting that work-related stress is among the contributing variables resulting in job satisfaction. Hee et al. (2018) report that 25% to 50% of the workers cannot operate effectively in their workplaces due to increased workplace distress. Increased stress reduced employees' ability to serve customers effectively, culminating in increased customer dissatisfaction. Hee et al. (2018) applaud that causes of job stress include inadequate enterprise support in providing required resources to complete duties proficiently. Besides, overloading staff with tasks culminates in increased work-related stress levels, leading to increased dissatisfaction and ultimately decreased client satisfaction.

Rehman, Irum, Tahir, Ijaz, Noor, and Salma (2012) stated that job satisfaction is an indispensable part of an enterprise. Thus, job stress is a negative factor that hinders employees' work satisfaction. Job stress is an employee's emotional and damaging physical, which emanates when the work desires compete with workers' means, capabilities, and needs. Thus, job stress results in damage and lousy strength. "Stress is an eco-friendly situation in which for

complete a task a person is required, and when the employees accomplish the task, there is a difference in the rewards that he or she imagines" (Riaz et al., p1373). (Riaz, Ahmad, Riaz, Murtaza, Khan, & Firdous 2016, p.1371). Job stress culminates in employees feeling demotivated to participate in organizational objectives, increased absenteeism, and reduced productivity, increasing job dissatisfaction. The 21st-century workplace is highly innovative, dynamic, and provides various work opportunities. Besides, the increasing demands of corporate work elevate stress levels among employees there, contributing to employee dissatisfaction. As indicated by Ahsan, Abdullah, Fie, and Alam (2009), stress is among the things, like worries, pressure, and tensions emanating from problematic events in a person's life, including work life. Therefore, where such stress arises from a person's work environment, it is called job stress. Ahsan et al. (2009) stated that other job stress types could result from increased light, heat, noise, and lack of adequate responsibilities. Ahsan et al. (2009) noted that a different kind of job stress arises from a reaction when employees are given work demands incompatible with their abilities, expertise, skills and challenge their ability to deliver quality work.

However, Hoboubi, Choobineh, Kamari, Keshavarzi, and Akbar Hosseini (2017) stated that stress in the workplace is a new phenomenon of current corporate work, and thus, unavoidable circumstance. Ahsan et al. (2009) indicated that job stress affects staff's work satisfaction and performance in their duties. The increased job stress emanates from the increasing demand for employers from their employees to deliver quality and timely. Ahsan et al. (2009) posit that an enterprise's administration role is among the elements that affect employees' work-associated stress. Employees in an enterprise face occupational distress via the roles and responsibilities given by management. The responsibilities and roles stress anything about the firm that generates severe repercussions for its employees. Thus, role and duty-related refers to how

employees view management's anticipation of them, encompassing the ambiguity and obligation conflict. Accordingly, work and family are interlinked and interdependent to the degree that work experience may affect family and vice versa. Thus, Ahsan et al. (2009) state that the home-work interface is an overlap between home and work, whereby the two association entails the sources of distress at the workplace impacting family life or family experiences affecting the demands of work.

Another cause of stress is work overload. According to Ahsan et al. (2009), workloads and time restrictions are vital contributors to work stress among employees. The workload, which gives an employee more work than one can handle, results in an increased unwillingness to report to work and elevated feelings of pressure (Celik 2011). Accordingly, the current business world is characterized by increased pressure to meet aggressive competition and changing customer demands. As a result, performing better has become among the employees' performance reviews, putting extra stress on employees to exceed their abilities (Ajayi 2018). Besides, to remain competitive, organization management bombards its staff with different work tasks to keep updated with the shifting technologies. As a result, the eventual outcome is increased stress and pressure, leading to increased job dissatisfaction. Ambiguity also culminates in job stress as employees lack the required information to complete the assigned tasks.

2.8.2 Association of Job Stress and Workers Job Satisfaction

Different studies have focused on determining the association between job satisfaction and stress. Job stress and employee work satisfaction focus on HRM to evaluate how stress affects employees' job satisfaction. Such research includes Ahsan et al. (2009), who applaud that work satisfaction and stress are interrelated. Working conditions and workload are negatively associated with job satisfaction. Increased degrees of anxiety are related to increased levels of

workers' dissatisfaction. The studies below are used to depict how stress affects employees' satisfaction. The scholarly articles are crucial in providing the basis for the report.

The article "The impact of job stress on employee job satisfaction: A study on private colleges of Pakistan" by Rehman et al. (2012) aimed to examine the effects of job distress on staff job satisfaction. The methodology included conducting a cross-sectional survey using 140 questionnaires distributed among private colleges in Pakistan. The instrument used was the scale of the Minnesota Satisfaction Questionnaire, while Ohio (NOISH) work distress questionnaire was employed to assess job satisfaction. The results indicated a positive association between employee satisfaction and increased workload. Accordingly, there was a positive association between working conditions and staff satisfaction.

Rehman et al. (2012) noted that the null hypothesis was rejected due to increased poverty in Pakistan, compelling employees to ask for work to support their financial needs. Thus, the country's economic condition led to employees asking the management more workload aiming overtime compensation. Thus, Rehman et al. (2012) noted that their research contradicted Kaplan's (1991) hypothesis of reduced work satisfaction with the increased workload. The article "The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry" by Hoboubi et al. (2017) aimed at analysing the impacts of work distress and employees' work satisfaction on productivity. The authors used 125 randomly selected workers in one of the petrochemical firms in Iran. The results indicated that the mean employees' productivity in shift staff was lower than that of permanent employees. The decline was related to contributing factors like sleep disorders, health issues, and impaired social life. A possible explanation was that working with a shift destabilizes an employee's sleeping cycle, thereby adding body stress, culminating in increased job dissatisfaction. Therefore, the scholars sum up by noting that workplace-related job stress is among the culminating factors for

employee dissatisfaction. Job distress inversely influences staff's feelings and emotions at work, leading to increased job dissatisfaction.

2.8.3 Work-life Balance and Employee Satisfaction

Work-life balance refers to "work-life balance defined as the equilibrium point between amount time and effort spent by a person in their work and personal life" (Abdirahman, Najeemdeen, Abidemi, & Ahmad 2020, p.76). Therefore, the notion of work-life balance entails an organization's ability to allow employees to balance their work and family. In addition, the work-life balance will enable workers to work effectively without pressure, thereby dedicating their commitment to attaining organizational objectives, such as meeting customer satisfaction (Shantha 2019).

2.8.4 Communication and Employee Satisfaction

Another factor brought forward by Hee et al. (2018) that determines employee satisfaction includes low or lack of communication. Communication is a crucial management task in each enterprise as it is essential for staff to attain proper information concerning their jobs. The most vital type of connection is informal communication, in which employees are given the freedom to express their feelings, relate with each other, and communicate the issues that affect them. Nonetheless, Hee et al. (2018) warn that informal communication establishes rumours and is vital to determine the firm's appropriate level of communication. Poor communication or lack of communication results in employee dissatisfaction and deepens their inability to serve customers effectively. Notably, lack of communication results in confusion between staff and management via the enterprise culminating in resentment and frustration. Increased poor working environment results in employee job dissatisfaction and increased turnover. As a result, an organization that cannot focus on its staff and records a high rate of worker job dissatisfaction cannot deliver quality services to the customers, eventually leading to decreased

client satisfaction. Lack of communication results in low morale, reduced customer service, misunderstanding, and job dissatisfaction. Accordingly, when employees perceive that their reward and pay system are inadequate, Hee et al. (2018) note that Maslow's and Herzberg's motivation theories come into play, such employees end up feeling dissatisfied and demotivated to work and attain enterprise's objectives and goals. The framework below depicts the various communication factors affecting an employee's job satisfaction. Epure and Ionescu (2013) indicated that enterprise communication is crucial in promoting employee fulfilment, either negatively or positively. Communication is a tool that affects the staff's job attitudes and can alleviate staff's uncertainty and is crucial in determining staff's job satisfaction. Notably, employees' work satisfaction has an indispensable positive gratification association with workers' satisfaction (Porkelsson 2018). Communication and job satisfaction model is presented in Figure 2-1.

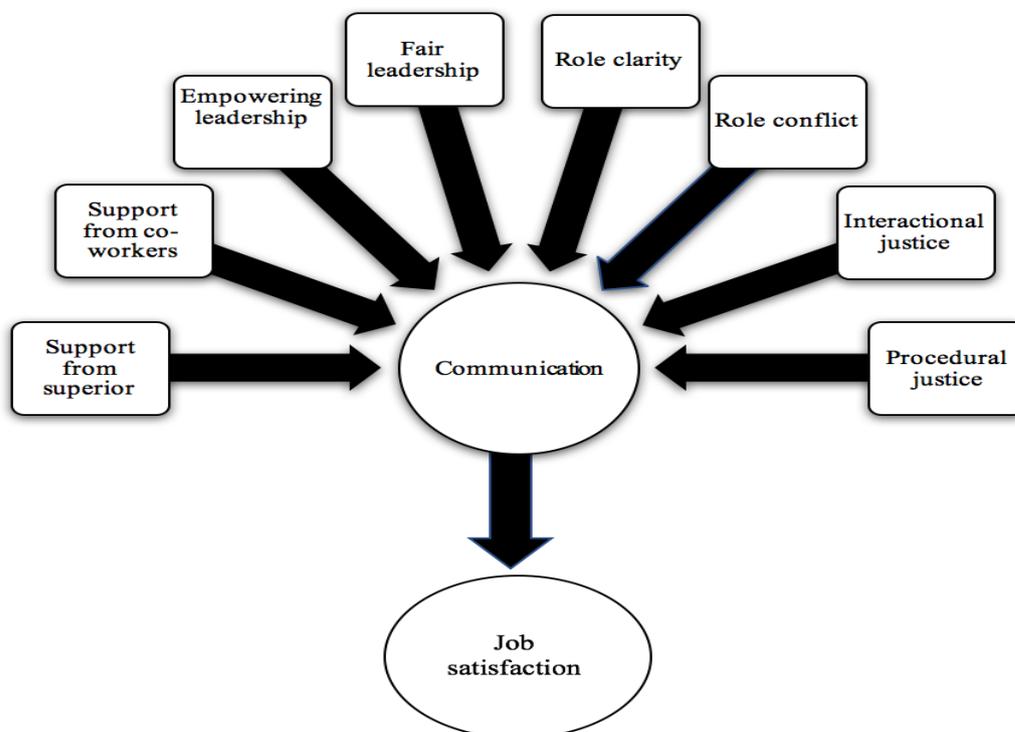


Figure 2-2: Communication and job satisfaction model

2.9 Organizational Communication and Job Satisfaction Model

Organizational communication is a multidimensional element that predicts the degree of work satisfaction. Staff is gratified with their work when they support superiors and co-workers. Thus, one of the communication elements includes role anticipation. Epure and Ionescu (2013) stated that role clarity refers to how the staff feels that a firm delivers adequate information. Notably, role conflict occurs when employees within an enterprise are unclear or when anticipations for a staff vary in any manner. Thus, when the staff lacks adequate information to complete the needed tasks, they experience role conflict and ambiguity. Workers must know what their managers or the firm wants them to do at their duties. Hence, when the work duties are unclear, it results in depression and declines job satisfaction (Carriere & Bourque 2009). It is worth indicating that employees with more autonomy over their jobs and excellent work experience due to increased role clarity have higher job satisfaction. However, role ambiguity has been positively linked to psychological exhaustion, culminating in burnout and ultimately declining job satisfaction.

The past few years have focused on two leadership approaches: transactional and transformational. Thus, transformational leaders are good role models and are depicted as good role models for the employees and can inspire and encourage staff to show real concerns for others (Carriere & Bourque 2009). On the other hand, transactional leaders create associations with followers to gratify their interests, reward their employees following orders, and complete the goals. Thus, communication is crucial for the both types of leadership styles as it aids in promoting a good relationship between management and employees, culminating in enhanced job satisfaction. Epure and Ionescu (2013) indicate that social support refers to the help, data, or comfort an individual gets from communicating with other employees. Accordingly, social support is depicted in various ways and can be disseminated from colleagues or managers,

using communication to promote trust and provide feedback. Porkelsson (2018) indicates that previous support from managers and colleagues elevates job satisfaction and alleviates staff distress. Besides, social support from workers has a positive relationship to reduced negative impacts on employees' turnover. Thus, employees' records increased job satisfaction with management's increased degrees of social support. Importantly, social support is vital in affecting staff's well-being as it reduces strain, stress, and employees' burnout.

Organizational justice is fairness towards the enterprise an employee works for (Porkelsson, 2018). Organizational justice includes interactional, distributive, and procedural. The most type of communication-related justice is interactional, which entails justice emanating from communication. Interactional justice includes respect, honesty, and courtesy when an organization informs the employees about the management's vital decisions. Thus, including the employees in the company decision-making is crucial in encouraging employees to voice their concerns, thereby ensuring that HR makes organizational policies somewhat (Epure & Ionescu 2013). Furthermore, allowing employees to voice their experiences increases their motivation and work satisfaction.

2.9.1 Compensation

According to Hee et al. (2018), payment is a crucial motivating factor that enhances employees' satisfaction. It is worth mentioning that employee compensation, which is the aggregate amount of non-monetary and monetary payment offered to a worker by an employer as an exchange of work carried out, is vital in promoting workers' satisfaction. Hee et al. (2018) posit that monetary pay encompasses fixed pay that an organization assures a staff to get after completing the work given. Accordingly, non-monetary compensation includes all types of staff benefits, such as recreational opportunities, family aid, pension plans, and health insurance. Hee et al. (2018) further indicate that money is a crucial motivator for staff

performance and determines work satisfaction. Thus, associating performance and money motivates staff to increase productivity, serving customers effectively. From Hee et al.'s (2018) theoretical framework, limited career development, job insecurity, poor association with management, lack of career development and growth, and limited freedom influence employees' ability to perform and ultimately alleviate customer satisfaction.

According to Mabaso and Dlamini (2017), the employees' basic pay is the money that consists of the rate of the work. Accordingly, the base pay is a benchmark for which benefits, and bonuses are computed. Thus, poor pay culminates in increased employee dissatisfaction (Darma & Supriyanto 2017; Muguongo, Muguna, & Muriithi 2015).

2.9.2 Human Resource and Employee Satisfaction

The article "Increasing employee job satisfaction and organizational performance through effective HRM practices in Bangladesh's private commercial banking sector" by Sarker (2014) investigate the factors impacting employees and customer satisfaction. The author accounts that human resource has a pivotal role in providing effective service to clients as service delivery relies primarily on the type of services given to clients by staff. Besides, HR is pivotal in market deregulation, globalization, technological progression, and international competition. As a result, human resources and employee job satisfaction have numerous vital benefits for enterprises to manage the issues coming from competitors.

Thus, Sarker (2014) indicates that human resources are vital in setting policies and practices that promote employee satisfaction. Job satisfaction, which refers to the staff's overall effective capability culminating from the acceptance of all job aspects, is determined by how HR sets the motivators variables. For instance, a high level of communication, development opportunities, and other organizational factors like increased trust between leaders and employers heighten job satisfaction. As a result, it strengthens the provided services, which, in

turn, culminates in increased customer satisfaction. In addition, an organization that allows staff to participate in decision-making increases the employees' job satisfaction. Such employees feel appreciated and recognized, thereby focusing on attaining the company's goals and objectives. According to Sarker (2014), the author reports that a study among 184 staff of three financial institutions indicated that the banks had to create strategy-focused human resource practices and policies to increase employee satisfaction. Besides, the banks established a more committed and competent workforce, which resulted in an increasingly competitive gain. Sarker (2014) concludes that organizations should have effective HR policies and practices to enhance their performance. For instance, enterprise performance relies on HR results, such as attitudes, skills, and behaviours. Thus, the author suggests that organizations should implement HR policies directed toward improving employees' job satisfaction. Such policies and practices should include compensation, involvement, communication pay, recognition, promotion, performance appraisal, valid work selection, participation, and work design.

In their article, "Factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfaction," Abuhashesh, Al-Dmour, and Masa'deh (2019) aim at evaluating the various factors that influence employees' work satisfaction and ultimately impact customer satisfaction. Abuhashesh et al. (2019) indicate that monetary and non-monetary variables drive job satisfaction. Thus, the authors identify factors influencing employee job satisfaction, such as wages. According to Abuhashesh et al. (2019), there is a strong association between employee job satisfaction and wages, culminating significantly in employees' satisfaction. The author reports the significance of salary using research conducted by other scholars. According to such a study, scholars have found a significant association between wages and job satisfaction. Salary systems, rewards, and compensations are vital roles in any industry that

contribute to reducing staff turnover. Besides, Abuhashesh et al. (2019) indicate that cutting employees' wages affects the staff's morale to increase their work performance.

2.9.3 Culture

Another variable vital in affecting employee satisfaction is organizational culture. Abuhashesh et al. (2019) define corporate culture as a set of features that makes an enterprise distinct and differentiates it from other organizations, or how workers within a firm associate and work in their workplace environment. Thus, organizational culture is a unique trait and an enterprise style of a particular enterprise. Noteworthy, a company's culture can positively or negatively affect staff motivation and performance. Abuhashesh et al. (2019) posit that a positive organizational culture elevates the employees' commitment as it encourages staff to carry out their work activities with enthusiasm and energy. Therefore, the more positive and encouraging the enterprise culture, the higher the job satisfaction, the degree of commitment, and the efforts put forward by staff. Besides, when enterprises find themselves vital to firm growth, such staff take duties for its well-being. A culture promoting innovation and a productive work environment can enhance changes and produce high-quality customer services. Accordingly, in a culture where leaders fail to encourage and empower staff, distress and anxiety become a norm. As a result, workers fail to start feeling involved, engaged, and appreciated. As a result, they do not perceive its goals as necessary and record reduced customer satisfaction.

Furthermore, such an organization fails to value teamwork leading to conflict development and lack of cooperation. As a result, this culminates in reduced employee satisfaction and customer satisfaction. According to Sarker (2014), the author indicated that stressed staff records low job satisfaction. Abuhashesh et al. (2019) accord Sarker (2014) by stating that staff exposed to greater work demands and duties than their capabilities suffer increased stress. Tired and stressed employees have a high level of emotional distress that affects their work productivity

and performance. Stress is a primary factor of employees' low motivation and reduced morale leading to low performance, low job satisfaction, and increased customer satisfaction.

Besides, training and development are crucial factors determining employees' job satisfaction. With globalization and management styles that bring elevated competition globally, enterprises should attract and retain a skilled workforce. Hence, HR should focus on employee training and development to keep pace with the current market and technology, including enhancing employees' satisfaction. Apart from offering training and development, companies should provide the required skills and insights to prepare employees to assume future positions. Providing employees with needed skills improves staff job satisfaction, thereby enabling them to offer customers exemplary services, which, in turn, culminates in enhanced customer satisfaction (Unutmaz 2014).

The article "The Significance of Organizational Culture, Politics, and Job Satisfaction "by Kapur (2018) states various cultures. The first type of culture includes clan culture, an amiable and friendly working environment that considers employees as best friends, views leaders as guides, and is like a family. In addition, the clan culture promotes dedication, high motivation, and trustworthiness. Another type of culture is adhocracy, which advocates for industrial, energetic, and resourceful, working surroundings. Finally, the management style encourages imagination, slanting, and pioneering (Sila & Širok 2018).

Third, the market culture encourages managers to be challenging and assertive. This type of culture focuses on attaining the set objectives and goals. Last, hierarchy culture encourages controlling the employees, thereby reducing employees' satisfaction. Kapur (2018) indicates that pay is among the vital variables that promote employees' job satisfaction. Thus, employees who feel they are not well paid reduce their satisfaction. Independence suggests that bosses should provide employees with an independent environment in which the employees can feel

comfortable working. Completing their assigned tasks and submitting employees with autonomy implies trusting them with decision-making, which is crucial in promoting job satisfaction. Accordingly, rewards and benefits are critical for employees' motivation (Kapur, 2018). Benefits allow staff to make the best utilization of their abilities towards attaining enterprise objectives. Besides, it offers them scope for advancement and self-enhancement, promoting their job satisfaction and ultimately reflecting enhanced customer contentment.

Gillespie, Denison, Haaland, Smerek, and Neale (2008) describe that involvement is crucial to enhancing employees' engagement and participation, increasing their sense of ownership and team orientation. The author indicates that proficient enterprise empowers its staff, utilizes teamwork, and progressively develops its workers' abilities. Another factor includes consistency, which refers to corporate systems and procedures which promote efficiency and alignment. The aim is to focus on management practices and combinations across the enterprise. It is worth noting that the primary concept is that the control systems predicated on internalized values are more proficient ways of attaining collaboration than the external control processes (Belias & Koustelios 2014). Therefore, enterprises are more skilled when integrating consistency and engagement in a progressive cycle. Besides, adaptability is an enterprise's ability for internal transformation in response to exterior conditions. Thus, organizations that are integrated and internally focused have challenges adapting to the agile external needs, and this negatively affects their customers' satisfaction. Employees working in these organizations are also frustrated when they fail to deliver satisfactory services.

Belias defines culture as "is a product of an organization's group of people living at the same place and having which attitudes and behaviour. People who belong to a certain culture share similar norms, history, religion, values, and artifacts, which distinguish them from others" (p.132). In the organization's setting, culture depicts the effects and associations among staff

and between the particular institution and staff in which they work. Modern enterprises are considered social groups, and therefore, their functions should be promoted, aiming to enhance enterprise goals, employees' satisfaction, and customer satisfaction. Therefore, workers' behaviour in their place of work is affected by disparate cultures like occupation, organization culture, and national culture. Therefore, work satisfaction is among the crucial factor affected by organizational culture.

Furthermore, organizational culture affects employees' satisfaction by ensuring that staff's principles, opinions, and personality align with the corporate goals. Therefore, organizational culture should meet the motivators identified by Herzberg in his two-factor theory. Such motivators include career advancement, duties, attainment, work, and recognition. Besides, organizational culture should also focus on alleviating the hygiene factors like company policies, benefits salary, and job security.

2.9.4 Organizational Culture and Customers Satisfaction

S. Hopkins, Nie, and W. Hopkins (2009) state that organizational culture plays a crucial role in determining customer satisfaction. One of the essential ways cultures facilitates customers' satisfaction is through communication. Therefore, enterprises that focus on enhancing customers' satisfaction train their employees' different skills like language differences. For instance, Starbucks operates in a different nation with different cultures and languages. As a result, training the employees in the different languages spoken by different cultures is vital in enhancing communication between the employees and customers. Besides, such an organization trains the workers to treat employees from different cultural backgrounds with the utmost respect, promoting their customer satisfaction level (Lund 2003). Furthermore, employees are trained to understand and interpret various verbal and non-verbal cues, including

responding to different customers. As a result, such an organizational culture aids in promoting client satisfaction, culminating in enhanced employee satisfaction.

2.9.5 Promotion and Job Security

Promotion and job security are also crucial in promoting employees' job satisfaction and ultimately improving customer satisfaction. Abuhashesh et al. (2019) assert that development is the internal mobility within a firm by transforming the position vertically. Most staff find that holding a similar situation and recurring the routine tasks is tiresome and reduces employees' job satisfaction. Thus, the organization should focus on giving their staff new responsibilities aiming at improving workers' satisfaction. Abuhashesh et al. (2019) noted that promotion comes with improved payments and higher status, including feeling appreciated and recognized. Thus, a company with effective promotion procedures and policies has a crucial role in enhancing employee satisfaction. Finally, Abuhashesh et al. (2019) noted that job security is finding a job that provides an employee with a reason to remain working for a company. Employees with job security are delighted.

Kapur (2018) further addresses the various presumptions of job satisfaction. According to the author, employees are either satisfied or dissatisfied with their jobs in the two-factor theory. The factors can be motivators, such as promotion opportunities, more responsibilities, attainment, personal growth, and recognition (Tan & Waheed 2011). On the other hand, job dissatisfaction is associated with hygiene factors and includes variables like wages, working environment, and association. Thus, the two-factor model aims at establishing a balance in which job dissatisfaction within an organization can be alleviated by promoting motivators.

Furthermore, the value theory states that any sources culminate in staff's job satisfaction as long as they add value. For instance, Kapur (2018) provides an example of an underpaid employee. According to the author, if an employee is underpaid, they end up dissatisfied,

culminating in underperforming, which, in turn, affects customers' level of satisfaction. Therefore, Kapur (2018) advocates that to enhance employees' job satisfaction, managers must identify value-adding motivating factors that would culminate in increased customer satisfaction. Another model worth considering when determining job satisfaction and customer satisfaction is the social information-processing framework and expectancy theory (Beiu & Davidescu 2018). According to Parvin and Kabir (2011), the model presumes that when employees create a negative attitude and perception towards their work predicated on what they hear from other staff, they tend to record low satisfaction levels. For example, when a colleague comments about a low salary, other employees may take the information negatively, leading to job dissatisfaction.

2.9.6 Work Environment and Employee Job Satisfaction

The work environment determines the employees' productivity (Kim 2005). It is worth indicating that the work environment entails the elements that respond to workers' minds and bodies. Thus, under the physical, psychological, and cognitive environment where workers work collaboratively, an organization needs to ensure that their employees have better working conditions (Jain & Kaur 2014). A good working environment aims to eliminate frustration, worry, and anxiety, leading to increased employee satisfaction. Saxena and Kaur (2014) indicate that a supportive and appealing work environment is pivotal to job satisfaction. Accordingly, the work environment has different features, affecting employees' cognitive and psychological well-being, thereby determining how they conduct their daily activities. Thus, good salaries, employee-management trust, logical workload, fairness, and equality characterize an excellent environment. Combining these work conditions makes the work environment the best place for enhancing job satisfaction. The first type of work environment entails the physical environment, which deals with the carried job's tangibles features. The physical work

environment encompasses temperature, office layout, lighting, tools, and lighting. Other factors influencing the physical work environment include space and noise. It is worth mentioning that the physical work environment affects the work setting and interaction between employees. This type of work environment enhances employees' security and safety. For instance, a study by Agbozo, Owusu, Hoedoafia, and Atakorah (2017) showed that an improvement in the physical design of an employee's office enhanced productivity and satisfaction by 5 to 10%. Accordingly, lighting at the workplace intensified workers' working experiences, culminating in increased performance due to elevated job satisfaction.

The other type of work environment includes psychological factors. Agbozo et al. (2017) posit that a psychological workplace environment is deliberated as a component of work that is crucial to employees' behaviour. Thus, by conduct, Agbozo et al. (2017) indicated that psychological factors encompass effects like moods, emotions, and affective disorders. The other type includes cognitive, perception and attitudes, and lastly, behaviours like absence. Therefore, a psychological workplace setting offers an effective description of cognitive activities, which an employee undertakes daily. Such factors include references to work requirements, harassment, and stress. Psychological factors that employees also think about include growth opportunities and wages; these factors influence employees' level of engagement, commitment, and satisfaction, affecting customers' satisfaction. Agbozo et al. (2017) showed that a positive change in promotions, compensation and benefits increases employees' level of satisfaction and, in turn, record-high productivity, culminating in increased customer gratification.

2.10 Financial and Non-financial Factors Affecting Job Satisfaction

2.10.1 Financial Services

It is worth mentioning that human resource administrators are mandated to plan for worker benefits to enhance enterprise effectiveness culminating in increased employee satisfaction. Attractive employee compensation and benefits aid in changing their attitudes towards enterprise, thereby making the tasks of HRM a significant component in any organization. One of the embraced strategies in promoting employee job satisfaction is utilizing financial services. Although the expected benefits and compensation are crucial in enhancing employees' gratification, financial services stand out as the most attractive and appealing means of improving work satisfaction. Some of the financial services include:

2.10.2 Bonuses

Bonus reward is a payment above and beyond the designated amount of particularized base wage or payment. The availability of fringe perks like bonuses produces a motivating context and culminates in improved satisfaction, client satisfaction, and profits. Noteworthy, bonuses are granted to workers when they realize specific criteria and shares. It is worth acknowledging that promoting high-wage workers is inadequate to determine and trigger work motivation. Haider et al. (2015) asserted that directors executing monetary bonuses might improve employees' original motive and fulfilment. Furthermore, other thoughts indicate that if privileges such as massive gratuities are predicated on personal achievement, they are usually surprisingly inefficient in enhancing worker gratification and fulfilling the client's needs. Bonuses also can create adverse consequences by destroying workplace coherence as workers become hesitant to share knowledge with others, still at the risk of organizational production. Team-based reward systems establish a spirit of collaboration, cohesiveness, and worker fulfilment among group members convincing them to exercise extra energy toward supporting

each other. Enhanced collaboration due to related bonuses has been depicted to promote team achievement, implying that team-based rewards may be an effective means of promoting worker social life (Stringer, Didham, & Theivananthampillai 2011). However, group-based gratuities allow vital benefits and inherent disadvantages such as free-riding, loss of motivation due to the discernment of inequity, and under attainment of team purposes.

Lack of rewards as worker benefits is among the usual reasons for employee turnover. Besides, bonus payment engages in enriching employees' spirit and fulfilment. Rewards for achievement content the employees and enhance the production. Gupta and Shaw (2014) support that the employees should be rewarded with bonuses during celebratory periods to encourage and motivate them. The bonus value is usually the outlay of one month's wages for the worker. An institution can quickly boost the work productivity of the workers using the extra prerequisite.

Reward and appreciation plans are the most indispensable factors in keeping workers' satisfaction tremendously. Incentives efficiently increase production for jobs not performed before, support, and promote quality and capacity to accomplish goals. Motivation bonuses and recognitions are the principal determinants that influence worker motivation. As a result, when employees integrate into their performance activities designed for their interests, they are intrinsically motivated. Accordingly, their actions as their activities will mainly be delightful and satisfying.

2.10.3 Allowances

Gupta and Shaw (2014) indicate that the primary worker allowance benefits entail different allowances like house and travel allowances, including any other kind of subsidies provided by an organization based on the nature of work. The organization provides employees with adequate stipends to retain them and thus, offers the number of allowances predicated on an employee's position within an enterprise. Special allowances like house allowances, overtime,

meals, travel, and phone allowances are associated with increased productivity. Subsidies are a type of payment given in addition to employees' base salary as compensation for extra duties in certain situations. The extra payments are provided to my staff like allowances, for the expenditures used either directly or indirectly in the implementation of one's obligations or as a way of compensating employees for the services given toward a firm and those carried out beyond the usual requirements. Such allowances offered by other firms include subsistence, work transfer, work challenges allowances, and overtime stipends. Besides, the organization needs to consider the demographic factors, like gender and employees' age, before giving any allowances. Notably, management should focus on ensuring that employees are gratified with their work and the working condition (Sarwar & Abugre 2013). Arguably, allowances are ineffective if my organizations do not provide other motivators. Thus, motivators should supplement the allowances to increase employee work satisfaction. Subsequently, low work gratification culminates in an increased level of employees' absenteeism, turnover rates, and other negative behaviours associated with reduced work motivation. However, providing allowances to employees is crucial in facilitating their retention level as it ensures that they are focused and motivated to work and attain the company's goals. Management can also alleviate unwanted behaviours and attract talented employees by offering attractive work allowances. As a result, attracting a competent workforce is vital in ensuring that a company has skilled and motivated employees capable of offering satisfactory services to customers.

Additional allowance, such as a vehicle, house debt, and meal stipends, improves employees' satisfaction. Employees often feel appreciated when an organization considers them in this way, as they perceive that the company values and appreciates their efforts in attaining a competitive advantage. However, it is not mandatory to provide employees with allowances, enterprises with a competitive advantage of increasing their employee satisfaction and

ultimately enhancing customer satisfaction. Accordingly, allowances like travel and house are vital elements of extrinsic reward, which promote work satisfaction among employees. Allowances are pivotal in promoting employees' work and organizational perception. Allowances change employees' attitudes as it reflects the management's desire to appreciate workers for their efforts towards attaining the enterprise goals, such as increased customers' fulfilment.

2.10.4 Employee Support Programs

Employee support programs (ESPs) approach issues concerning work achievement and happiness. ESPs are a compilation of extensive assistance, which provides resolutions to the difficulties encountered in the workplaces and solutions to the individual life-associated intricacies. These supports will accommodate different components such as improving job performance and happiness, strengthening organizational commitment, reducing absenteeism, lowering the inability to concentrate on the responsibilities, limiting the errors, and the rates of technical events concerning workers (Shelton 2001). ESPs are staff services that support serving individual and professional matters to heighten results for employees and organizations. Accordingly, businesses are helped in discussing satisfaction concerns while workers are scored in recognizing and determining personal interests that may influence their work achievement. Employee support plans are depicted to decrease corporate expenses by regulating the components like absenteeism, lowering productivity, diminished success, and turnover liable for these expenses. Subordinates recognize the advantages of utilizing external ESP experts. The programs enable workers to obtain assistance without managing various and possibly opposing interests for staff operating in central administration positions. Employees recognize that ESPs help retain the existing relationship between them and management, thereby promoting their ability to carry out their tasks effectively.

Organizations see employees' support programs presenting short-term, on-set guidance that companies can allow their workers for individual and expert concerns. Accordingly, organizations also use 'leader assistance,' a leadership mentoring service, and 'crucial incident management' guide, consisting of post-event onsite and outside the site debriefing, a follow-up one-on-one, and stress coaching. In addition, ESP expertise provides negotiation, facilitation, explanation, coaching, training, guidance, repetition, or outplacement assistance to employees. Noteworthy, staff support programs are important because employees may appear tired and exhausted cognitively when proper working requirements are not offered. Therefore, this condition causes the emergence of sensations, such as emotional anxiety and weakness.

2.10.5 Retirement Benefits

Fringe perquisites incorporate any worker services and safety plan and guarantee fundamental compensation. Thus, a worker's compensation package involves supported job benefits such as premium bonuses, social security, and severance compensation. In addition, businesses should focus on improving work perception by giving standard rewards such as retirement compensations. These incorporate social security schemes, pension systems, and severance requisite to provide employees economic protection after leaving work.

2.10.6 Pension Funds

Some corporations offer relevant retirement perks like premium, which is the assessed income managed during the employment term, and the contribution is given to the worker after leaving work. Staff compensation is not merely about payments and wages; it also involves long-term privileges such as a pension. Accordingly, these long-term gains are regularly referred to as worker security bonuses, and other times scholars have referred to them as perks. Notably, aside from being tax-exempted, work retirement schemes imply saving retirement pay. Retirement pay is among how an organization can motivate the employees to work hard to

attain worker satisfaction, encouraging employees to focus on delivering quality services to customers. It is worth indicating that work pensions significantly affect staff behaviour, helping older staff retire and providing Millennials a solid reason to continue serving their employer. Allowing older employees to retire on time motivates the younger staff to put more effort because it implies that they will occupy the retirees' position. As a result, such an organization makes sure that its employees are well trained to take the job, thereby increasing work motivation and satisfaction. Notably, pensions affect the nature of employees a company draws and can support an organization to lure candidates who present acceptable behaviour. Attracting capable employees is crucial in ensuring that a company has competent workers to heighten customer fulfilment. Besides, while the performance outcomes have been connected regularly with marked benefit programs, pension schemes exhibit comparable results in developing workers' performance. Retirement is now deemed an acquired compensation in remuneration for a service period to an organization.

2.10.7 Health Benefits and Job Security

Employee benefits, which incorporate compulsory perks and fringe compensations, are becoming an indispensable part of institutions' remuneration schemes to their staff. It is worth indicating that workers' health gains express responsibility to workers' health and happiness and their families. The perks given at an individual institution are regularly determined predicated on cost, trends, and enterprise culture. Therefore, the form of compensations granted frequently falls under different sections, consisting of health coverage to the worker, the employee's wife, and the worker's kids. Essential medical insurance coverage includes compensations for infirmary costs, medical payments, and doctors' appointments costs. Others include dispensary insurance coverage that gives perks for workers and their included children for inpatient and restricted outpatient costs contracted in a clinic. Accordingly, other firms offer

fitness support and life assurance to the workers. Health coverage is the most valuable compensation granted by organizations, which aids in promoting workers' satisfaction and, in turn, enhancing client gratification. Thus, workers are urged to attain organizational goals, such as increasing client fulfilment.

If workers are fulfilled and happy with the work security, they will become empowered and authentic to their companies. A worker who is content with their work security works better than an unhappy employee. When evaluating the worth of labour market improvements towards flexible labour market systems, job insecurity and work fulfilment outcomes are essential to policymakers as reduced work; gratification suggests alleviated customer fulfilment.

2.10.8 Social Security Perks

Social Security is established by organizations as a continuous practice, especially by redistributing benefits from employees with large pay to those with small incomes. Organizations achieve this via a compensation plan that provides more significant gains for employees' first wages and progressively fewer gains for subsequent earnings. Notably, changes in employees' demographics, conduct, and other factors imply a small but essential trend for staff to plan for requesting Social Security at a minor age. In addition, the social security benefits allow employees to perceive that the management cares and values their efforts, thereby focusing on attaining organizational goals. Besides, providing employees with social security benefits acts as a way of motivating workers by assuring them a promising future after retirement.

Workers' social perks as payment and time that an enterprise gives employees allow them to achieve social requirements such as using adequate time with families, promoting their health, and balancing work and life. It is worth indicating that family and work are the most

fundamental and prominent areas in everyone's life. Thus, enhancing employees' ability to balance the work and their families is a powerful motivator that allows workers to perceive and develop belonging and being appreciated by a firm. As a result, such employees focus on working hard towards attaining the company goals. Besides, such employees are motivated because the balance eliminates the stress that limits and reduces work satisfaction. As a result, employees that balance their work and families are happy and engage with customers in a friendly and compassionate way culminating in enhanced gratification. Lack of inadequate employees' social compensation packages is a significant factor influencing employees' engagement and satisfaction. Notably, workers must be moved through sufficient incentive programs such as compensated time off work to improve their work content, increasing organizational productivity. The significance of such benefits is to increase employee commitment, thereby culminating in increased work satisfaction.

2.11 Impact of Employee Satisfaction on Customer Satisfaction

Leah's article "increasing customer satisfaction through employee satisfaction in a call centre environment" (2005) indicates that client satisfaction is crucial to any business's success in any industry. Thus, the paper aimed to examine the association between workers' satisfaction and client satisfaction by gathering an assessment of staff gratification in a particular call centre that experiences customer satisfaction issues. From the author's analysis, a call centre requires a high level of customer service associated with the increased use of technology and knowledge integration. Thus, when clients contact an organization, they anticipate immediate response and respectful treatment (Daniel, Ashar, Ihsan-Ur-Rehman, & Shahbaz 2012). Thus, for her study, Leah (2005) defined customer satisfaction as the level at which the client reflects a positive

attitude and impression of services provided within an organization. Leah (2005) further indicates that various service experiences and components established client satisfaction in every case. Thus, the author recognizes some fundamental elements clients utilize to judge the services offered by the organization. Such dimensions include personnel, building, and materials, while intangible factors include responsiveness, reliability assurance, compassion, and empathy. Leah (2005) indicated that customer satisfaction is predicated on services offered and the quality of products in an organization that deals with face-to-face client service associations.

Therefore, customer satisfaction is determined by assessing service experience with the contact staff. Such intangible elements like accuracy, insights, assurance, responsiveness, and respect are crucial in determining customer satisfaction. In this line, Leah (2005) asserts that service-provided qualities are inseparable from employees, mainly if it entails face-to-face encounters. Therefore, as Leah (2005) indicated, customer satisfaction is determined by 'discretionary behaviour' depicted by an employee.

"Discretionary effort means the maximum effort an employee will make beyond the basic requirements of their job. Management cannot control these behaviours or train in a classroom setting. The motivation to "do the right thing" during these discretionary moments must come from an employee's commitment to the organization, satisfaction with their job, and desire to provide excellent service" (Leah 2005, p.14).

Therefore, the above statement implies that it is challenging and nearly impossible for an unhappy employee to deliver satisfactory services to existing and potential clients. Leah (2005) further indicates that market researchers are paying elevated focus on the results of individual associations between employees and clients. Leah (2005) noted that enterprises pay inadequate focus on comprehending the kind of company commitment and work satisfaction of employees-customers that represent the firm to the clientele and, thus, can negatively or

positively influence client satisfaction. Significantly, the level of worker satisfaction determines the organization's ability to enhance its customer satisfaction and increase profits. Thus, satisfying the internal clients is paramount in attaining the gratification of external customers. Leah (2005) describes the association between employee and client satisfaction as a 'service-profit' process. The association includes profits triggered by client loyalty, emanating from increased customer satisfaction. In addition, the quality of the provided services influences client satisfaction—accordingly, loyal, happy, and satisfying workers offer high-value client service. Notably, gratified staff exist in a setting that offers support services and practices that succour workers to deal with clients. As a result, satisfied employees create value, and in turn, promote customer satisfaction.

According to Leah (2005), client satisfaction culminates in organizational success through increased repurchases, referrals, and retention. Statistically, a 5% rise in client loyalty generates increased profits by 85%. Thus, client loyalty emanates from increased customer satisfaction through enhanced customer services provided by satisfied employees. In addition, Leah (2005) states that employees that receive recognition and appreciation from their management have enhanced services. As a result, clients who receive better services have reduced complaints, increasing customer satisfaction.

2.11.1 Emotional Quality

According to Leah (2005), emotional quality is a strong determinant of an employee's satisfaction, which determines the level of customer satisfaction. Thus, the internal working condition determines an employees' level of satisfaction. Workers' attitudes and feelings towards their colleagues, work, and organization and how employees within a firm treat one another are crucial factors determining work satisfaction. Employees are motivated via work recognition and appreciation of their emotions and cognitive effects made by their managers.

In most work positions, happiness and motivation have a paramount impact on job satisfaction. Thus, when an employee is emotionally down or unhappy, it is likely for such an employee to have reduced work satisfaction, affecting customer satisfaction. Notably, employee gratification of spiritual and intrinsic character is vital to client satisfaction (Leah 2005).

2.11.2 Empathy

Leah (2005) describes empathy as an employee's capability to match another cognitive state and offer proper compassion. Therefore, employees' degree of empathy in their work strongly influences service quality and customer satisfaction. An employee who depicts a high level of understanding can alleviate job tension. Hence, for an employee to depict empathy to the client, they need a depiction of empathy from the administration. A working setting where workers feel supported culminates in increased satisfaction, resulting in increased customer satisfaction. The team and management support have a positive impact on employee work satisfaction. Therefore, workers are similar to clients in that their retention and gratification are crucial for the organization.

2.11.3 Client Orientation

Leah (2005) defines client orientation as the focus on attaining clients' needs and anticipations. Thus, the author indicates that if an organization needs to gratify customers' wants, it must first meet employees' needs. Therefore, client-focused companies invest their synergies to ensure that the workers have the required tools to meet and complete their tasks. Such organizations recognize that customer relations are attained by meeting their employees' needs, which reciprocates by meeting customers' requirements. Besides, such firms seek worker contributions to their wants and regularly offer open and honest communication. As a result, workers' satisfaction is enhanced through effective practice, policies, and supportive services. Accordingly, customer-focused employees engage in empathetic conduct culminating in

increased client satisfaction. A client-focused staff aims to evaluate customers' requirements and help them (customers) make effective conduct, provide extra services, provide data, and offer honest views and responses.

Communication is also crucial in facilitating customer satisfaction. Thus, the lack of communication results in role conflict, whereby organizational and customers' demands contradict an employee. Role conflict also emanates from tension existing in organizational settings between the need to offer exemplary services and meeting the management goals. Role conflict affects efficiency and speed, which in turn affects customer satisfaction. Thus, failures to define roles among employees culminate in increased tension, which creates stress, and as a result, affects customer satisfaction.

2.11.4 Role Clarity

Leah (2005) indicated that role clarity is how workers comprehend their duties and obligations and get information vital in completing their work. Lack of role clarity emanates from uncertainties about management anticipations. Thus, establishing role clarity reduces internal disagreement among management and staff, thereby mitigating client conflict. It is worth noting that frustrations arise to both clients and employees when the roles are unclear. Employees cannot meet customers' needs and expectations, leading to dissatisfaction, which, in turn, affects customer satisfaction.

The article "Employee satisfaction, customer satisfaction, and financial performance: An empirical examination" by Chi and Guroy (2009) addresses the relationship between workers' and customers' satisfaction. The authors indicated a positive association between staff satisfaction and client satisfaction. In the service industry, employees' gratification is crucial as it aids in promoting the level of existing satisfaction through the service-gain process. The process entails offering workers excellent working conditions, likely to enhance their retention,

including offering excellent services to clients. The presumption that gratified clients generate loyal and satisfied clients has resulted in organizations investing significant resources to promote their employees' satisfaction. In addition, the authors indicate that free trade and globalization have changed the corporate world, compelling organizations to respond to the increasingly changing business dynamics. Some of the changes adopted by enterprises include how an organization responds to the customers effectively and swiftly, aiming to enhance customer satisfaction. Thus, client satisfaction is among the most focused element in most organizations.

The authors indicate that the service-profit process was established from evaluating organizational services to associate the operational resource to financial, operational, and marketing results. As a result, the chain integrates three different but closely interlinked streams, namely value equation, employee abilities, and the cycle of client loyalty. Thus, the cycle of staff capability is depicted on the HR perspective on the association between workers' satisfaction, productivity, and turnover rate. It is worth noting that the value equation, as indicated by Chi and Gursoy (2009), depicts how clients view and evaluate service provisions. Besides, client loyalty assesses how clients' gratification significantly impacts loyalty and contributes to increased financial performance. The chain also develops an association between customer loyalties, profitability, satisfaction, workers' productivity, and loyalty. Thus, the chain indicates that organizational growth is triggered by client loyalty, which emanates from increased customer satisfaction.

Notably, customer satisfaction is driven by the value of providing service to clients, developed by loyal, satisfied, and productive workers. Chi and Gursoy (2009) further indicate that the service-profit process emphasizes leadership, which is a crucial determiner of employees' satisfaction, which, in turn, depicts customers' satisfaction. Thus, the model indicates that

gratified workers are likely to offer improved services, which is plausible to increase customer satisfaction through augmented customer services.

Different studies indicate that worker satisfaction is indispensable in promoting a company's financial position through increased customer satisfaction. This assertion argues that when an organization takes care of its employees, meeting their developmental, physical, and financial needs, they tend to reciprocate this by treating customers with the utmost respect and high-quality services. As a result, happy customers are satisfied and, in turn, culminating in increased financial performance. Notably, clients have enhanced experience with enterprises with increased employee satisfaction and involvement degrees. Thus, Chi and Gursoy (2009) define taking care of workers as offering good salaries, providing career growth and development chances, and making staff feel secure, appreciated, and recognized. Besides, gratified employees are more likely to be motivated to meet organizational goals, such as increased customer satisfaction. Such employees work beyond the anticipations, are willing to collaborate, and put themselves in supervisors' roles to work proficiency and offer better services to clients.

Naseem, Sheikh, and Malik (2011) further indicate that employee satisfaction enhances organizational success. Therefore, it is crucial to comprehend how satisfied workers with enhanced customer satisfaction. Client satisfaction is embedded in employees' satisfaction because unhappy employees cannot deliver quality services to clients. Hence, organizations must create a working setting that promotes employees to provide quality services to clients. It is worth noting that employee satisfaction increases productivity and work quality. Naseem et al. (2011) assert that it is pivotal for enterprises to understand what their workers think, want, feel, and desire and recognize that management can enhance work commitment and devotion. With the rapid changes in the business work attributed to free trade and globalization, there is

increased competition. Therefore, the organization must be on its toes in enhancing employees' satisfaction, which drives client satisfaction. Satisfying employees is crucial in promoting customer satisfaction through improved service quality. The quality of service has a positive ability to persuade customers on client satisfaction.

The article "Impact of employee satisfaction on customer satisfaction in the telecom sector of Pakistan "by Lodhi (2015) examines the relationship between worker satisfaction and client satisfaction. The author indicates that gratified workers facilitate in creating satisfied clients. Notably, gratified clients are organization possessions. As a result, the author evaluates how variables like reward, training, and motivation impact customers' satisfaction. Happy employees are pivotal in an organization because they depict a company as a firm that cares and values its employees. Training plays a vital role in boosting workers' performance as it allows them to carry out their tasks effectively, resulting in increased satisfaction, which culminates in increased client satisfaction. Lodhi (2015) found that the null hypothesis failed to reject the analysis, implying that trained staff does not need to elevate client satisfaction. However, the author indicates that other requirements are needed to deliver satisfactory services to employees. According to Lodhi (2015), although training is vital in facilitating employees' satisfaction, training could also culminate in workers leaving the organization to search for better marketability, increased training cost, and time wastage, mainly when workers' jobs are gratified in terms of appreciation, recognition, and promotion is lacking. Therefore, the author notes that in such cases, employees may be unsatisfied, thereby lacking the will to deliver quality services to clients, and this may, in turn, affect the level of customer satisfaction. The author's test variable included rewards to promote employee satisfaction culminating in increased client gratification. According to Lodhi (2015), the null hypothesis was not rejected, indicating that employees' rewards are inadequate for promoting employee satisfaction. If an

organization fails to complement reward systems with other motivators, employees' motivation declines, leading to poor job satisfaction, which affects customer satisfaction levels (Xu & Geodegebuure 2005). Hence, enterprises may elevate employees' satisfaction by complimenting rewards with promotions, long-term compensation and benefits, and inducements. The above variables will boost employee satisfaction leading to augmented client satisfaction.

The article "The relationship between employee satisfaction and customer satisfaction" by Jeon and Choi (2012) investigates the association between client satisfaction and employees' satisfaction using unilateral or bilateral data. The workers' satisfaction has been often assessed by inquiring about clients' views about the customers' and employees' satisfaction. Thus, the author indicates that worker satisfaction on client satisfaction has attained significant attention in marketing for years. It is suggested that the conduct of gratified staff plays a crucial role in depicting client satisfaction and perception of interactions. The occurrence occurs because gratified workers are likely to be enthusiastic, friendly, apathetic, and attentive to clients. According to the authors, a client is, in some ways, nonverbally or verbally affected by the features and conducts depicted by those in close interactions. Besides, job satisfaction is associated with clients' views of services. The viewpoint implies that workers with higher work satisfaction also acknowledge delivering quality services. Hence, it is anticipated that satisfied or pleased workers are more attracted to sharing positive feelings and emotions with clients. Brown and Lam (2008) also contend an existing association between customer satisfaction and workers' satisfaction.

Therefore, in providing one of the hypotheses: worker satisfaction will positively affect client satisfaction, the authors, Jeon and Choi (2012), try to prove an existing association between the two. Furthermore, the authors note that psychological agreement and social exchange

models support employee satisfaction's existing effect on client satisfaction. Furthermore, reciprocity is crucial in determining the level of customers satisfaction. According to Jeon and Choi (2012), employee satisfaction encourages them to engage in positive behaviour with the employees to reciprocate their efforts to meet their needs. Accordingly, when clients like the employees' performance, they depict gratitude and satisfaction, culminating in staff satisfaction.

Consequently, a positive reinforcement emanating from clients elevates the gratification of employees. Similarly, significant contribution to service improvement culminates in enhanced workers' satisfaction. It is worth noting that staff are concerned about clients' feelings and are pleased when clients depict recognition and appreciation for quality services. Thus, predicated on Jeon and Choi's (2012) study, the author indicates that client satisfaction affects job satisfaction among employees.

2.11.5 Dispositional Variables

Jeon and Choi's (2012) study indicates that personality factors are recognized to demonstrate different work attitudes. Therefore, Jeon and Choi's (2012) research purported that self-efficacy is a moderating variable among different dispositional variables. It is worth noting that self-efficacy is a primary element in the social cognitive model, referring to an employees' perception that they can carry out the task or complete the responsibilities effectively. Noteworthy, self-efficacy entails views about what an employee can do using the available skills and competencies. According to McKee, Simmers, and Licata (2006), employees with more confidence in their skills and competencies demonstrate more effort towards carrying out tasks and persevere longer to overcome hindrances. Besides, such employees set challenging objectives compared to workers with minimal confidence in their capabilities. Individuals with a high level of self-efficacy set higher degrees of result anticipations, and thus, they are more

plausible to attain their set goals. Therefore, y Monsuwé, Dellaert, and De Ruyter (2004) stated that workers with a high level of self-efficacy are anticipated to depict confidence in their capabilities and, therefore, likely to provide quality and unique services to customers, which in turn, culminates to higher client satisfaction.

It is also worth stating that an employee's social orientation depicts one's willingness to collaborate with others. According to Declerck and Bogaert (2008), social adjustment is crucial in enhancing employees' and customers' satisfaction. The Big 5 individual differences, as stated by Kurzban and Houser (2001), include collaboration, equality, competition, individualism, and maximin. Therefore, the authors indicated that collaboration is among the crucial social-focused values that result in positive behaviours and customer satisfaction among the above dimensions. Cooperation culminates in enhancing employees' service delivery to customers, thereby promoting customer satisfaction. Workers with more levels of collaboration are likely to involve and engage in social conduct with each other and with customers, resulting in increased cooperation, kindness, and assistance towards employees, leading to customer satisfaction.

2.11.6 Organizational Variables

Jeon and Choi (2012) indicated that supervisory conduct has been identified to depict a significant influence on employees' job satisfaction. Kolhi (1985) pointed out that supervisory conduct is grouped into a person-company fit, supervisory support, and enterprise justice. Therefore, organizational justice, which includes elements like perceived fairness, is crucial in promoting employee work satisfaction, which, in turn, helps enhance client satisfaction. When employees understand that organizational practices like promotion, performance reviews, training, and development are fair, they tend to reciprocate the feelings by putting more effort towards attaining the company goal and increasing customer satisfaction (Netemeyer, Boles,

McKee, & McMurrian 1997). When employees view fair treatment from the company, they respond by offering quality services to customers. The response is attributed to the fact that employees feel happy and appreciated and the realization that their efforts will be considered in an organizational performance review and other activities within the company. Undoubtedly, such employees reciprocate their feelings through enhanced customer service. Besides, supervisory support is also pivotal in improving employees' and customers' satisfaction. Jeon and Choi (2012) state that when the staff has management support, such as coaching, training, teamwork, interpersonal communication, and other managerial factors that act as motivators, such employees reciprocate this by focusing their efforts on attaining the company goals, such as increasing client satisfaction. It is worth asserting that employees' viewpoints about managerial support, the level of consideration and support a worker recognizes from a manager, often affect their work satisfaction. Wafford and Liska (2993) support Jeon and Choi's (2012) argument by indicating that managerial support is vital in enabling employees to meet theory needs such as career growth, thus improving the ability of such workers to deliver augmented customer services. Noteworthy, the path-goal model supports that work satisfaction is associated with leadership support. Illies and Scott (2006) noted that managers could elevate worker satisfaction and fulfilment by developing more fluid paths and assisting them in accomplishing their career objectives. High work satisfaction culminates in employees' actual conduct, which is indispensable in promoting organizational success. Therefore, employees' perception of managerial support is vital in facilitating their work motivation, ultimately influencing client satisfaction.

2.12 Effects of COVID-19 and Employees Job Satisfaction

The Covid-19 pandemic has significantly impacted the global business environment and supply of labour across the world. It is broadly acknowledged that the corona pandemic has

contributed to the most severe economic slump and decline of businesses globally since it first broke out in Wuhan in 2019 (Nicola et al., 2021; Mahmoud et al., 2021). Mahmoud et al. (2021) suggest that the unprecedented crisis forced businesses to implement drastic survival measures. Due to the economic slump, most businesses focused on scaling down expenses primarily by targeting reductions in human capital. These aggressive initiatives impact several aspects of the organizational domain and increase employee anxiety about job security (Mahmoud et al., 2021). Furthermore, the COVID-19 pandemic has tremendously redefined the socio-economic and political landscape businesses operate in and companies' strategies to withstand pressures from the external environment (Sakeerthi & Kumar, 2021). For instance, many workers were forced to work remotely as Governments around the imposed lockdowns and curfews to curb the spread of the virus. Since the COVID-19 pandemic is still at its early stages, there is limited understanding of its total impact on employee job satisfaction and security—however, Helm. (2020) suggests that early analyses and indications show that anxiety levels among the workforce have dramatically risen globally. The pandemic has caused policy and economic changes that have increased anxieties about job security, thus impacting employee job satisfaction (Mahmoud et al., 2021). Consequently, despite the contingency measures and widespread vaccination initiatives, Nikola et al. (2021) echo several experts' warnings that the economy and labour sector might never return to normalcy witnessed before the pandemic. According to Helm. (2020) the “new normal” concerning the pandemic may force businesses to adapt by creating what Teece. (2011) described as “dynamic capabilities) that allows businesses to transform their resource base to survive.

Arora and Vyas (2020) indicate that the year 2020 is one of the years that has significantly affected employees' job satisfaction. With the economic slump and fear of recession, employees' work satisfaction regarding job security has been impacted during this crisis. The

implications of the COVID-19 pandemic have been severe on all employees across all sectors, and early evidence suggests that employers must respond quickly and implement effective strategies to address the ramifications of the pandemic on employees (Mahmoud et al., 2021). Various studies indicate that poor working conditions and inadequate salaries devastate job satisfaction and psychological well-being (Nyanga and Sibanda, 2020). Furthermore, it is evident that the COVID-19 pandemic has dramatically redefined employee tasks and responsibilities, work environment, supervision, and other job-related aspects (Chirombe et al., 2020). However, Mahmoud et al. (2021) suggest that it is not entirely clear whether job modification associated with the COVID-19 pandemic has significantly impacted employee job satisfaction. Given the importance of employee job satisfaction on job performance, it is paramount to understand whether the pandemic has had a significant effect.

According to Togia et al. (2004), job satisfaction refers to the feelings and emotions towards their work. Job satisfaction relates to the ability of that work to fulfil employees' needs. Different studies have explained the aspect of job satisfaction. For instance, Maslow's Need theory predates on the hierarchy of needs beginning from physiological, safety, belongingness, esteem, and self-actualization. Notably, Herzberg's crucial research indicated that there are factors that culminate in employees' work satisfaction and dissatisfaction. Such factors are hygiene factors. An Individual's dissatisfaction with salary leads to discontent and decreased performance. From Billingsley and Cross's work in 1992, the authors found out that work commitment and the intention of an employee to remain working for an organization are reliant on satisfaction factors like salary.

Besides salaries and wages, promotion is another important aspect of employee job satisfaction. Promotion allows for self-actualization, an essential element in Maslov's hierarchy of needs. Promotions are fundamental aspects of an employee's life and career and extend to other facets

of employee experience and job motivation, according to Sukdeo. (2017) promotions constitute an important element in employee motivation since they often come with higher work status and a substantial wage increase (Tazman et al., 2021). In addition, the impact of promotions extends to other important aspects of labour, such as responsibilities and subsequent employee engagement with the firm. According to Tazman et al. (2021), businesses use promotions to reward highly productive employees, thus becoming an incentive for encouraging other workers to increase productivity.

Early indications reveal that the COVID-19 pandemic deprives employees of employment and promotion opportunities. According to Nyanga and Chindanya. (2020) the economic slump economic slump because of the pandemic, many businesses are focusing their energies on staying afloat and surviving. Consequently, little energy is directed towards creating more job positions or promotions in an organization because of the external pressures and the volatile global business environment (Nyanga & Chindanya, 2020). Moreover, employers in every sector have been forced by the economic hardship to impose pay cuts, layoffs, and unpaid leaves that have had a significant impact on employee job satisfaction as well as psychological well-being (Sapkal. 2020). Several studies have shown that workers consider employment and promotion opportunities as key elements that enhance job satisfaction (Mukuvisa et al., 2019). The pandemic has deprived workers of such opportunities and has left many employees in various sectors devastated and feeling dissatisfied with their employers and jobs (Nyanga & Chindanya, 2020). A survey by Nyanga and Chindanya. (2020) revealed that employees expressed dissatisfaction with their jobs, with one participant remarking that “The coronavirus has reduced my job satisfaction because it has reduced almost all the promotion opportunities that were available for me” (p.7, para. 1). Since early 2020, the COVID-19 pandemic forced

businesses to halt all selection, recruitment, and placement operations. Such a move made many workers develop a negative attitude towards their work.

2.13 COVID-19 and Employee's Satisfaction in the Hospitality Industry

The ongoing COVID-19 pandemic has devastated the world and reeled into the worst socio-economic crisis in history. The economy has been significantly affected—but the service sector, especially the hospitality industry, has been hit the most (Khan et al., 2021). Ramelli and Wagner. (2020) suggest that the world has never experienced an economic crisis like the one caused by the COVID-19 pandemic. One of the most productive sectors globally, the hospitality industry, was devastated (Khan et al., 2021). Virtually, almost every aspect of the hospitality industry was devastated—tourism was suspended, cross-border transport came to a halt, government-imposed lockdowns, and restaurants closed. The coronavirus outbreak has resulted in unprecedented challenges to all sectors, including the hospitality industry in which companies like Starbucks operate. The crisis resulted in the implementation of stringent rules and directives that inhibited people from moving, traveling, interacting, and conducting business. As a result, such directives significantly influenced business operations, mainly on employees' job satisfaction. Jung, Jung, and Yoon (2020) assert that the hotel industry underwent a massive employment shock compared to other sectors, which a significant reduction in staff and a dramatic increase in the number of leaves. The employment uncertainties in this industry affected workers' satisfaction and ability to perform. Although it is evident that there were significant uncertainty and challenges in work before the crisis, the COVID-19 problem augmented the issues leading to increased employees' dissatisfaction. Organizations have experienced increased restructuring and scaling down of employees, which Jung et al. (2020) note have increased and aggravated employees' job dissatisfaction due to work uncertainty. Khan et al. (2021) indicates that the fear of losing employment opportunities

and being laid off outweighs the fear of being infected with the virus. Several studies have echoed the view that people panic when faced with the threat of employment termination and losing their source of income, as evident during the ongoing pandemic (Mazza et al., 2020). Mounting evidence indicates that it might take years for people to recover from the fear posed by lack of employment (Mazza et al., 2020; Khan et al., 2021). According to Khan et al. (2021), the fear of losing employment and income due to the COVID-19 pandemic is a global phenomenon facing nations, individuals, businesses, communities, and societies globally. Many businesses failed to cope with the economic hardships caused by the pandemic, and those staying afloat had to adopt stringent and innovative measures to remain operational. Mahmoud et al. (2021) indicate that many firms reported significant losses resulting from expense cutting mechanisms such as layoff and unpaid leaves despite such innovative measures.

There has been increased job uncertainty in all industries, including hospitality and hospitality companies like Starbucks, as employees are uncertain about their work security. In addition, the coronavirus has compelled organizations to increase employees' layoffs, engage in mergers, and downsize, a move that triggered employees' perception of work security.

In their study, Jung et al. (2020) define job insecurity as the workers' fear of losing employment and remaining unemployed. It is worth indicating that job security is vital because it influences workers' psychological health and enhances motivation and work satisfaction. Other scholars extend this definition to include the vulnerability an individual faces while working in a firm with the threat of termination of employment (Khan et al., 2021). Several studies have established that job security has several implications, with low job satisfaction, lack of commitment, and mental health concern being the most significant repercussions (Erdogan et al., 2020). According to Khan et al. (2021), the current economic crisis posed by the COVID-19 pandemic is one of the most significant impetuses of job insecurity. As a result of the

economic downturn, fear of job loss and loss of income have created negative perceptions in the mind of employees, where most workers believe that long-term relationships with their respective organizations are no longer sustainable (Shin & Hu, 2019). According to Shoss. (2017) a feeling of vulnerability among workers increases the fear of job insecurity, affecting employee job performance and mental health.

In the same line, job engagement is a fulfilling and positive state, depicted by passion and employees' absorption. Job engagement implies a positive emotional state on the work, and the workers with high engagement are high performers (Hussain 2020). The COVID-19 has culminated in increased job insecurity leading to job dissatisfaction. Different studies have found that increased work engagement triggers lower employees' turnover and that work engagement is a significant psychological influence in alleviating employees' desire to leave a company. Workers' behaviours are significant factors for enterprises' success. Therefore, employees actively engaged in their work with passion have a reduced intention to leave their company. Hence, a company that assures their employees work security amid the crisis has a higher probability of augmenting their work satisfaction leading to increased job satisfaction and, ultimately, customer satisfaction.

2.14 Effects of Stress and Work Satisfaction (Based on COVID-19)

The outbreak of infectious diseases such as the coronavirus pandemic has no boundaries, devastating nations, health, and mental health. Since such outbreaks significantly impact an individual's well-being, fear and stress are evident responses to this situation (Nyanga & Zirima, 2020). Khan et al. (2020) suggest that fear and vulnerability created by the COVID-19 pandemic triggered panic, anxiety, and excessive stress among workers leading to job insecurity. According to French et al. (2020), employees across every economic sector experienced vulnerability which predisposed them to anxiety and mental issues due to

uncertainties. Furthermore, several scholars suggest that fear of the pandemic increases fear of financial crisis, adversely impacting employees' mental health (French et al., 2020). According to Khan et al. (2020), fear of coronavirus disease increased significantly among employees due to vulnerability, uncertainty, job security, economic crisis, and government-imposed health care regulations.

According to Mukuvisi et al. (2019), stress is the primary indicator of low job satisfaction, especially for employees working in hazardous or health-threatening occupations. Consistent with this indication, the pandemic presents a significant threat to employee safety and health, resulting in low job satisfaction among employees across various sectors of the economy (French et al., 2020). For instance, Government imposed containment measures such as curfews and lockdowns triggered uncertainty and stress in people. Moreover, observing COVID-19 containment guidelines such as washing hands regularly, wearing masks, and practicing social distancing generated fear and uncertainty (Mukuvisi et al., 2019; Nyanga & Zirima, 2020). Observing such protocols and containment measures triggered stress and mounting evidence indicating the impact of government-imposed lockdowns and curfews on the mental health of people leading to depression, anxiety, suicidal motives, and domestic violence (Gloster et al., 2020; French et al., 2020; Witteveen & Velthorst, 2020). Moreover, news of the devastating consequences of the pandemic trigger fears among employees leading to stress and uncertainty, thus affecting their job satisfaction and performance levels. Nyanga and Zirima. (2020) suggests that the promotional communications sensitizing workers of the dangers of the COVID-19 pandemic instilled fear and a sense of vulnerability in employees, causing them to self-quarantine, thus affecting their job performance. Several scholars argued that employees and consumers across all sectors of the economy experience COVID-19 pandemic-induced shock. As people observed their friends being laid off, businesses shutting

down, and separation of families due to containment measures, the fear of uncertainty triggered stress leading to lower job satisfaction and morale. Khan et al. (2020) argue that fear of infection with the virus negatively impacted employees' psychosocial temperament.

Job security is linked to employees' work-related stress. According to Jung et al. (2020), job insecurity increases employees' ability and desire to leave a company and, at the same time, elevates their work dissatisfaction and stress. Research by Alcover, Salgado, Nazar, Ramirez-Vielma, and Gonzalez-Suhr (2020), the authors argue that,

"Job insecurity is the perceived threat of job loss and the worries related to that threat. It is a subjective anticipatory perception, the core of which is a concern and fear regarding the future continuity of one's current job in the short or medium term, i.e., of involuntarily losing one's job with all the related negative consequences for well-being and mental health, job attitudes and behaviours, and quality of life" (p3).

The authors assert that job insecurity is perceived in two primary ways: in the sense of quantitative insecurity and work status insecurity, which relates to anxiety about their financial changes. Job insecurity relates to threat duration, perceived event control, and volition. It is worth indicating that lower volition reduced control, and a longer duration of COVID-19 triggers stress among workers, with severe effects on emotional and psychical health. Job insecurity is linked with enhanced anxiety and illogical thoughts, including emotional distancing at work. The negative effects of job insecurity exacerbated by the COVID-19 crisis have significantly influenced employees' satisfaction and ability to deliver satisfactory services. The issues are worsened by employees' perception of an increased lack of work opportunities due to the crisis. As a result, employees worry about their financial health, and the distress inhibits them from delivering satisfactory services. The increased anxiety due to

work uncertainty is a significant force that has affected most employees, rendering them unproductive and incapable of meeting customers' needs.

2.15 COVID-19 Impact on Employees Performance and Customer Satisfaction

In the current competitive and dynamic business environment, businesses continuously try to survive and maintain a competitive advantage by implementing incentives to boost employee performance (Saleem et al., 2021). However, uncertain situations and external pressure that can affect the well-being of employees make it challenging for firms to maintain a certain degree of consistency in their daily activities. For instance, The COVID-19 pandemic has redefined the socio-economic and political landscape resulting in several changes in the business environment (Nikola et al., 2021). Furthermore, due to the ongoing pandemic and government-imposed containment measures, many organizations are struggling to maintain satisfactory levels of employee performance (Saleem et al., 2021). In this context, scholars define Job performance as the value that organizations expect from their employees, which is affected by employees' perceptions of their job, employers, or environment. According to Yunita and Saputra. Therefore, (2019) changes in the working environment significantly impact job performance. Kinyita. (2015) argues that such changes can trigger workers' stress, creating workplace interpersonal conflict, thus impacting job performance. In this line, Yunita and Saputra (2019) argue that work-related stress can lead to mental health issues such as depression and anxiety that may affect the ability of employees to perform their designated tasks and responsibilities.

Early indications show that uncertainties associated with the COVID-19 pandemic trigger significant stress among workers, affecting concentration and job performance (Saleem et al.,

2021). In addition, several studies indicate that pandemics such as the corona outbreak present workplace safety and hazard concerns that distract employees from effectively performing their duties (Mahmoud et al., 2020; Yunita & Saputra, 2019). Moreover, such pandemics create health concerns leading to reduced motivation and job performance as most will opt to stay at home and self-quarantine (Khan et al., 2020).

Hamid, Wahab, Hosna, Hasanat, and Kamruzzaman (2020) argue that the coronavirus crisis increased conflict between safety and earnings. All companies stopped their regular schedules and introduced new norms, which employees were required to adopt and implement. Organizational management had to take stringent measures to ensure compliance with the set rules, including meeting the new safety guidelines. It is worth noting that staff performance relies on their mental condition. However, Hamouche (2020) posits that staff was concerned about their safety during the coronavirus crisis. Notably, since COVID-19 is the deadliest virus capable of causing deaths, fear of safety affected the employees' work performance; in their study, Hamid et al. (2020) argue that employees fear contracting the virus, which, without doubt, has affected their performance. As indicated by some participants, the freight of the virus inhibited employees from carrying out their work effectively.

It is common to worry about coronavirus as it unfolds without warning. However, reducing the risk with 'new standard' rules is reasonable. All the companies are performing these rules to minimize the risk as well as the fear of workers. Thus, employees can serve better without any concern of workplaces. Employee production depends on many factors, and security is one of them. Employee's knowledge of COVID-19 is very important in terms of completing work. Employees must know safety measurements. Their attitude needs to be optimistic about the changes. Workers need to practice safety measures to lessen the threat of the virus. The organization needs to implement training on employee security steps. Often, employees will

go over this training to use social distancing, use masks, and maintain hand cleanliness during and after work. Thus, organizations can increase employee awareness leading to a reduction of fear. Thus, employees will feel comfortable working fear-free at the workplace.

COVID-19 is considered the most dangerous virus, and due to that, companies had to lockdown and imposed new approaches to maintain their regular works from residence. However, it has been found that work has decreased the performance level of workers. Working from home is an excellent initiative to overcome fear and continue official results. Moreover, frustration, work-family issues, digital inequalities, distress, and inability to work from home because of work type, among others, influence staff's performance. Thus, the employee's performance is difficult to support from home and the workplace. Now the problem is to assure employees' safety as well as get the work completed from staff. Due to new guidelines, employee performance was reduced. That article has described that the post COVID situation will also be very low. Notably, maintaining employees' performance requires mental health by reducing fear and worry about COVID-19. That study also suggested that an employee's mental health can also be the reason for their performance. Organizations need to fight against coronavirus and maintain sound health and safety to develop the sound performance of employees. Employee training on safety can be practical and ensuring workers' safety increases employee performance (Opatha,2020).

In the context of the COVID-19 pandemic and slow economic growth, surviving organizations have implemented measures to ensure employee safety and satisfaction. These organizations understand that a supportive environment enhances employee performance (Saleem et al., 2020). According to Hsu et al. (2016), employees satisfied with their work environment demonstrate a significant commitment to their organization and duties, which translates to increased customer satisfaction. Various scholars agree that employee satisfaction is the most

effective strategy for maintaining and attracting new customers through enhanced customer satisfaction (Kurdi et al., 2020; Budur & Poturak, 2021). According to Saleem et al. (2020), “employees who are safe and secure have better decision-making capabilities, and they perform their work by using resources efficiently” (p.2, para. 4). This sense of safety enables them to serve customers with tremendous enthusiasm and demeanor, leading to higher levels of customer satisfaction. Spicer. (2020) suggest that in the wake of the COVID-19 pandemic, the organization that quickly adapts and adopts a safety culture will withstand the economic crisis posed by the pandemic. According to Saleem et al. (2020), a safety culture creates a conducive environment that allows employees to perform their duties with minimal disruptions. Moreover, Hsu et al. (2020) argue that removing disruptions and safety concerns posed by the pandemic reduces stress levels and thus increases employees' productivity, ultimately resulting in customer satisfaction.

In a study conducted by Sasaki et al. (2020) on workplace safety measures against the coronavirus, Sasaki and colleagues concluded that effective workplace safety measures in response to the coronavirus pandemic significantly reduced psychological stress among employees, thus maintaining satisfactory levels of job performance. As a result, employees satisfied with the safety measures are more productive and thus provide a more satisfying customer experience, boost customer loyalty, and further drives profitability. On the other hand, low employee satisfaction leads to low employee performance that can negatively impact organizational operations resulting in dissatisfied customers, thus hurting profitability.

2.16 Impact of COVID-19 on Customer Satisfaction

The article “Examining the Influence of COVID 19 Pandemic in Changing Customers’ Orientation towards E-Shopping” by Hashem (2020) aims at evaluating the effect of COVID-19 on customers' behaviour and satisfaction. The author defines a customer as "a person who

buys or can purchase goods and services offered for sale, with the aim of satisfying personal or family needs and desires' (Hashem 2020, p.60). In a similar line, behaviour refers to "the behaviour that the consumer highlights in search of buying or using goods, services, and ideas, which he expects with satisfying his desires or needs according to his available purchasing capabilities" (Hashem 2020 p. 61). The outbreak of COVID-19 has culminated in increased changes in customers' buying behaviours. For instance, the outbreak has compelled most customers to prefer using e-payments to meet their buying needs. As a result, with technological advancement, organizations focus and invest heavily in meeting customers' demands and needs, including satisfaction, by venturing into e-payments methods. Secondly, during the coronavirus crisis, service delivery considerably affects customer satisfaction. The WHO has outlined guidelines that guide organizations, mainly eateries, to attain service quality (Duy & Hoang 2017). Given that quality is a significant influencing factor of client satisfaction, fast food companies and restaurants like Starbucks have been compelled to adopt the new directives, such as ensuring the regular testing of their employees, sanitizing the workplace, and wearing face masks.

It is worth indicating that during this COVID-19 crisis, reliability is becoming a significant influencing factor of customer satisfaction. Reliability implies that enterprises perform their services correctly and meet customers' needs. Notably, reliability means that enterprises focus on attaining promises and pay close attention to results. With the strict COVID-19 directives, reliability influences client satisfaction because customers demand quality services. For example, most customers are ordering coffee online, and therefore, it requires the company to deliver the order on time. Second, responsiveness is the capability to respond to clients' needs flexibly and timely. Therefore, responding to customers' concerns and questions promotes customer satisfaction.

Moreover, to tap the market, the organization encourages its employees to provide customers with undivided attention and respond to their questions and concerns about COVID-19 standards. Clients are worried as much as employees, thus requiring a high level of assurance. Assurance is the workers' knowledge and courtesy and their ability to transfer a high level of confidence and trust to clients. During this period, Pakurár, Haddad, Nagy, Popp, and Oláh (2019), clients seek a high level of assurance from employees to ascertain that their food is prepared with utmost care and that the environment is sanitized against the virus.

2.17 Factors Promoting Customer Satisfaction During COVID-19 Crisis

More than ever, customers need extra information, support, and guidance to navigate through the current challenges. Customers are seeking brands that they can trust with safety and quality. Therefore, Starbucks is positioning itself in the market as a quality brand capable of meeting customers' needs with the utmost safety and quality. As a result, companies stay true to their purpose and values to attract and meet customers' needs. Research indicates that clients prefer to buy products from socially responsible companies. In the same line, the company ensures that its customers are assured about the current safety in the various restaurants around Qatar by ensuring that the place is highly sanitized and social distancing is observed. The second factor enhancing customer satisfaction during this period is showing customers that the company cares. Customers have lost their relatives and friends from COVID-19 and as a result, showing them that the firm cares and offers support, such as credit card services, is a significant way of meeting customer satisfaction.

2.18 Psychological Impact of COVID-19

The emergence and spread of the recent global pandemic have affected the hospitality sectors, with coffee shops such as Starbucks experiencing the worst impact from spreading the COVID-

19 virus. According to Davahli, Karwowski, Sonmez, and Apostolopoulos (2020), the critical global response employed to enhance control of the pandemic resulted in travel restriction from one point to another domestically and internationally, maintaining the social/psychical distance, among other measures. The coronavirus's emergence significantly affected the population, resulting in most people losing their livelihood, with millions of people becoming instantly unemployed, having bad economic time, and subsequent fear of future waves of the virus. In the wake of the coronavirus spread, the entire hospitality sector was the primary industry that realized the initial coronavirus impact and depicted the last sector that will fully recover from the virus's negative implication (Davahli et al. 2020). For instance, in the United States, after the confirmation of the first coronavirus case in January, the country had experienced the subsequent unprecedented economic and social implications from February to March. The public health raised concerns and commenced escalating the issue and possible implications resulting in the hotel losing revenues from the rooms' services. Similarly, most hotels remained empty across the United States and internationally, leading to the enormous loss recorded losses and massive layoffs in the hospitality sector because the companies could not cope with diminishing revenues to pay the salaries. Additionally, travel restrictions affected the hospitality sector significantly, given that most of the customers in the hostile sectors are travellers and tourists visiting a country.

According to Khan, Mamun, Griffiths, and Ullah (2020), coronavirus has varying mental health impacts across different populations. Khan et al. (2020) noted that the world health organization defined mental health as the state where people realize their capacities to combat everyday life stressors and work competencies contributing to belonging in a community. Mental health and emotional health have become the immediate public health concerns amid the spread of the novel coronavirus 2019. This has led to heightened fear of infection and

related coronavirus deaths. Besides, individuals globally are suffering from increased anxiety, confusion, anger, and posttraumatic symptoms, with studies indicating that spatial distancing, quarantine, social and economic issues, as well as the possible misinformation, especially in social media, form the primary contributing attributed towards the unusual sadness, hopelessness, frustration, and nervousness. The corresponding mental health impact has affected how people socialize recently, with most people deciding to keep off from social gathering areas. This aspect has affected the hospitality industry, specifically the coffee and beverage sector, in which Starbucks Operates. Khan et al. (2020) indicated that the hospitality sector closure due to the pandemic, such as the restaurants, theatres, cinemas, and gyms, has resulted in permanent and temporary unemployment leading to significant mental and emotional issues.

In support, Sönmez, Apostolopoulos, Lemke, and Hsieh (2020) noted that the hospitality industry was the worst affected by the emergence of the coronavirus leading to a stressful and challenging time for the employees working in the sector. The ban on travel and tourism that was hardest hit by the widespread travel restrictions focused on curbing the virus's spread negatively impacted the industry, leading to the restaurant and coffee shop's temporary closure globally (Sönmez et al. 2020). In addition, this issue has affected the operations of Starbucks Qatar as a company operating in the sector. Chen (2020) noted that the COVID-19 outbreak resulted in the significant disruption of the hospitality and tourism sectors, culminating in psychological distress among the employees working in the industry. Staff working in the sector reveals substantial stressors such as pandemic-induced panic, unemployment, and social support as the industry's primary issues.

The studies are highly significant to this research because they inform the current coffee and beverages sector, the industry in which Starbucks Qatar operates. Based on the journal articles,

it is apparent that the emergence of the Covid-19 globally has negatively impacted the operation of Starbucks leading to scaling down of the process, diminishing revenues, and related issues with the company's management of workers. Besides, the selected articles inform the possible problems that employees in the sector face. Furthermore, the companies require addressing post-pandemic to augment employee and client delight necessary in promoting the company's subsequent growth that has faced significant negative implications. Thus, the journal articles play an imperative and are consequently informative toward this research in terms of the pandemic's psychological impact and the possible areas that Starbucks' coffee shop Qatar could focus on to ensure quick recovery from the pandemic in terms of the enhanced employee and customer satisfaction.

2.19 Market Positioning and Employee/Customer Satisfaction

2.19.1 Internal Marketing

This research objective is to determine the association between market positioning, employees' satisfaction, and customer satisfaction. Thus, to understand the aspects of market position, it is crucial to analyse the aspect of internal marketing to position the company's products within the organization. A successful organization should sell the products or services to the employees before taking similar items to the market as positioning. Internal marketing's fundamental objective is to enhance motivation and client-conscious workers with adequate abilities to meet customers' needs and promote their satisfaction (Ismaila & Sheriffb 2016). Therefore, to position the products in the market effectively, it is for enterprises to view their employees as customers first. The pioneer of internal marketing (Berry 1981) purported that the workers are clients, and like the external client, they have requirements worth satisfying.

In this case, the 4Ps describe workers' need for satisfaction. For example, product refers to the employee's work while the price, place, and promotion create the job's desirability. The approaches to enhancing employees' work satisfaction include promotional tactics and internal communication to strengthen and establish workers' job satisfaction, resulting in client satisfaction.

Another approach employed in internal marketing includes providing employees training, thereby training them to market the products to enhance customer association (Rafiq & Ahmed 2000). Internal marketing ensures that workers feel that the administration is concerned about their needs and welfare. Internal marketing's proficient execution is anticipated to culminate in positive worker attitudes towards their designated activities, which encompasses work satisfaction. Hwang and Der-Jang (2005) and Huang and Rundle-Thiele (2014) posited that internal marketing influences employees' work satisfaction on the basis of quality services. As a result, client satisfaction is realized higher in enterprises within which workers perceive internal marketing to produce superior services to customers. Internal marketing should include attractive employees' rewards. Jayarathna (2014) asserted that reward management entails the policies, strategies, and procedures needed to ascertain that the people's contribution to the enterprise is recognized by non-financial and financial means. The reward system's objective is to reward employees equitably, fairly, and consistently based on the company's value to promote the attainment of the company's goals. Notably, reward management does not entail employee benefits and pay only; instead, it comprises nonfinancial rewards, such as appreciation and recognition, increased work duties, and growth and development chances. Thus, pay refers to the basic salary a staff gets in return for contributing to the enterprise one works. Accordingly, the incentive is paid to strengthen and encourage workers to intensify their performance, mainly their current production level.

2.19.2 Marketing Positioning

"Positioning can be defined as a collection of creative activities that manipulate the consumers' mind in favour of the brand. The emphasis was that positioning starts with a product and creates a space and occupies it in the consumers' minds" (Kamau & Wafula 2015, p.1). Accordingly, Musau (2012) defines strategy as matching an enterprise's tasks to the setting in which it operates. Positioning strategy is an organizational plan on how a company will survive, handle, and plan to attain its objectives. Market positioning entails brand positioning, a set of relationships that a client has with the brand. The association may include but is not limited to attributes, use occasions, lifestyles, and images. Brand positioning in the client's mind is relative to an aspect in that it denotes a comparative evaluation by the client of how the company brand is similar or varying from other rival brands in the market. Thus, positioning in this research paper refers to the process of developing a marketing mix, which locates a service or product by rivals with the focus of attaining competitive gain.

Musau (2012) suggested a positioning model referred to as value disciplines. Therefore, a company could inspire a service or product leader, client-oriented, or operationally excellent enterprise within a sector. Thus, management must realize that clients favour the companies advancing product leadership (technology advancement). In contrast, others want enterprises that are operationally reliable or customer-centric.

2.19.3 Product Positioning and Customer Satisfaction

Musau (2012) states that most positioning approaches are linked with product features or client benefits. Therefore, an organization should focus on marketing positioning based on its product attitudes. The products offered in the market should have functional abilities that meet the target market requirements. After selecting the positioning, an organization should modify the product's technical attributes to meet the promised market position. Thus, it is crucial to

position the firm product by its characteristics to ensure that it meets the targeted market's needs. Clients with similar wants cluster around the same product benefits, and as a result, they allow the organization to differentiate their products (Fornell & Johnson 1993). Accordingly, Vivian (2016) noted that product differentiation is the development of a unique identity of a product that assists in setting it apart from competing products in the market, there attaining a position in the market. Apuke (2016) supports Vivian's (2016) argument by noting that unique advertising, packaging, and the use of product size and brand names attain product differentiation. Thus, positioning a service or product by its functionalities on a specific market is among the strategies of enhancing customers' satisfaction because an organization focuses on meeting the specific needs of a given niche. It is important to note that positioning strongly related to productivity gains is more effective than positioning products by describing the product's benefits to potential clients (Asante-Gyabaah, Opong, & Idun-Baidoo 2014). Customers purchase products for their benefits and not attributes. Thus, although features are a crucial part of market positioning, the administration needs to comprehend that product benefits are crucial parts of attaining customer satisfaction by ensuring that their needs are met.

2.19.4 Price Positioning and Customers Satisfaction

Musau (2012) further indicates that quality products are easy to sell. Therefore, the author demonstrates that a client perceives services and products in a group at varying degrees of price provision disparate quality criteria and decide which standards s most appropriate for particular needs. Thus, clients have disparate anticipation of quality and varying degrees of social mobility and hence provide the change for price-quality gratification and market positioning. Price refers to the number of money clients are willing to give but a service or a product. Price is the only marketing mix approach enterprises utilize to attain their marketing positioning objectives. Therefore, pricing decisions should be planned and coordinated with product

development, dissemination, and promotion strategies to establish consistent and proficient marketing positioning. Enterprise usually positions their services or items on price and then models the marketing mix decisions to the suggested prices they desire to charge their products. Hence, price is among the pivotal product positioning factors which define the product market, design, and competition. Most organizations support and create their price-positioning tactics with a strategy known as target costing. The rapidly changing business world and customers' needs have forced the organization to start a competitive price predicated on what the clients are willing to pay for the service or products. Thus, a company deliberating on changing the price should worry about the rivals and the clients' response. Arguably, rivals are most likely to respond when a few organizations are involved, the product is similar, and clients are informed. The answer varies on customers' interpretation and the desire to buy products that meet their financial needs. Customer satisfaction is a function of the product price. Researchers have found that when customers perceive price inconsistency based on competitors' prices, they register high levels of dissatisfaction. On the other hand, price equality is associated with customers' satisfaction.

2.19.5 The Positioning of Product use and Customer Satisfaction

Musau (2012) asserts that one effective primary positioning is communicating the product used to the market niche. Positioning a product by its use is a strategy that speaks about a product and brand, thereby extending the market niche through enhanced customer satisfaction. Notably, the positioning items by-product usage event is a significant strategy to promote the product as it communicates the customers' needs to potential clients. Potential clients associate the product by their use, thereby explaining further about the product benefits, culminating in increased customer satisfaction. Notably, an organization can position the product by class positioning. Musau (2012) posits that an organization can convince existing and plausible

customers that the products offered belong to a particular level. However, the approach used determines the success or failure of specific positioning approaches. An organization should state the product category to customers, indicating the value of such a product and the ultimate benefits.

2.19.6 Benefits of Market Positioning

Clients depict different needs and buying patterns and respond disparately to differing marketing stimuli (Ekmekçi 2010). The advantages of market positioning and market segmentation are closely associated with the market aspect. Thus, the procedure of segment recognition needs the assessment of complete markets, not only aiming at the clients' requirements and buying habits. Currently, the high and increasing competition in the market requires organizations to market and position their products strategically to attain a more upper market segment and enhance customer satisfaction by meeting the needs of every market niche. Brand positioning is one of the proficiency ways of staining competitive and enhancing customer satisfaction. Therefore, an organization should focus on examining and understanding product positioning techniques and concepts of product quality, hence elevating customer satisfaction.

2.19.7 Improving Marketing Positioning

Market positioning is a vital strategic objective of a company aimed at delivering the company's profitability and projecting the future sustainability of the business. Company's such as Starbucks Qatar could utilize market positioning to increase a brand's visibility is one of the essential aspects of positioning that enhances the market share's growth. Besides, marketing positioning augments the development of the lasting association with the target audience, promoting business continuity. Improvement and enhanced brand recognition increase the awareness of products and services delivered by a company. In the process, the company

manages to create increased trust and loyalty among customers enhancing its ability to retain and prospect a new pool of clients. Thus, Starbuck Qatar would utilize marketing positioning to facilitate the customers' growth and the corresponding market share. Chen and Uysal (2002) noted that market positioning helps build authority and credibility of products and services, including positioning the company in a respective industry.

2.20 Conclusion

Employees' satisfaction and customer gratification are significantly associated. The past studies show that various factors influence employees' work fulfilment, such as salary, recognition, work-life balance, organizational culture, training and development, and communication. Notably, a working setting where workers feel encouraged ends in increased fulfilment, thereby increasing customer gratification. In addition, the team and administration support have an assertive impact on employee work achievement. Therefore, workers are similar to clients in that their retention and gratification are crucial for the organization. Accordingly, client-focused businesses invest their synergies to ensure that the workers have the tools to meet and perform their tasks. Such companies recognize that customer relations are attained by meeting their employees' needs, who reciprocate that by meeting customers' requirements. Besides, such firms seek worker contributions to their wants and regularly offer open and honest communication. As a result, workers' satisfaction is heightened through active practice, policies, and supportive services. Notably, the value of the presented service drives client gratification to clients, developed by loyal, satisfied, and productive workers. Notably, clients have enhanced experience with enterprises with increased employee satisfaction and involvement degrees. Increased competition with the rapid changes in business work attributed to free trade and globalization. Therefore, the organization requires being on its toes to enhance employees' satisfaction, which drives client satisfaction. Therefore, the literature review aimed

to assess different research articles to respond to the project's objectives. The study objectives included (i) what are the factors that influence employee satisfaction at Starbuck Coffee Company Qatar? (ii) What is the impact of employee satisfaction on customer satisfaction at Starbuck Coffee Company Qatar? (iii) What is the association between market positioning, employee, and customer satisfaction at Starbucks? and (iv) How to improve marketing positioning in consumer products at Starbucks Coffee Company Qatar. Different research articles have provided job satisfaction theories to respond to the study objective, such as Maslow's theory, two-factor theory, and path-goal theory.

With the economic slump and fear of recession, employees' work satisfaction regarding job security has been impacted during this crisis. The coronavirus outbreak has resulted in unprecedented challenges to all sectors, including the hospitality industry in which companies like Starbucks operate. As a result, such directives significantly influenced business operations, mainly on employees' job satisfaction. Employees actively engaged in their work with passion have a reduced intention to leave their company. Hence, companies are assuring that their employee's work security amid the crisis has a higher probability of augmenting their work satisfaction leading to increased job satisfaction and customer satisfaction.

On the other hand, the adverse effects of job insecurity exacerbated by the COVID-19 crisis have significantly influenced employees' satisfaction and ability to deliver satisfactory services. The increased anxiety due to work uncertainty is a significant force that has affected most employees, rendering them unproductive and incapable of meeting customers' needs. Psychological capital is vital in assessing enterprises' success. Therefore, to succeed in a competitive environment, the organization needs to evaluate the different cultural, human, reputational, or social capital. Notably, the hospitality industry, which comprises companies like Starbucks, Qatar, requires employees to maintain effective work relationships with their

customers. As a result, despite the COVID-19 crisis, employees are needed to build customer loyalty and enhance their quality. Therefore, responding to customers' concerns and questions promotes customer satisfaction. Assurance is the workers' knowledge and courtesy and their ability to transfer a high level of confidence and trust to clients. Noteworthy, customers need extra information, support, and guidance to navigate current challenges. In addition, customers are seeking brands that they can trust with safety and quality.

CHAPTER -3-

LITERATURE SYNTHESIS

The literature review aimed to analyse the factors influencing employees' and customer satisfaction at Starbuck Coffee shops, Qatar, to make recommendations to improve the employees' and consumers' delights in the coffee shops. Moreover, the analysis included assessing the effects of COVID-19, a case study of Starbucks. The significance of evaluating employee job satisfaction among Starbucks employees will relate to the importance of enhancing individual staff's level of motivation and satisfaction, which affects the company's efficiency and, in turn, culminates in increased customer satisfaction. In addition, factors influencing employee job satisfaction involve reward, work-life balance, supervision, work environment, and employ competence.

Job dissatisfaction and satisfaction significantly impact staff's conduct, affecting a company's activities and functioning. As a result, job satisfaction culminates in positive or harmful behaviour towards enterprise climate. Therefore, Herzberg's two-factor motivation theory suggests that two factors impact job satisfaction. The first factor is intrinsic job satisfaction, including attainment, advancement, career growth, responsibility, recognition, and work. The second factor comprises extrinsic job satisfaction, including variables like working conditions, management, policies, pay, company procedures, other employees, personal life, and status.

Job satisfaction relates to the ability of that work to fulfil employees' needs. Different studies have explained the aspect of job satisfaction. For instance, Maslow's Need theory predicated on the hierarchy of needs beginning from physiological, safety, belonging, esteem, and self-actualization. Notably, Herzberg's crucial research indicated that factors culminate in employees' work satisfaction and dissatisfaction. Such factors are hygiene factors. An

Individual's dissatisfaction with salary leads to discontent and decreased performance. Work commitment and employee intention to remain working for an organization rely on satisfaction factors like salary.

Enterprise climate also influences the job satisfaction of employees. Enterprise leadership involves organizational leadership culture, attitudes, career development, and trust among workers. The style of leadership used in the organization can positively influence the staffs' attitude and work environment. Authentic leadership also has a positive relationship with employees' satisfaction. Authentic leadership positively links employees' work satisfaction because they are transparent, share information, and practice what they preach, thereby augmenting employees' resilience and work efficiency. A good enterprise climate contributes to workers' psychological well-being and mental health, a significant determinant of employees' job satisfaction. Notably, corporate culture is how employees respond to changes in an organization. A genuine leader establishes a positive relationship with employees, enabling workers to enhance their performance and focus on meeting customers' needs.

Job stress is another factor crucial in determining employee satisfaction. Increased stress reduced employees' ability to serve customers effectively, culminating in increased customer dissatisfaction. Causes of job stress include inadequate enterprise support in providing required resources to complete duties. This is caused by poor organizational communication. Besides, overloading staff with tasks culminates in increased work-related stress levels, leading to increased dissatisfaction and ultimately decreased client satisfaction. Therefore, job stress is a negative factor that hinders employees' work satisfaction. Job stress is an employee's emotional and damaging physical, which emanates when the work desires compete with the means, capabilities, and needs. Thus, job stress results in damage and lousy strength.

Another factor that determines employee satisfaction includes low or lack of communication. Organizational Communication is a crucial management task in each enterprise as it is essential for staff to attain helpful information concerning their jobs. Corporate communication involves support from leaders, setting and proper interpretation of goals and objectives, role clarity, good leadership, and support from workers. Support from leaders while communicating policies and tasks is essential because it helps avoid conflicts. Leaders should adequately communicate the organizational goals and objectives to motivate the workers. The motivation will lead to job satisfaction if the goals are achieved. It is also necessary to ensure that the workers communicate and understand the tasks to prevent conflict and overwork. The most vital type of connection is informal communication. Employees are given the freedom to express their feelings, relate, and communicate the issues that affect them. Poor communication or lack of communication results in employee dissatisfaction and deepens their inability to serve customers effectively. Notably, lack of communication results in confusion between staff and management via the enterprise culminating in resentment and frustration—an increased poor working environment results in employee job dissatisfaction and increased turnover.

Pay is a crucial motivating variable that enhances employees' satisfaction. The non-monetary compensation includes all types of staff benefits, such as recreational opportunities, family aid, pension plans, and health insurance. Thus, associating performance and money motivates staff to increase productivity, serving customers effectively. Limited career development, job insecurity, poor association with management. Lack of career development and growth and limits freedom influence employees' ability to perform and ultimately alleviate customer satisfaction. Human resources are vital in setting policies and practices that promote employee satisfaction. Job satisfaction, which refers to the staff's overall effective capability culminating from the acceptance of all job aspects, is determined by how HR sets the motivators variables.

An organization that allows staff to participate in decision-making increases the employees' job satisfaction. Such employees feel appreciated and recognized, thereby focusing on attaining the company's goals and objectives.

Another variable vital in affecting employee satisfaction is enterprise climate. Organizational culture is a unique trait and an enterprise climate of a particular enterprise. Therefore, the more positive and encouraging the enterprise culture, the higher the job satisfaction, the degree of commitment, and the efforts put forward by staff. Besides, when enterprises find themselves vital to firm growth, such staff take duties for their well-being. A culture promoting innovation and a productive work environment can enhance changes and produce high-quality customer services. Accordingly, the work environment has different features, affecting employees' cognitive and psychological well-being, thereby determining how they conduct their daily activities. Thus, good salaries, employee-management trust, logical workload, fairness, and equality characterize an excellent environment. Combining these work conditions makes the work environment the best place for enhancing job satisfaction.

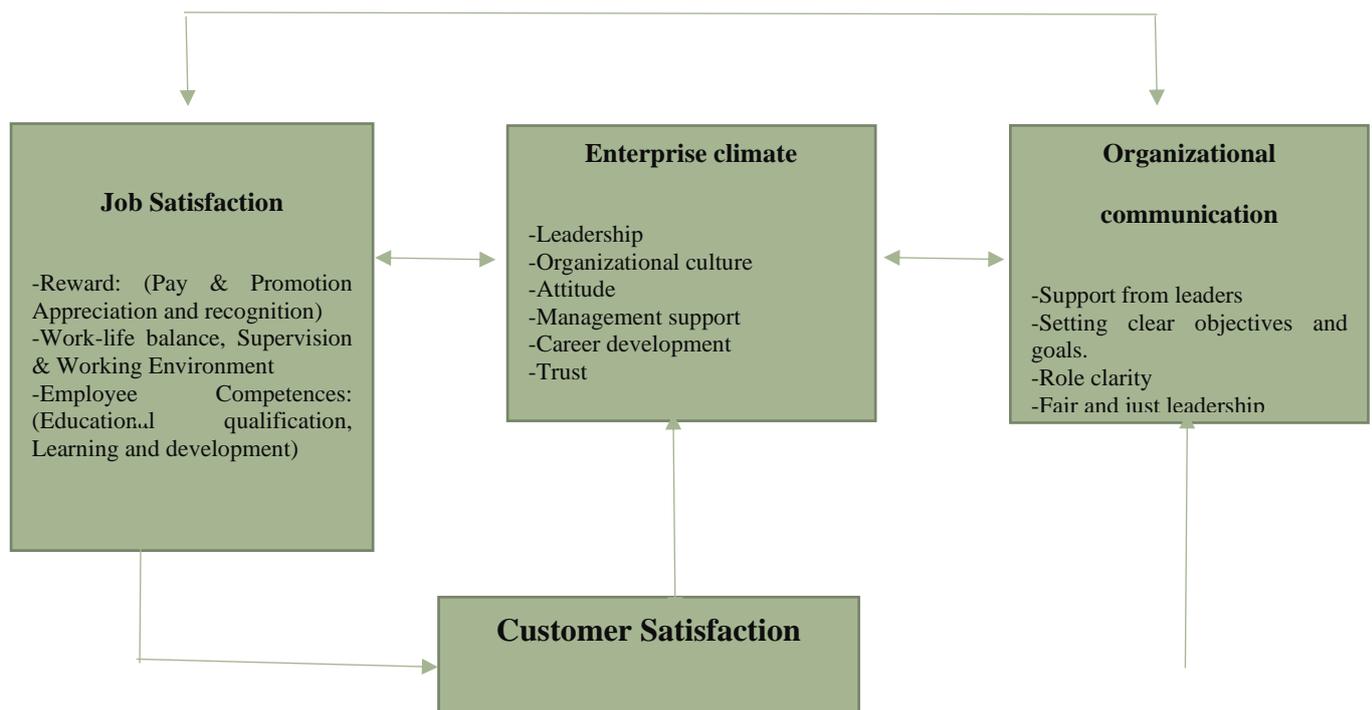




Figure 3-1 Conceptual Framework

Narrative

The above conceptual framework will help understand and investigate Starbucks' job satisfaction factors. The variables will be vital in analysing the effects of such factors on employees' inability to deliver satisfactory services to customers and enhancing the comprehension of each attribute and the significant impact that the company would realize by addressing the identified issues concerning increasing employee level and customer satisfaction. Increasing customer satisfaction requires effective organizational communication, job satisfaction of employees, and an improved enterprise environment. These factors' influence is intertwined; therefore, a decline in one factor leads to a decline in the performance of the enterprise. Thus, the workers and leaders need to work together to ensure that their customers are satisfied with their products. In addition, job satisfaction influences the climate of an enterprise. A good work environment is created by sound and effective organizational communication.

Job satisfaction and customer satisfaction are significantly related. Job satisfaction is achieved through rewards, a good work environment, and a balance between work and personal life. An individual may also feel fulfilled with their job if they are qualified and continue to improve their skills. Leaders supervising them should also be good leaders. Rewards involve a competitive salary that will prevent workers from moving to other companies, therefore, utilizing their skills and appreciation through bonuses that motivate motivation. Individuals need to balance their work and personal life since it will help them maintain good mental health. A good work environment encourages good performance, which allows the organization to achieve its goals.

Job satisfaction leads to improved performance in the organization. This is essential because it improves the enterprise's services and products. Quality products and services lead to increased customer satisfaction. The staff treats the customer with respect and kindness because they love their job. There will also be effective communication which makes the client feel like they are involved with the organization. The customers must give their feedback to the enterprise. These will contribute to dealing with the challenges that the organization is facing.

Customer satisfaction leads to the development of customer loyalty. The market competition is increasing due to advanced technology. It is, therefore, necessary to ensure that the enterprise offers services and products that satisfy the customers. These will help in maintaining them and creating a good relationship. Customers will also communicate effectively with the staff because they have good customer service. The staff can achieve positive attitudes towards customers by ensuring that the workers are satisfied. They should feel like they are achieving their career and organizational goals. It is, therefore, necessary to promote excellent performing workers to act as a motivation among workers. A raise in salary and position should reward better performance

Job satisfaction is also interrelated with the enterprise climate. The enterprise climate refers to the work environment. If workers are happy to be at work, they will build healthy relationships. These will help create an environment where people are transparent with each other. Workers will be able to communicate effectively, reducing the chances of errors that may lead to losses. It is also essential for workers' mental health because a good enterprise environment encourages sharing emotions and feelings. Job satisfaction leading to a better work environment contributes to sharing knowledge and skills. This contributes to increased performance because workers improve their performance, making them feel better about their jobs. These can also identify the challenges the enterprise is facing and generate solutions. Job satisfaction among

employees, therefore, leads to a good work environment. A good enterprise climate contributes to job satisfaction because people can work less stressed.

Enterprise climate involves leadership, organizational culture, attitude, management support, career development, and trust. The leadership of an organization significantly influences the climate of a business. A good leadership team guides its staff towards the achievement of its goals. This leads to teamwork which helps in reducing the cost of production while increasing profits. The organizational culture also contributes to the climate of an environment. Organizational culture refers to the practices and behaviours of the workers and leaders. Workers should develop productive behaviours to improve their performance of the workers. The practices of the organization should be realistic and goals achievable.

The attitudes of the staff can create a positive or hostile environment. A positive attitude is contagious; therefore, it will lead to a positive environment. Workers will feel good about their jobs and desire to perform better. This is essential because it contributes to building a positive organizational culture. An enterprise climate requires the support of management. This is achievable when workers give their opinions on their challenges. The management of the enterprise should ensure that the challenges are dealt with. The management should also support inclusivity and innovation, making the organization more competitive. There should also be trust among the workers to ensure the environment is conducive to development. Another variable in enterprise climate is career development. People like to be in places where they are offered the opportunity to grow.

Enterprise climate is influenced by job satisfaction among workers. Workers require to be satisfied by their work to have positive attitudes. Promotion among well-performing workers offers career development to a worker who will be motivated to perform better. Job satisfaction also leads to the desire to perform better and connect with other people at work, making it easy

to trust each other. The enterprise climate is a significant variable in job satisfaction because career development is linked to performing better. The management supports individuals' efforts by rewarding them with a promotion or monetary gifts such as bonuses. These works as a source of motivation.

A good enterprise climate is possible if there is effective organizational communication. Organizational communication is essential because it involves transferring information from one department to another without alteration. Organizational communication helps in reducing conflicts which contribute to a better working environment. It is also essential to ensure that workers are satisfied with their work because they can effectively communicate with the organization's leaders. It is essential to ensure that the leaders and workers have a good working relationship to discuss the positive and negative enterprise factors that affect the organization. Communication also helps evaluate workers' performance and feedback about the policies implemented.

The enterprise climate is influenced by organizational communication. Effective communication between the management and workers is essential to create a good working environment. Effective communication enables the organization to offer managerial support to the workers. Therefore, management will provide workers with the necessary tools to work in time. These will, in turn, contribute to job satisfaction because it reduces the job stress of the staff. Employees do not work effectively due to their stress at work. The stress can also be caused by the conflict which the transfer of altered information may cause.

Organizational communication is a significant factor in the environment's performance, influencing job satisfaction, customer satisfaction, and the enterprise climate. An effective organizational communication system has support from its leaders. The leaders help in ensuring that the communication policies are formulated and implemented. The objectives and goals of

an organization must be clear and well understood by all stakeholders. This gives the workers and leaders a vision of their achievements, motivating them to perform better. The organization leaders have an essential role in ensuring that workers understand the objectives and goals of the organization.

Organizational communication involves clarity of roles among workers. Every worker should be aware of their duties and expected performance. Organizational communication involves fair and just leadership where leaders offer promotions to workers who deserve it. Workers who do not perform well should be punished with no discrimination. These will reduce the possibility of conflict among workers in the organization. Organizational communication includes co-workers' support. Teamwork is achieved when co-workers work together and are aware of each other's strengths and weaknesses. Co-workers should support each other to achieve the desired results of the organization. This helps in creating good work relationships.

Organizational communication helps in gaining customer satisfaction. This is because they can offer their feedback to the organization. Their feedback could be positive or negative. Positive feedback motivates workers to perform better, while negative feedback allows them to improve and perfect their services and products. It is essential to ensure that customers are satisfied because it will make them loyal to your products. Communication between the leaders, workers, and customer creates a chain that benefits the organization. If one of the stakeholders does not receive the necessary information, the organization's performance may be affected.

Effective organizational communication contributes to a good enterprise environment. This is because the leaders and workers of the enterprise work together to fulfil their goals. Every person in the organization is focused on achieving the set goals. The leaders will provide the necessary tools to perform better. Workers will be able to share their achievements, challenges, and new ideas with the management. This offers the organization an opportunity to grow. Co-

worker support helps in building trust among the workers. This promotes the sharing of ideas, knowledge, and skills, leading to improved performance.

Organizational communication also influences the job satisfaction of workers. The leaders in the organization communicate with the workers their expected performance. They are also responsible for ensuring they understand the goals and objectives of the enterprise. It is also essential for the leaders to encourage and implement workers into training programs to develop their careers. This contributes to workers feeling involved and satisfied with their job. They can relate well with the leaders and feel like part of the organization. Organizational communication involves ensuring that all workers have good communication skills, which will help build a good work environment which will, in turn, lead to improved performance.

Customer satisfaction is every enterprise's goal. Various activities in an organization are carried out to ensure the customers are satisfied with the organization's products and services. Organizational communication is achieved to ensure effective communication among all organization stakeholders. The leaders in the enterprise wait for feedback from the customers to draft a more effective strategy. Customer satisfaction is necessary due to the competing market where if a customer is not satisfied, they look for another enterprise that will meet their needs. Organizations do their best to ensure that they do not lose a client to another organization. These can be achieved by researching the needs of a consumer and ensuring that the organization meets them. Meeting consumer needs requires the cooperation of every worker in the organization. It is, therefore, necessary for the workers and the leaders to work as a team.

Organizations can achieve customer satisfaction only if effective organizational communication, a good enterprise climate, and workers are satisfied with their work. The fulfilment of these factors leads to improved performance, which contributes to increased profits. Therefore, ensuring that the workers are rewarded for their excellent performance is

necessary to continue working hard. In addition, the factors lead to reduced job stress, which is essential for the employees' mental health. Workers' mental health should be taken care of because it influences how they relate to people in their personal and work lives.

CHAPTER -4-

RESEARCH METHODOLOGY

4.1 Introduction

Kothari (2004) noted that research methodology is a systematic and theoretical evaluation of techniques a researcher applies in a study. The research method provides an overview of how a researcher would conduct data collection and perform the analysis in a bid to answer the research questions, address the aim and objective of the research, and make supported recommendations. In this case, the study will utilize a quantitative method, a technique that emphasizes objective measurement and numerical assessment of information gathered using questionnaires. As outlined in Chapter 1, this study aims to evaluate the influences of employee and customer satisfaction on the marketing positioning of consumers' products, a case study of Starbucks coffee company Qatar. Notably, the literature review examined employees' motivation and satisfaction theories related to customer satisfaction and marketing positioning. Most of the studies were quantitative in nature. However, many questions were unanswered for the effect of employees' satisfaction and customer satisfaction, hence, the need to integrate both quantitative and qualitative research. Chapter four of this study will include the research methodology, data collection tools, data analysis method, validity and reliability, ethical considerations, and study limitations.

4.2 Research Design

4.2.1 Objective one: Review of Literature

The objective will be achieved by conducting in-depth secondary research on available literature on the factors influencing employees' satisfaction and the impact this has on customer satisfaction. The study resources will emanate from books, scholarly articles, business journals,

management journals, white papers, and other essential resources. After conducting a comprehensive literature review, a model will be developed predicated on the knowledge gained to show the relationship between employee satisfaction, market positioning, and customer satisfaction.

4.2.2 Objective Two: factors influencing employee and customer satisfaction at Starbucks, Qatar

The objective was attained by using structured questionnaires to customers shopping at Starbucks and employees working at Starbucks, Qatar. The data was analysed using the Statistical Package for Social Sciences (SPSS). The study used the descriptive cross-sectional research design with the information collected from Starbucks Qatar in the course of assessing the underlying factors that influence employee satisfaction and corresponding increased customer delight. Hancock and Algozzine (2016) explained that a descriptive research design provides the features of a real phenomenon in a population essential in discovering insights associated with the population under statistical scrutiny. The study unit of analysis will encompass all employees working at Starbucks Corporation, Qatar. Notably, the employees form the research subject evaluating the underlying factor attributed to their gratification and its corresponding impact on customer delight. The study will use a total population sampling technique where each employee will be treated as a sample. The aggregate population sampling technique is a purposive sampling method that encompasses an assessment of an entire population under investigation, which depicts a set of specific traits. Bell, Bryman, and Harley (2018) defined a purposive sampling technique as a method where researchers rely on their judgment in the process of selecting a study sample. The sampling method is non-probabilistic; this approach is helpful while studying a chosen phenomenon.

The research will utilize survey techniques to collect data for the research analysis. Creswell (2014) noted that the survey method in research encompasses the administration of a standardized questionnaire to a chosen unit of analysis in a study. The technique makes the survey the best option in the process of evaluating the underlying factor that influences employee satisfaction and the corresponding impact on customer satisfaction in Starbucks Coffee Company Qatar. The study will utilize a standardized structured questionnaire that will be distributed to the employees working at Starbucks Qatar. The quiz will be designed to collect the data specifically for this study. The research instrument will comprise three main sections; the first section will consist of demographics; part 2 will evaluate employees' satisfaction factors, while the last section will assess customer delight. The tool will enhance making inferences essential to accomplish the study's objective and make informed recommendations.

4.2.3 Objective three: current market position of Starbucks in the café business sector in Qatar

The objective will be attained by developing a discussion chapter to understand the association of employees' satisfaction, market positioning, and customer satisfaction at Starbucks, thereby analysing which factors contribute to high customer satisfaction and identifying recommendations.

4.2.4 Objective Four: linkages between market positioning, employee, and customer satisfaction practices at Starbucks, Qatar

The objective was achieved after attaining objective four. In this case, a framework was developed to enhance client satisfaction and employee satisfaction to heighten Starbucks, Qatar, from its present marketing position to become a luxury coffee provider by proposing an employee and customer satisfaction proposition for repositioning Starbucks within the café business sector in Qatar.

4.2.5 Objective Five: The effect of COVID-19 pandemic on the satisfaction of employees

This objective was included later in the study, and it became one of the eminent objectives of the study. It was achieved by asking related questions in the survey in order to understand the effects of COVID-19.

4.3 Qualitative Methodology

According to Lune and Berg (2017), qualitative research is a data analysis method that relies on the information collected by a researcher through various forms of data collection, including second-hand information from journals, newspapers, documents and articles, first-hand observation, focus groups, questionnaires, and one on one interviews. The process involves recording, collecting, and analysing non-numeric such as texts and video data to draw reasonable conclusions from the study. Incorporating the qualitative research methodology process in the market research creates new production ideas for the business to adapt to; therefore, the management's growth. Business owners undertake data capturing methods and statistical analysis to measure their performance in the market position (Antwi and Hamza 2015). The research method adopted in the business estimates the market size, consumer behaviour, and attitude toward products in the market. This section explains how qualitative research method and the various types of research it contains to undertake proper research study in the market structure and appropriate time to initiate the methodology.

4.3.1 Disciplines of Qualitative Research

The research method's main disciplines are economics, sociology, gender studies, community health, marketing, health, and human development. Notably, Lune and Berg (2017) explain how qualitative research allows extensive research and insight knowledge based on the disciplines by giving questions to the respondents and basing on their feedback under the study

process. Moreover, the method enables the researcher to create a pool of ideas to make rational decisions and draw meaningful conclusions from the study.

4.3.2 Types of Qualitative Research Methods

According to Antwi and Hamza (2015), the qualitative research method's design is that data collected through various forms is quality for recording effective results and making conclusions. Researchers gain and understand the underlying reasons, motivations, and opinions from the respective respondents. The qualitative methodology includes focus groups, content analysis, in-depth interviews, and ethnographic research. These are the frequently used methods to collect more descriptive results and conclusions drawn quickly from the data collected. Data collected through the qualitative process requires significant interaction between the respondents or participants of the focus groups, interviews, and surveys; therefore, the researcher must search for respondents who are not reluctant to provide information relevant to the topic under study.

Interviewing Method. Howitt (2019) articulates that the most used qualitative research method is to initiate in-depth interviews by interviewing to acquire the research study information. For instance, a personal interview conducted with participants ensures researchers receive adequate information without bias. Unstructured interviews with the respondents generate reliable qualitative data by use of questions. Interviewing allows the researcher to choose a different data collection method to record and store the information, for example, photographs, videos, and sound recordings (Akinyode and Khan 2018). Interviewing qualitative research methodology is a convenient and more flexible approach for collecting study information. The researcher can pose a new question and review the problem when appropriate for him to do so. Flexibility in interviews enables the researcher to explore and diversify recent geographical locations in that further updated information is acquired, making

the research process more effective. A one-on-one interview is one of the oldest and most widely used methods of conducting primary research.

Focus Groups. A focus group is one of the most reliable collecting data for research motives. A Focus group is a small group of discussions conducted by an individual who is an expert on behalf of other people (Akinyode and Khan 2018). The main objective of leading a focus group is to consolidate participants' ideas and thoughts toward a particular topic or product under research. While other methods such as issuing questionnaires are helpful, they cannot capture what a respondent is thinking; therefore, the focus groups method is remarkably reliable in situations where there is little or no knowledge about the target market. An example of this methodology is a focus group of parents and guardians of pre-schoolers meeting to discuss the school's children's care needs extensively. In this case, a focus group could include managers meeting the employees to determine the factors influencing their work satisfaction. There are various types of focus groups initiated in the research process of respective disciplines. They include single focus groups, two-way focus groups, mini focus groups, online focus groups undertaken virtually via electronic devices, and respondent moderator focus groups (Antwi and Hamza 2015). However, the focus group method is expensive to conduct compared to other online qualitative research methods. Therefore, focus groups become a useful method in conducting market research on testing new concepts and introducing a new product.

Recordkeeping. This method involves using the already existing information reliable for the research to be conducted. Documents containing information like the data required are used to make results and draw conclusions. A researcher may obtain the recorded data from the libraries and retrieve information from the books and journals.

Ethnographic Research According to (Akinyode and Khan 2018), this method involves observation recorded by the researcher during observation while partaking in research and

interacting in the real-life environment. The process entails studying people of individuals in their environment by using face-to-face interviewing and participant observation

An example of this process is when a business owner observes customer behaviour and action by physically tracking the shopper's behaviour to measure the marketing effectiveness. According to Lune and Berg (2017), other ethnographic research methods include social media analytics, eye tracking, discovery forums, and online diaries. A researcher must adapt to the technique's requirements to target participants within their environment, a geographical location, or an institution under research.

Case Study Research. Pearson Albon and Hubball (2015) elaborate that this research methodology involves generating an in-depth understanding of complex problems in a real-life context. The case study is an improvised research design used extensively in various disciplines, particularly the social sciences. This method may seem complicated to undertake but can be one of the easiest and simplest ways to conduct a research study.

Observation Method. The observation research method involves observing and recording. The researcher gathers adequate information throughout the study, ensuring that data is acquired first-hand is reliable and effective (Akinyode and Khan 2018). Qualitative observation requires the sensory organs, which are the senses of smell, touch, and hearing.

4.3.3 Data Collection and Analysis

Qualitative Data Collection. The qualitative data collection method allows collecting non-numeric data, facilitating rational decisions, and providing appropriate in-depth conclusions. Notably, Barnham (2015) explains that proper analysis and appraisal are conducted to ensure that information is applicable and dependable by drawing reliable information from the collected data. For instance, data collected from the case study or focus group will require

handwritten information; the photographs and videos used are gathered and transcribed before the analysis begins.

Qualitative Data Analysis. Analysis of data collected in an image; text documents undergo the qualitative data analysis method. Regarded as the most influential text analysis method, it ensures that the information gathered is reliable (Fossey Harvey McDermott and Davidson 2002). Furthermore, text analysis is considered the best form of data analysis in situations where researchers analyse their social lives and beliefs in the research study.

4.3.4 Characteristics of Qualitative Research Methods

Akinyode and Khan (2018) illustrate that the qualitative research method works through communication from the initial stages to concluding the data collected. The researcher builds trust with the respective participants during the research process. Trust enables the researcher to obtain adequate and reliable information unbiased; therefore, effective study results. On the other hand, the qualitative method gathers data from multiple sources such as documents, interviews, and observations, thus not limited to a single data source.

4.3.5 Use of Qualitative Research

The use of qualitative research depicts quality data collection techniques; therefore, researchers opt to use the method. A researcher may require qualitative research to understand the weaknesses and strengths, a product in the market, or the market structure. According to Vij and Bedi (2016), business owners understand their business paths and create a favourable business environment. On the other hand, a business owner will need to manufacture and introduce a new product in the existing market. Qualitative techniques will provide essential market knowledge, enabling the owner to make rational decisions. According to Lune and Berg (2017), exploration in customer groups and market demographics motivates the researcher to use the qualitative method. Identifying potential customers and purchasing power will enable

a researcher to make economic decisions about a specific product; therefore, qualitative research is essential in conducting market research.

4.3.6 The Selection of Qualitative Methodology for the Case Study

The literature review in chapter two focused on examining employee satisfaction and customer satisfaction. The research indicated that employee satisfaction is vital in promoting customer satisfaction. Therefore, when staff are satisfied with their work, they increase productivity and serve and meet customers' needs. A study by Alromaihi, Alshomaly, and George (2017) revealed that job satisfaction among staff is affected by intrinsic and extrinsic factors. Employee job satisfaction reflects how workers feel about various elements of their jobs and the degree to which they either dislike (employee dissatisfaction) or like (employee satisfaction) their work. Therefore, human resource practices have a paramount role in succouring staff to achieve job satisfaction and high performance, leading to improved customer satisfaction (Sarker 2014). The study also revealed an indispensable link between employee satisfaction and human resource practices, such as training, benefits, staffing, and compensation practices. Other factors that have been used as variables in this study affecting employee satisfaction include job duties, job security, organizational culture, peer relationship, educational qualification, appreciation, and promotion.

Alromaihi et al. (2017) noted that the current global market had compelled companies to focus on employee satisfaction for enhanced customer satisfaction. Therefore, from this study, employee satisfaction emanates from the intrinsic values linked with elements associated with instrumental value. Further research has focused on the effects of the COVID-19 pandemic in influencing employees' satisfaction. Therefore, the qualitative study indicated that with the fear of economic recessions, staff job satisfaction had been threatened, making employees question their job security, a crucial variable in this study. The outbreak resulted in most organizations,

such as Starbucks, implementing stringent rules and directives concerning serving customers. In the process, the directives influenced the operations and primarily staff satisfaction. In a study by Jung et al. (2020), the hotel industry, where Starbucks belongs, was significantly affected, leading to massive layoffs. As a result, the hotel industry's uncertainties of employment and work influenced workers' job satisfaction and capability to perform well and serve customers. Despite the apparent effects of COVID-19, the crisis augmented the issue, resulting in enhanced staff dissatisfaction. The crisis increased employees' work uncertainties characterized by increased layoffs, downsizes, and other enterprises engaging in mergers, thereby subjecting staff to new organizational culture and leadership. Therefore, job security is a paramount variable for this case study. Hussain's study (2020) outlined that the coronavirus augmented job insecurity resulting in dissatisfaction. Staff motivated to serve the employees become demotivated due to uncertainty of what tomorrow will bring. Increased stress elevates work dissatisfaction affecting employees' ability to serve customers.

Studies and theories from Maslow and Herzberg proposed the variables affecting employee satisfaction. As a result, from the literature review, I knew that considering qualitative will help answer the research question and complete this study based on evidence-based research. The work of Maslow and Herzberg indicated the factors affecting employee's satisfaction. Hee et al. (2018) and Pichère et al. (2015) noted that motivation theories like Maslow's offer an understanding of employees' job satisfaction. As Hee et al. (2018) noted, the model supposes that employees' motives are predicated on wants, which commence in an arising order from the least to the highest. Such needs include psychological wants, safety, and security, social, self-esteem, and self-actualization requirements. Accordingly, Alromaihi et al. (2017) also noted Herzberg's motivation theory. According to these authors, the two-factor motivation theory suggests that motivation and hygiene factors determine job satisfaction. The model applauded

that the "opposite of job satisfaction is no job satisfaction; similarly, the opposite of job dissatisfaction is no job dissatisfaction" (Hee et al., 2018, p.334). Thus, motivator variables and employees want to attain and experience the psychological development associated with the work, such as attainment, recognition, and promotion. The hygiene factors include variables like security, pay, working conditions, and management, among their variables (Hee et al., 2018). The hygiene factors are vital as they determine the level to which staff can evade job dissatisfaction.

Other models like path-goal theory indicate that leaders should have the ability to judge how the employees feel, understand their motivation, and devise strategies to motivate them to enhance their job satisfaction while attaining corporate goals. Moreover, expectancy theory theorizes that employees are motivated when their needs are met. The use of this approach for this study was for different reasons like:

1. The studies provide different variables affecting employee satisfaction and customer satisfaction.
2. The variables needed and materials to support the case study were available
3. The time was also available to research journals and articles.
4. The studies offered evidence-based research to support the objective and the hypothesis.

4.4 Quantitative Methodology

According to Mohajan (2018), quantitative research methodology investigates different phenomena using numerical data collected in different ways, such as questioners, surveys, observation, and much more. The data collected is passed through various mathematical techniques to reach a defined conclusion about the phenomena. Examples of mathematical techniques are linear programming, nonlinear programming, addition, and subtraction.

Quantitative research is done mainly to guide organizations on what to do when the profits are low or when they are high. Berger (2018) explains that Paul Felix Lazarsfeld, popularly known as the founder of research surveys, contributed a lot in using statistical survey analysis. In the 1930s, Paul realized that people from Marienthal, a small town, suffered high unemployment rates. So, he conducted a survey using questioners, asking the residents of the small-town questions regarding their way of earning a living, examining factors such as budget setting, spending habits, and daily routines. With this information, he transformed the qualitative data into quantitative data. As a result, Lazarsfeld solved unemployment by quantitatively explaining the correlation of spending, budget planning, and other factors. By doing this, he showcased how the qualitative research method is an efficient way of searching for solutions.

4.4.1 Characteristics of Quantitative Research Methodology

People usually come across different quantitative research methodologies, such as questionnaires in everyday life. Quantitative research has so many characteristics. First, they are large sample sizes, whereby research can only be conducted on largely collected data to ensure reliability and time conservation. It is hard to do calculations on large data one by one because it is exhausting to finish the research, and one is bound to make mistakes. In addition, Rahi (2017) adds that quantitative research methodology has a highly reliable outcome. The data collected is precise and accurate since journals, and previously collected data are used. Mathematical formulas that were used are easily explainable and easy to detect if the data is wrong. An example is when using linear programming, and most of the data used in calculations will take the form $f(x,y)=ax+by+c$ given that most of the values will be given that one is needed to only look for the value of letting us say 'a' and all the other values are present.

Rahi (2017) shows that quantitative research methodology has a structured research method in that information collected is done systematically and using different tools. The tools used are surveys, observation, questionnaires, and many others. The information collected using this tool are deep since the information are given voluntarily. Another characteristic is numerical outcome. When the research is conducted, most of the information given is in word form, the data is worked upon, and the results given are numerical in percentage or range of numbers. Quantitative research also uses closed-ended questions because closed-ended questions are preferred over answers to open-ended questions. The answers are brief and can also be given numerical form, making it easier to get meaningful conclusions (Sim, Saunders, Waterfield & Kingstone, 2018). Papke-Shields and Boyer-Wright (2017) suggest that quantitative research methodology is a reusable outcome. The research conducted can be used multiple times in that the research is used as a prior study for research being done now. The ability to access the information depends on how urgent the information is needed since it is easy to access in books, journals, magazines, and many other sources.

4.4.2 Types of Quantitative Research Methodology

Descriptive Research. This research methodology seeks to describe the current status of an identified variable. The research conducted is systematic and explains how the phenomenon happened; here, the hypothesis is developed mostly after all the data is collected. The data is collected carefully while choosing the units studied and measured in each variable. An example of descriptive research methodology is how teachers use price manipulatives to ensure the students stay motivated at school.

Correlation Research. The extent of a relationship between two or more variables is determined using statistical data collected in each variable. Queirós, Faria, and Almeida (2017) denote that the relationship is sought among a number of facts that are quantified and

interpreted. Johnson and Christensen (2019) did explain that trends and patterns in data are realized, but the trends and patterns do not go ahead to explain the reason for specific patterns. Correlation research only studies the data relationship and distribution of variables. An example of correlation research is the relationship between games at school and the injury level of students in the field.

Causal Comparative /Quasi-Experimental Research. As the name suggests, causal-comparative attempts to explain the causal effect relationship among the variables. Quasi-experimental research has a very similar design to the experiment, only that its variables are not manipulated by the one doing experiments. Instead, the one conducting the research uses already assigned groups and does not assign new groups. The groups identified are called control groups and are exposed to the treatment variables studied and compared to the other groups. When analysis and conclusion are done, much care is taken as other known and unknown variables could still affect the outcome. An example of causal-comparative or quasi-experiment research is the effect of part-time employment on the performance of university students in class.

Experimental Research. This type of research is also known as actual experimentation. Queirós, Faria, and Almeida (2017) explain that experimental research uses a scientific method to verify the causal relationship among a group of variables being studied. The true experiment is often known as the laboratory study, but there are no laboratory settings and equipment. Only that study and conclusion are made to control all the other variables except one intended to dominate. We can say that an independent variable is manipulated to observe the changes in the dependent variable. An example of experimental research is the effect of a new treatment on HIV/AIDS patients (Berger 2018).

4.4.3 Advantages of Quantitative Research Methodology

Descriptive research methodology can bring together qualitative and quantitative methods of data collection. There are two specific data collection methods: quantitative and qualitative methods. Examples in each method are shoe size and body shape, respectively. The two methods are brought together since the description of variables is done from the way it looks to the quantifiable aspect. Vidgen, Shaw, and Grant (2017) also state that descriptive research methodology may be biased due to a lack of statistical tests. All that is done in explaining how the variables look and are affected; no comparison is done to see the effect in each variable in relation to one another.

Mohajan (2018) confirms that experimental research enables the researcher to have a high level of research. They can manipulate the variables and put up the settings that enable them to observe a certain phenomenon of their choosing. An example is in the hospital where they experiment a drug on different volunteers who are given the same food, the same living conditions, and all these factors are kept constant in all the patients so that the only thing being observed is the effect of the drug. Berger (2018) adds that experimental research allows the researcher to utilize many variables. The researcher has complete control of all the other variables he or she chooses to use except one observed. The case example here is the hospital where age, gender, height, weight, and many more variables can be used.

Correlation research allows the researcher to collect much more data than experimental since the study takes place outside the lab and is more applicable in everyday life. In addition, correlation research opens opportunities for further research to other scholars; this is because when starting research for the first-time correlation research provides a good starting position (Niaki & Nonino 2017)

Causal comparative /quasi research methodology results are accurate since the data is fixed, genetics and time. This makes causal research more accurate than the other types. Furthermore, if there are two phenomena under study, they always have a circumstance in common, and in this circumstance, all the instances agree; therefore, causal research is much easier to conduct (Vidgen, Shaw & Grant 2017).

4.4.4 Disadvantages of Quantitative Research Methodology

Experimental research can lead to artificial situations since it manipulates variables to replicate real-life situations to understand the function of gadgets, drugs, treatments, and other discoveries. This is a risk since the researchers might over manipulate the variables to the extent of creating something very dangerous from the one intended. The researcher can also intentionally compromise the variables to gain from the experimentation. Porter (2018) suggests that experimentation takes a lot of time and money. Time and money devoted to experimentation that is not sure of positive results could have been used positively in the community for more pressing challenges. Experimental research gadgets and other innovations are expensive and take time to create. Errors can also affect experimental research very quickly. When variables are not measured correctly, even by one milligram or unit, the whole experiment has an error, and one is forced to start over again, consuming more time and resources.

Descriptive research is limited when testing and verifying the research problem statistically. Statistics are not much used for descriptive research since qualitative data is much used. The majority of descriptive research cannot be used for later references because they are observational. The quality of the variables is much used rather than the quantity of the variable (Vidgen, Shaw & Grant 2017).

Causal research methodology is limited in the identification of relevant causes. Levitt, Motulsky, Wertz, Morrow, and Ponterotto (2017).illustrates that causes are more than just one, and even after figuring the relationship between variables, it is difficult to determine the effect and cause.

Correlation research only shows the relationship but is not conclusive as to why it exists; thus, it does not reveal which variable influences the other. An example is when you can be wealthy and educated by living in New York. So, how is living in New York connected to being wealthy and educated?

4.4.5 The Use of Quantitative Research Methodology in Business

Vidgen, Shaw, and Grant (2017) believe that quantitative research methodology is important in the business. Businesses can get solutions for various problems, such as increased competition and scarce resources. In addition, they confirm that quantitative techniques assist in production, finance, marketing, and other activities in business—questions such as how to correlate machine and man are answered. The uncertain future is met since the quantitative research methodology allows the business owners to use the previous data and detect the market habits in the future. Additionally, quantitative research indicates reducing the cost and minimizing waiting time. When the variable is put together, and the study is done, it will be noted where the resources are not well utilized and time is lost, with the information adjustments are made, and more turnover is realized since time and cost are utilized well. Quantitative research reduces time wastage, but it also helps appropriately allocate resources. With the given data, the business can know where the resources are low and in abundance, which gives room for change allocation, thus allowing the business to generate more profits. Calculations that are done use the accurate data from the business; the data also helps in inventory management and record-keeping in the business. Aithal (2017) confirms that a

business with well-kept records has more value than that which does not have and is more viable to get a loan. In business, decisions are always made; making the right one is very important since it gears the business towards making profits or making losses. Quantitative research ensures that it is easy to make the right decision with the calculated data. The quantitative research also ensures that the business owners know which variable to utilize more, considering that profits should go up. More clarity is made on whether to use machine labour or human labour, which is more productive and less costly.

4.4.6 The Selection of this Method for this Study

A study by Miles and Huberman published in 1994 indicated that there is a necessity to explain why certain things occur and how individuals interpret and explain why things happen within case studies. In this case, explaining was vital in understanding how employees are dissatisfied and satisfied when organizational and individual factors influence their work and workplace. The explanation focused on explaining the different factors affecting employees' satisfaction and how employee dissatisfaction affects customer satisfaction. Exploring these factors was crucial for this study as it helped understand the relationship between employee satisfaction and customer satisfaction. The case study examined the influence of employee satisfaction and customer satisfaction, including the marketing positioning of Starbucks Company in Qatar 2021, thereby including how the COVID-19 outbreak affected employees' job security perceptions and their satisfaction. Thus, the interview questions examined the various factors influencing employee satisfaction, such as job security, performance, organizational culture, and pay. The causes of employee satisfaction related to Starbucks Qatar will be explained through quantitative analysis.

4.4.7 Sampling Method

According to Etikan and Bala (2017), sampling is a statistical technique of selecting a subset or individual members of the entire population to represent the more extensive population size characteristics. A sample refers to a more miniature, manageable representation of a larger population containing aspects like a larger group to help derive information reliably for research purposes. Sampling is a statistical analysis technique whereby a predetermined number of observations are made from the larger population. A sample acquired from a large population depends on the type of research analysis undertaken, including various types of sampling to perform analysis on the population. Taherdoost (2016) explains that the sampling technique elaborates the amount of data to collect and how often the collected data should be managed. Various sampling types enable this methodology to become more effective; they include simple random, stratified random, cluster, systematic and multi-stage sampling. This paper explains how sampling methods have influenced data analysis and active sampling techniques based on their advantages and disadvantages.

4.4.8 Types of Sampling Methods

Probability Sampling. Sarstedt Bengart Shaltoni and Lehmann (2018) illustrate that the probability sampling method is a sampling technique where choosing each item is very high and known during the selection process. This type of sampling requires more work but is much more reliable and accurate. The probability sampling process has various assumptions, such as the sample matching the target population characteristics. The results drawn from the sample taken represent the entire population under research. Therefore, assessing whether the results represent the whole population requires comparing the sample statistics to the target population statistics. Rahi (2017) explains that probability sampling is categorized into four categories:

simple random sampling, systematic random sampling, multi-stage sampling, and cluster sampling.

4.4.8.1 Simple Random Sampling

Simple sampling process whereby each item of the whole population has an equivalent probability of insertion in the sample. A sample fraction formula is used to calculate the sample collection, n/N , where n represents the sample size, and N stands for the total population size. Etikan and Bala (2017) elaborate that the researcher develops a numeric list of the sample sizes in this methodology and generates random numbers with a computer's help. The whole sampling process is conducted in a single stage, with each subject selected from the other population items.

Advantages of Simple Random Sampling

The essential advantage of using a simple random sampling method is the simplicity of assembling a large population sample. First, simplicity can be a fair way of selecting a model since every subject is given an equal opportunity during sampling. Secondly, the simple random sampling method withdraws unbiased random selection of items, and the demonstrative model is essential in drawing conclusions and meaning full results from the entire study. Sharma (2017) explains that the researcher keeps the study's objective: to conclude the larger population from the results generated from the sample taken. Therefore, it is reasonable to draw general conclusions from the sample results to the entire population.

Another critical feature of simple random sampling is the representative aspect of the whole population. Practically undertaking the process of examining the entire population limits the

researcher from acquiring information for the study. The simple sampling method saves time, and the conclusions drawn from the methodology are immensely reliable.

Disadvantages of Simple Random Sampling

One of the most palpable restraints of a simple random sampling method is the list containing a complete number of items in the entire population. This list is not usually available at the time of the process, limiting the sampling process. In most cases, the information of the items must be readily available and up to date.

4.4.8.2 Cluster Sampling or Multi-Stage Sampling

According to Etikan and Bala (2017), the cluster sampling process is done when the research area is too large to conduct data analysis for the study. The researcher here divides or portions the area into smaller manageable units for more accessible analysis. In this case, the minor part, known as the cluster unit, will undergo selection in selecting a sample obtained from the cluster units. Once the clusters are selected and consolidated into frames, various research and observations are performed on the structures, and conclusions are drawn from the results.

Advantages of Cluster Sampling

Cluster sampling is a probabilistic sampling method that takes into consideration the large population under research. According to Sarstedt Bengart Shaltoni and Lehmann (2018), since the population is too large, the use of any other data analysis method would inflict a greater risk, making the task more complicated. Therefore, cluster sampling is feasible when dealing with a large population requiring a study with meaningful and reliable conclusions.

Secondly, the cluster sampling method considers the significant expenditure concerns in sampling, listing, and traveling. As a result, the cluster sampling method significantly reduces these expenditures, making the process more affordable by reducing costs and expenses

realized. For instance, consolidating research information about the e4very household would be very tedious and challenging, whereas various estates would be more accessible, listing and travel costs reduced.

Disadvantages of Cluster Sampling Method

Sampling errors are unavoidable by using the cluster sampling method. The samples obtained must have similar characteristics; therefore, this method requires more researchers to know the technique. On the other hand, cluster sampling is where the cluster sample identified contains biased opinions; therefore, the entire population is contingent on possessing the same view.

4.4.8.3 Stratified Sampling

This sampling method is applicable when the population from which the sample is identified does not have a similar group of sampling methodology in which it is used to acquire a reliable sample. Sarstedt Bengart Shaltoni and Lehmann (2018) explain that the large population is divided into smaller portions called stratum. Therefore, a random sample is taken from each stratum, representing the attributes of the large population. The results obtained from each stratum are compared to the population then conclusions can be made from the data acquired.

Advantages of Stratified Sampling

One significant advantage of stratified sampling is that this methodology enables researchers to generalize the population's selected sample. Notably, Jawale (2012) articulates that drawing general conclusions from the method is due to the units were chosen for inclusion in the samples using probabilistic sampling methods. Secondly, the stratified sampling method has intensively reduced potential human biases during selecting units included as samples. As a result, the sampling method has provided researchers with reliable samples representing the population studied under the assumption that there is limited data missing. The stratified

method gives more reliable and detailed information about the sample, giving better accuracy of the component and a similarly better estimate of the population.

The Disadvantage of Stratified Sampling

Stratified sampling is unreliable when the large population cannot be portioned down to partitioned sub-groups, efficiently analysed. The researcher in this scenario performs misapplication of the technique in making the subgroup's sample sizes in proportion to the amount of data available from the subgroups, instead of measuring sizes related to the significant subgroup- sizes.

4.4.8.4 Systematic Sampling

The probability sampling technique involves selecting samples at random, and then the units are chosen at regular intervals. For instance, suppose that the number of populations is arranged in order. Rahi Alnaser and Abd Ghani (2019) explain that a researcher chose a unit from the first few units portioned to select a sample. For example, if K is 20 and the first subject drawn is number 12, the subsequent units are number 32, 52, 72, etc. This type is known as the kith systematic sampling.

Advantages of Systematic Sampling

Systematic sampling is more straightforward than the simple random sample method because it has no complexities in undertaking analysis by sampling methodology. Therefore, systematic sampling does not require an expert to perform the proper and adequate research study. On the other hand, systematic sampling spreads the sample more evenly over the population under study. Etikan and Bala (2017) elaborate that the sample was acquired for the study by using systematic sampling. The entire population is represented entirely by the chosen samples from the subgroups created during the method's initial stage.

The Disadvantage of Systematic Sampling Method

Selection of the samples within the large population might cause the researcher to interact with hidden periodic traits within the population. In cases where the rare feature coincides with the sampling technique, the methodology results in not being random; therefore, as a result, the subject sample representative ends up comprised.

4.4.8.5 Non-probability Sampling

According to Etikan Alkassim and Abubakar (2016), non-probability sampling enables researchers to identify and choose the sample units representing the large population under research. The nonprobability sample does not involve random identification and selection like the probability sampling method but instead is collected based on accessibility. The non-probability method of sampling is used mainly when random sampling is not feasibly, theoretically, or practically sensible. This approach is a method in which each subject's probability or chance confirmed is unknown.

4.4.8.6 Quota Sampling

Quota sampling defines the strata or the sub-group of the entire population and then sets a quota for sample elements from each stratum. Researchers decide how many individuals with the common feature are included as samples while designing the method. For example, characteristics might be class, residence, marital status, or gender.

Advantages of Quota Sampling

This sampling method is essential when a researcher cannot obtain a probability sample but instead tries to create a unit sample representing the entire population. This method is simpler and easier to carry out because it does not require a sampling frame and the restricted use of random sampling techniques. The techniques make the quota sampling method more diverse

and widespread as opposed to the other sampling methods. The quota sampling method advances the sample representation within the population and ensures that the strata samples are not overly represented within the study (Etikan & Bala 2017).

The Disadvantage of Quota Sampling

The non-probability nature of unit selection in the quota sampling method means that it can be difficult to defend the sample representatives. In addition, it is difficult for the researcher to convince the sample audience if the study was done inappropriately.

4.4.8.7 Snowball Sampling

According to Etikan Alkassim and Abubakar (2016), in this method, the researcher makes an initial contact with a smaller group of individuals relevant to the research question and topic and then uses them as appropriate referrals to get into contact with the rest. In addition, snowball sampling is often used in the hidden population, which the researcher finds challenging to access or find.

Advantages of Snowball Sampling

A potential researcher may see no other way to access study samples; therefore, snowball selection is a reliable method to acquire data and draw reliable, accurate information. However, it can be challenging to identify various units in the sample scope since no populations are accessible to conduct studies. For instance, no available list of prostitutes or drug users that a researcher may get access to, most importantly, plans that could be considered representative of the population of prostitutes (Sarstedt Bengar Shaltoni & Lehmann 2018).

Disadvantages of Snowball Sampling

Using the snowball sampling method, a researcher may find it impossible to determine possible sampling errors because it does not select units for inclusion based on random selection. Since the researcher may not identify these errors, snowball sampling should not be considered the whole population's subject under study.

4.4.9 Computed Sample Size Using G*Power 3.1.9.4

The G*power application was utilized to assess the sample size required to test the hypothetical statement predicated. Presuming a two-tailed test and a projected effect size of 0.25 (medium effect), probability error 0.05, and power 0.8, the estimated total sample size for the variable is 180 adequate to obtain normality, one of the necessities in carrying out the analysis of variance (ANOVA). The initial stage in data analysis entails calculating the frequency distribution table for every variable to identify any invalid data figures that will be documented as missing values. Therefore, I will address the plausible missing values by replacing the missing figures with the mean values for every variable. The ANOVA will be crucial since the variables encompass the numeric and categorical variables.

4.5 Data Collection Instrument

4.5.1 Questionnaire

According to Song Son and Oh (2015), a questionnaire is used to acquire information from respondents by issuing them several designed questions in conducting a research study. The questionnaire is an efficient way of collecting data; therefore, the researcher must be certain of the requirements and measure interest variables. Furthermore, a new questionnaire developed means the researcher should pilot-test and validate it to determine if it measures what it is supposed to measure and whether it is reliable. Various types of questionnaires are used in data collection; they include structured questionnaires, unstructured questionnaires, open-ended questionnaires, and close-ended questionnaires.

4.5.1.1 Advantages of Questionnaires

Questionnaires are a reliable data collection method that can reach many individuals to convey and acquire information. Issuing a questionnaire will allow the people to give data to conduct effective and reliable research. Questionnaires offer a relatively easy and economical way to obtain information, saving considerably on cost and fewer expenses. Rattray and Jones (2007) elaborate on the ease of issuing questionnaires over a sizeable geographical area without physically being present, cutting the traveling cost. On the other hand, it is true to say that questionnaires are relatively easy to analyse due to fewer complexities and that this method engages them. Data obtained is generally understood, and the response received can be comprehended with ease.

4.5.1.2 Disadvantages of the Questionnaire

According to Jawale (2012), questionnaire methodology may be time-consuming during issuing and receiving respondents' feedback. As many individuals fail to respond in time, the questionnaire might also fail to reach the respondents in time, and the respondents may consume time in comprehending the questionnaire. Another disadvantage is that this method might result in a low response rate, significantly affecting the research study. A questionnaire is not the best method to find out quantitative statistics; therefore, the researcher will need a highly reliable way to acquire qualitative data.

4.5.1.3 Essentials of Good Questionnaires

Questionnaires should avoid uncertainty whereby the respondent should be particular about the question asked to give the proper feedback for an effective and reliable research study. Therefore, the researcher will be more confident about the method and the research process's data. Rattray and Jones (2007) elaborate that questions that affect the respondents' sentiments must be avoided so that the questionnaire may not negatively influence them, ending with an

unfruitful data collection method. Instead, the questionnaire should positively motivate them by giving reliable data that is genuine for a compelling research study. This method should be comparatively short, clear, and straightforward. Clarity means that questions should be easily comprehended and clear to the respondent because, with complexities in understanding, the feedback will be less reliable and questionable.

4.5.1.4 Benefits of Questionnaires

Data collected through the questionnaire methodology is efficient because respondents find it easier to give feedback by answering the questions privately and issuing them individually. The business owner can identify the customers' needs, delivering quality goods and services. The information received through this method creates reliable business research method data and conclusions. Questionnaires are inexpensive to administer due to the economic conservations considered using this data analysis method, minimized cost by issuing a questionnaire electronically over a large geographical area, therefore reaching many individuals with various feedback. The business owner can acquire reliable information on the current market situation and up-to-date information relating to the topic of study, giving an insight into what is currently in the market (Rahi Alnaser & Abd Ghani 2019).

4.5.2 Semi-Structured Questionnaire

The primary data source was a questionnaire with employees and customers working and buying from Starbucks. The role of a researcher as indicated by related to that of a criminal investigator. Therefore, a study researcher knows that needed information, and for fear of impacting respondent's responses, a researcher frames questions in a manner not to be biased or influence individual thinking through the questions. Hence, the questionnaires ensured that the researcher did not influence the desired answers. Notably, Rossman 2009) argues that Becker (1998) encouraged researchers not to trigger or utilize the defence mechanism by failing

to ask questions with “why.” Instead, the author indicates that the “why” responses should be attained by utilizing carefully designed “how.”

Accordingly, the decision to select study participants was vital in ensuring that the research objectives were answered. Therefore, the study will make it possible for the researcher to acquire the relevant data and use the attained information to make an analysis and conclusion concerning the effects of employee satisfaction and customer satisfaction within the firm. Furthermore, the questionnaire's objective was to identify the relationship between customer satisfaction and client satisfaction, including the influence of marketing positioning in promoting the company's products within Qatar. Thus, the review of literature in chapter 2 indicated that job security, performance, recognition, pay, compensation benefits, and other intrinsic factors are vital in understanding the relationship between employee gratification and customer satisfaction.

The questions cut across different areas examined in the literature review. The following were some of the variables addressed in the questionnaire/

Communication- Communication is a crucial management task in each enterprise as it is essential for staff to attain proper information concerning their jobs. The most vital type of connection is informal communication, in which employees are given the freedom to express their feelings, relate with each other, and communicate the issues that affect them. Figure 2-1 presents communication and job satisfaction model.

Compensation-- employee compensation, which is the aggregate amount of non-monetary and monetary payment offered to an employer as an exchange of work carried out, is vital in promoting workers' satisfaction.

Human resource practices are vital in setting policies and practices that promote employee satisfaction. Job satisfaction, which refers to the staff's overall effective capability culminating from the acceptance of all job aspects, is determined by how a company HR sets the motivators variables.

Organizational culture-organizational culture is a unique trait and an enterprise style of a particular enterprise. The more positive and encouraging the enterprise culture, the higher the job satisfaction, the degree of commitment, and the efforts put forward by staff. Besides, when enterprises find themselves vital to firm growth, such staff take duties for the firm's well-being.

Job security and promotion- Promotion and job security are also crucial in promoting employees' job satisfaction and ultimately improving customer satisfaction. The promotion comes with improved payments and higher status, including feeling appreciated and recognized. Thus, a company with effective promotion procedures and policies has a crucial role in enhancing employee satisfaction.

Work environment- the work environment has different features, which may affect employees' cognitive and psychical well-being, thereby determining how they conduct their daily activities. Thus, good salaries, employee-management trust, logical workload, fairness, and equality characterize an excellent environment. Combining these work conditions makes the work environment the best place for enhancing job satisfaction.

Bonuses and allowances - Bonus reward is a payment beyond the designated amount of particularized base wage or payment. Bonuses are granted to workers when they realize specific criteria and shares. The extra payments are provided to my staff in allowances for the expenditures used either directly or indirectly in the implementation of one's obligations or as

a way of compensating employees for the services given toward a firm and those carried out beyond the usual requirements.

The above framework will allow the researcher to investigate the various factors influencing communication, a crucial variable in determining the relationship between employee satisfaction and customer satisfaction.

Employee support programs- Employee support programs (ESPs) approach work achievement and happiness issues. ESPs are a compilation of extensive assistance, which provides resolutions to the difficulties encountered in the workplaces and solutions to the individual life-associated intricacies. The programs enable workers to obtain the assistance they need without requiring the managing various and possibly opposing interests for staff operating in central administration positions.

Retirement benefits- Fringe perquisites incorporate any worker services and safety plan in addition to guaranteeing fundamental compensation. These incorporate social security schemes, pension systems, and severance requisite to provide employees economic protection after leaving work. Thus, the variable will measure the impact of retirement benefits in promoting employee satisfaction and customer satisfaction.

Job security and health benefits- Essential medical insurance coverage includes compensations for infirmity costs, medical payments, and doctor appointments costs. Others include dispensary insurance coverage that gives perks for workers and their included children for inpatient and restricted outpatient costs contracted in a clinic. The variable will determine employees are motivated by health benefits coverage or not, leading to increased customer satisfaction.

Career development- career development aims to increase employees' experience, knowledge, and skills. Thus, enterprises that comprehend how career development promotes employee satisfaction focus on expanding their staff's career, increasing satisfaction. The variable will determine whether the organization has career development programs that augment its ability to work hard.

4.6 Data Analysis

The data collection in this study was from the questionnaire and other data from the literature review. The data analysis used the SPSS tool to analyse the information collected from the research methodology. In addition, the tool will generate graphs and tables, vital in interpreting the data and making a conclusion.

4.7 Inclusion and Exclusion Criteria

Noteworthy, the definition of exclusion and inclusion standard for the research participant is a grade needed when scheming high-standard study procedure. Inclusion basis denotes the vital features of the targeted group, which will be used to respond to the questions under study. Therefore, the eligibility of subjects shall encompass the demographic characteristics. Predicated on the research demographic, the study will use Starbucks Coffee employees and customers from both genders to research the relationship between employees and customer satisfaction. On the other hand, exclusion criteria include traits of the plausible research subjects who will reach the inclusion criteria but depict extra characteristics, which elevates the uncertainties for an undesired result or affects the research's success. In this research, I will exclude employees who have worked within the organisation for years and recently and customers who have patronized the restaurant for the past years, weeks, and regular visitors.

4.8 Reliability

Reliability is the measurement that supplies consistent outcomes with equivalent values. Reliability assesses the precision, consistency, trustworthiness, and repeatability of research. Notably, reliability describes the level to which it is error-free and thus ensures consistent measurement in different items and times. Heale and Twycross (2015) noted that reliability is associated with the consistency of the measure. Therefore, in this case, the respondent participating in the employee's motivation measurement should have approximately similar responses every time they complete the test. It is worth mentioning that although it is impossible to provide an exact computation of reliability, the estimate of reliability is attained through differing measures. The homogeneity is determined utilizing split-half, correlation, and Cronbach's α .

4.8.1 Threats to Study Validity

The threats to study validity included selection bias. Selection bias refers to the error which arises when selecting for secondary analysis.

4.9 Ethical Consideration

The research will consider various ethical issues to enhance the ability to attain the aims and objectives of the study. Besides, ethical considerations will increase the authenticity of the research work, increasing the validity and reliability. One of the ethical considerations will be obtaining the faculty's necessary authorization to ensure the study's credibility. The second ethical consideration will be to get requisite approval from Starbuck Coffee Management to collect data from their employees and within the company premises. The approval will include assuring the management team that information will be used for this thesis to fulfil the university requirement in completing the course partially. Besides, as part of ethical

consideration, the research will provide the management of Starbuck with the findings and the recommended actions to enhance employee satisfaction and corresponding customer delight. Lastly, the study will utilize an informed consent form that the employee will be required to sign, assuring their anonymity and the purpose of collecting the information.

4.10 Pilot Study

Prior to conducting the full survey on employees, customers, and supervisors, a pilot study was performed to test the efficacy of the research questions. This pilot study was performed to conduct the research project at a small scale before rolling it out at a full scale. The pilot study was performed to experiment with the end-to-end process of the research, to identify areas for improvement and amendment before running the final research. To implement the pilot study, the survey questions for customers were used. The author identified 10 close associates and proceeded to issue them with the weblink to complete a survey. The responses were gathered and analysed. Comments from the respondents included areas of unclear questions or problems with the technology software used to deliver the questions. At this point, it was decided to perform the surveys using alternate software. The survey questions were moved from Google Forms to SurveyMonkey, as this technology offered respondents greater flexibility and ease of use. Where the questions were unclear, respondents' feedback was amended and improved for clarity. This pilot study was very useful, as it helped pinpoint areas to refine the research questions, understand the best technology and delivery method for the surveys, and provide an estimate of the time and resources that might be involved in rolling out the research at a larger scale.

4.11 Study Limitation

One of the study limitations is finance. The project will require a significant amount of capital to print the questionnaire and distribute it to the participants. The other limitation is the study population, in which employees may fail to deliver correct information for fear of exposure.

4.12 Chapter Summary

The chapter provided the methods that were undertaken in order to achieve the research objectives. This study implemented quantitative and qualitative approaches. As there are 5 major objectives of the study. Each objective needed its own distinct methodology, hence, there has been lots of work to collect the data from many places and from different populations. There have been questionnaires distributed to the supervisors and questionnaires to the employees. On the other hand, there were questionnaires distributed to the customers. The questionnaires were thoroughly studied and linked to the literature. The literature has been critically reviewed in order to conduct the study perfectly, and also to link the results and findings with previous studies. COVID-19 was heavily spread during the collection of data for this study. Although it hindered the data collection process, but the study continued and data were collected and COVID-19 effect on job satisfaction has been included in the study for more realistic outcomes. Moreover, qualitative analysis for the results was undertaken to present the results in more detail and to be more comprehensive. All in all, the study implemented numerous data collection processes and analysis to achieve its goals.

CHAPTER -5-

RESULTS AND FINDINGS

5.1 Introduction

This chapter outlines the findings of the fieldwork. Altogether, there were 95 responses to the customer survey, 100 responses to the employee survey, and 20 responses to the supervisor survey. The following sections explain how the data was prepared and analysed.

5.2 Data Preparation

The initial process involved downloading the data collected using Survey Monkey and Google Forms. Then, charts were derived from the respective software, while further analyses on the selected questions were performed in SPSS. Notably, most data processing and preparation were conducted on SPSS, including further research to develop and gain insights related to employee and customer satisfaction in Starbucks Qatar. Finally, the entire process involved downloading the output from Survey Monkey and Google Forms into CSV files and uploading the information for transformation in SPSS. The process involved in following steps:

The first step was to ensure that the data analysed using SPSS was set to the correct level of measurements, primarily changing the information into ordinal rather than nominal or scale. The process was necessary because most of the SPSS analysis questions were Likert-style rankings comprised of 5 scales, ranging from “strongly agree” to “strongly disagree.” The second step was to assign numbers to each order for more straightforward computation. Thus, ‘strongly agree’ was a ‘5’, ‘agree’ was a ‘4’, ‘neutral’ was a ‘3’, ‘disagree’ was a 2, and ‘strongly disagree’ was a ‘1’. This transformation enabled the use of SPSS to perform factor analysis. The third step to prepare the data was to group key variables through data reduction. In this method, the various statements used to assess a given variable, for example, customer

satisfaction, were grouped to create a new variable. For instance, if a question includes three statements designed to assess the respondent's satisfaction with the coffee shop, these three statements were grouped into a new variable, called "customer satisfaction."

5.3 Cronbach's alpha

Internal consistency of the employees' scale was analysed using SPSS reliability testing, the reliability test showed Cronbach's alpha of 0.971. This result indicates that the items have high internal consistency.

5.4 Factor Analysis

Before running the analysis, it was necessary to check the relationship between the variables. This is called factor analysis (Thompson, 2004). The main idea of the factor analysis is to ensure that the variables in a survey (factors) measure precisely what they are intended to measure. For example, are the questions on feedback sufficient to measure feedback. This would ensure that the findings from the survey are reliable.

There are two types of factor analysis: exploratory and confirmatory. This research is focused on exploratory factor analysis (EFA), which is used to identify the underlying relationship between the key variables being tested. This is important to understand which factors influence variables and which 'go together. It is also used to find the smallest number of common factors that account for the correlations between variables in the data (Thompson, 2004).

Four important thresholds reflect how well the variables "go together" and how reliable they measure the dependent variable. These are the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), communalities, cumulative variance (from the Eigenvalues), and component matrix (from the principal component analysis). The KMO score reveals whether or not the sample size is adequate. Communalities indicate the proportion of each variable's

variance that the factors explain. The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the minimum KMO should be > 0.7 , the commonalities > 0.5 , the cumulative variance $> 60\%$ and the component matrix > 0.5 .

5.5 Customer Survey

The customer survey contained 22 questions and was completed by 95 respondents. Some questions were analysed using Microsoft Excel and other survey software such as SurveyMonkey. These questions were fairly straightforward, requiring respondents to answer “yes” or “no” or provide data about their coffee habits. Other questions were analysed using SPSS. These questions were typically Likert-scale questions, as they are ordinal data. Table 5-1 below shows the breakdown of questions that were analysed.

Table 5-1: Customer survey analysis plan

Customer Survey	
Charts:	SPSS:
1 - 2 - 3 - 4 - 5 - 6 - 8 - 9 - 10 - 11 -14 - 15- 20 - 21 – 22	7 - 12 - 13- 16 - 17 - 18 – 19

5.5.1 Chart Results

Q1 asked if respondents were coffee drinkers. Eighty-four respondents (88% of the sample) answered in the affirmative. This high rate of coffee drinkers is positive, as it suggests that the sample is highly homogenous, and the survey results can be relied upon for the investigation of the thesis questions.

Q2 asked what times of the day respondents take their coffee. **Chart 2 shows the distribution of responses.** The overwhelming majority drink coffee in the early morning (74 respondents representing 78% of the sample). The second most popular time to drink coffee is in the evening, with 33 respondents (representing 35% of the sample) indicating this. Overall, this question shows that customers drink coffee throughout the day, with the majority ensuring that they take it as a morning beverage.

Q3 asked how often respondents drink coffee. **Chart 3 shows the distribution of responses.** Seventy-nine respondents (representing 83% of the sample) drink coffee every day. This echoes the responses in Q2. 10 respondents (representing 11% of the sample) drink coffee every week, and the remaining six respondents (representing 6%) rarely drink coffee. It is likely that these six respondents also answered 'No' to being coffee drinkers in Q1.

Q4 asked customers to indicate all the reasons why they drink coffee. **Chart 4 shows the distribution of responses.** The top responses are "I love the taste" (63 respondents), "it keeps me awake" (49 responses), "it helps me focus on my tasks" (40 responses), "it is a habit for me" (35 responses), "I find it relaxing" (32 responses), "it makes me feel warm and comfortable" (29 responses) and "I love socializing around coffee" (23 responses). From these responses, it can be deduced that the main reasons customers drink coffee are energy, alertness, and focus.

Q5 asked customers what type of coffee they drink. **Chart 5 shows the distribution of responses.** The top three most popular types of coffee are espresso (33 out of 95 respondents drink this), cappuccino (22 out of 95 respondents drink this), and black coffee with sugar (18 out of 95 respondents drink this). Cafe au Lait and Cafe Mocha are the least popular options, with only four respondents drinking these.

Q6 asked respondents to name the coffee shops they visit. **Chart 6 shows the distribution of responses.** Starbucks is the most popular coffee shop, with 41% of respondents visiting. However, 34% of customers cited other coffee shops like those they visit. This suggests that other brand names are not included in the survey that customers are familiar with and patronize.

Q8 asked respondents how much time they spend in coffee shops, on average. **Chart 8 shows the distribution of responses.** Half of the respondents either spent less than 30 mins in the coffee shop (14 respondents reflecting 15% of the sample), between 30 to 60mins in the coffee shop (30 responses reflecting 32% of the sample), or simply collected their coffee and go (19 responses reflecting 20% of the sample).

Q9 asked respondents how many times they visit Starbucks specifically. **Chart 9 shows the distribution of responses.** 32% of respondents said they never visit, 28% said they visit once or twice a month, 14% said they visit three to five times a month, 11% said they visit once or twice a week. The responses to Q9 contrast with the rest of the responses to the survey. In Q6, respondents rated Starbucks as the most popular shop, while in Q8, they highlighted spending at least 30 to 60 mins in the coffee shop on each visit. Therefore, it is surprising that most respondents to Q9 said they never visit Starbucks.

Q10 asked respondents if they purchased a cup of coffee upon each visit to Starbucks. **Chart 10 shows the distribution of responses.** 58% said yes, while 42% said no. This means that nearly half of the respondents visit Starbucks but do not purchase coffee. Perhaps they purchase something else or do not buy anything at all.

Q11 asked respondents what items they purchase from Starbucks. **Chart 11 shows the distribution of responses.** 68% reported buying coffee only, 26% reported buying coffee and snacks, and 5% reported buying coffee and a sandwich. These answers align with Q8, as

respondents report spending less than one hour in the coffee shop or simply grabbing their coffee and going away.

Q14 asked respondents if they order online or directly in the coffee shop. 72% of respondents order directly in the store, while 23% order via both channels—only 5% order online.

Q15 asked respondents to indicate whom they visit Starbucks with if anyone. **Chart 15 shows the distribution of responses.** Again, the responses are fairly evenly distributed. 23% visit with family, 20% visit with friends, 17% go to Starbucks alone, and 18% visit with all of the above. This means they can either go alone, work with colleagues, or family and friends.

Q20 asked respondents how many complaints they have had about Starbucks in the past three months. **Chart 20 shows the distribution of responses.** 78% have zero complaints, while 16% have complained once or twice.

Q21 asked respondents how frequently they had referred a friend or family member to Starbucks in the past three months. 47% of respondents have not referred anyone to Starbucks in this time frame, 33% have referred Starbucks once or twice, and 13% have referred Starbucks three to five times in the past 90 days.

Q22 asked respondents if they were still comfortable visiting the coffee shop following covid-19. Again, 65% responded ‘Yes’ to visiting and sitting down to have a coffee, while 15% stated that they preferred to visit and take-away their coffee, and 13% responded ‘No’ to visiting a coffee shop at all.

5.5.2 SPSS Results

Customer Survey Results are shown in Table 5-2. Q7 asked respondents to rank the importance of taste, price, speed of service, cleanliness, friendly employees, amenities, all of the above or other when they visit a coffee shop. The ranking runs in ascending order, from 1 = ‘not important’ to 5 = ‘extremely important. Cleanliness was the factor that had the highest

percentage of 'extremely important' rankings (81%). This means that 81% of respondents regard cleanliness as "extremely important". Taste followed this (66% of respondents ranked it extremely important). Friendly employees had a 45% ranking, speed of service had a 35% ranking, price and amenities were jointly ranked extremely important by 29% of respondents.

Eighty-seven respondents stated that cleanliness was either a 4 or a 5 in terms of importance. This is 92% of the sample.

Eighty-one respondents stated that taste was either a 4 or a 5 in terms of importance. This is 85% of the sample.

Seventy-five respondents stated that the friendliness of employees was either a 4 or a 5 in terms of importance. This is 79% of the sample.

Sixty-six respondents stated that the speed of service was either a 4 or a 5 in terms of importance. This is 70% of the sample.

Q12 asked respondents to list all the reasons why they buy from Starbucks. The top three reasons are that Starbucks offers high-quality coffee and food (49.5% of respondents), that it is the closest coffee shop (28% of respondents), and that it has a good atmosphere (22% of respondents). Other responses include the friendliness of employees (21% of respondents), brand and reputation (17% of respondents), the excellent customer service provided by employees (16% of respondents), and the recommendation of family and friends (14% of respondents).

Q13 asked respondents why they prefer Starbucks to other coffee shops. The top three reasons are high-quality coffee and food (49.5%), price (25%), friendly employees (24%), and fast and reliable service (24%). Other reasons are good atmosphere (23%), brand and reputation (21%), and the excellent customer service of employees (14%). Once again, the high quality of coffee

and food was ranked as the top reason, similar to Q12. Again, 49.5% of respondents said that the high quality of coffee and food is why they prefer Starbucks to other coffee shops. What is instructive is that although the friendliness of employees was ranked among the top three reasons why customers visit Starbucks, only 24% of respondents feel that friendly employees are a reason to prefer Starbucks over other coffee shops.

Q16 asked respondents to rank their level of satisfaction with the speed of service, employee style, level of sanitation, friendliness of the employee, cleanliness of the store, and employee knowledge of ingredients and products. The ranking runs in ascending order, from highly satisfied to highly dissatisfied.

Seventy-nine respondents stated that they were “satisfied” or “highly satisfied” with the friendliness of the employees.

Seventy-eight respondents stated that they were “satisfied” or “highly satisfied” with the speed of service.

Seventy-six respondents stated that they were “satisfied” or “highly satisfied” with the cleanliness of the store

Seventy-six respondents stated that they were “satisfied” or “highly satisfied” with the level of sanitation used in preparing their order.

Seventy-six respondents stated that they were ‘satisfied’ or ‘highly satisfied’ with the employees' style and skills in preparing their orders.

Seventy-five respondents stated that they were ‘satisfied’ or ‘highly satisfied’ with the employee's knowledge of ingredients and products.

The results suggest that the friendliness of the employees is the most important factor in customer satisfaction, followed by speed of service, cleanliness of the store, and the employees' skills and knowledge in producing their order.

Q17 and Q18 were designed to test customer perception about employee behaviour. Respondents were presented with a number of statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Each question was designed to test an element of employee behaviour. Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree.’

The reliability scores help explain the responses to Q14, in which customers were asked if they ordered online or directly in the coffee shop. 72% of respondents order directly in the store, while 23% order via both channels—only 5% order online. Only 39 out of 95 respondents believe that their order is speedily prepared and ready when they order online. Nearly twice this number receive reliable and speedy service when they order in the store.

Table 5-2: Customer Survey Results

Element	Statements	No. of ‘strongly agree’ or ‘agree.’
Accuracy	Employees at Starbucks always get my order right	76 respondents
Insights	Employees at Starbucks always tell me about new products and promotions or deals	61 respondents
Responsiveness	Employees at Starbucks do “extra things” to make me a happy customer	43 respondents
	Employees at Starbucks are quick to respond to my questions and concerns	71 respondents
	Employees at Starbucks fix my complaints and problems quickly	64 respondents
Reliability	When I order in the store, my order is ready within 5-10 mins	76 respondents
	When I order online, my order arrives on time	39 respondents
Assurance	My order is prepared with high sanitation and care	71 respondents

Respect	Starbucks employees listen to me	73 respondents
	Employees at Starbucks help me select the best food and coffee items to buy	57 respondents
	Employees at Starbucks are friendly and welcoming	77 respondents

Q19 sought to test the impact of the customer experience at Starbucks on the market positioning of the firm. Customers were asked to rank three statements, from ‘strongly agree’ to ‘strongly disagree.’ Forty-seven respondents agreed or strongly agreed that they would order from Starbucks in the next 30 days. Forty-one respondents agreed or strongly agreed that they would recommend Starbucks to someone in the next 30 days. Finally, 43 respondents agreed or strongly agreed that they were very likely to recommend Starbucks to a family or close friend.

5.6 Employee Survey

The employee survey contained 11 questions and was completed by 100 respondents. Some questions were analysed using Microsoft Excel. These questions were fairly straightforward, requiring respondents to answer “yes” or “no” or provide data about their coffee habits. Other questions were analysed using SPSS. These questions were typically Likert-scale questions, as they are ordinal data. Table 5-3 below shows the breakdown of questions that were analysed.

Table 5-3: Employee survey analysis plan

Employee Survey	
Charts:	SPSS:
8 - 9 - 10 - 11	1 - 2 - 3 - 4 - 5 - 6 - 7

5.6.1 SPSS Results

SPSS was used to perform an Exploratory Factor Analysis to find out which of the four statements are driving the responses on each factor of job satisfaction, e.g., Enterprise Climate. For ease of coding and computation, the preparation step is to assign numbers to each ranking.

Thus, 'strongly agree' = '5', 'agree' = '4', 'neutral' = '3', 'disagree' = '2', and 'strongly disagree' = '1'.

The test performed in SPSS was for Principal Component Analysis. The analysis produced the following items: a correlation matrix, a KMO and Bartlett's Test, a table of communalities between the statements tested, a table of variances, and a component matrix.

Q1 was designed to test Enterprise Climate in the work environment. Employees were presented with four statements and asked to highlight their opinions, ranging from 'strongly agree' to 'strongly disagree.' Below are the statements, the elements they test, and the number of respondents who 'strongly agree' or 'agree.'

Among the statements, employees feel strongest about working for Starbucks (92% of the sample). However, the percentage of employees who would recommend someone to work at Starbucks is lower (84% of the sample). This suggests that although employees are proud to work for Starbucks, they would not recommend working here. Enterprise climate in the work environment results are shown in Table 5-4.

Table 5-4: Enterprise Climate in the Work Environment

Element	Statements	No. of 'strongly agree' or 'agree.'
ENTERPRISE CLIMATE	My work environment allows me to work distraction-free when I need to	88 respondents
		87 respondents

	I am satisfied with the level of comfort in my physical workplace	84 respondents
	I would refer someone to work here	92 respondents
	I am proud to work for my company	

The correlation matrix provides numbers to indicate the correlation between different statements measuring Enterprise Climate. For example, the numbers show that “My work environment allows me to work distraction-free when I need to” is not as strongly correlated to the remaining statements because it has the lowest correlation coefficients relative to the other three statements.

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . The KMO score is **0.753**, the sample size of 100 respondents is adequate to test for Enterprise Climate.

The table of communalities indicates the proportion of each variable’s variance that the factors can explain. For example, **79.5%** of the variance in “I would refer someone to work here” has been accounted for by the extracted factors, and **75.2%** of the variance in “I am satisfied with the level of comfort in my physical workplace” has been accounted for by the extracted factors. Here, the weakest variable is “My work environment allows me to work distraction-free when I need to,” as the extracted factors have accounted for only 49.4% of its variance.

The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is “I would refer someone to work here” (**0.892**), and the second most contributive statement is “I am satisfied with the level of comfort in my physical workplace” (**0.867**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. The statement (“I would refer someone to work here”) accounts for **67.9%** of the total variance in the results. This finding is expected, given that this statement shares the highest correlation coefficients with all the other three statements (0.599 - 0.677).

Thus, it can be concluded that the drivers of Enterprise Climate as a factor of job satisfaction are the extent to which employees would refer someone to work at Starbucks and are satisfied with the level of comfort in their physical workplace.

Q2 was designed to test Career Advancement in the work environment, as shown in Table 5-5. Employees were presented with eight statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree.’

Employees feel that they go above and beyond their limits to carry out tasks assigned to them (89% of the sample) and have enough training to solve customer issues, but only 83% feel that strong customer service is a criterion for getting promoted in Starbucks. Given that 88% of employees know what is required to gain a promotion in Starbucks. Therefore, these statements suggest that Starbucks looks for other criteria to promote employees.

Table 5-5: Career Advancement in the Work Environment

Element	Statements	No. of ‘strongly agree’ or ‘agree.’
CAREER ADVANCEMENT	I have the opportunity to grow within my company	85 respondents
	I know what is required to gain a promotion in my company	88 respondents

	My company makes use of my strengths	88 respondents
	Hard work is recognized in this company	85 respondents
	Employees with strong customer service get promoted in this company	83 respondents
	I have the opportunity to improve my skills	88 respondents
	I go beyond my limits to fulfil a task	89 respondents
	I have enough training to solve customer issues	89 respondents

The correlation matrix provides numbers to indicate the correlation between different statements measuring Career Advancement. The numbers show variable correlation, ranging from 56.5% to 83.9%.

It is interesting to see that there is a very high and positive correlation between the statements “Hard work is recognized in this company” and “I have the opportunity to improve my skills” (87.6%) and “I have enough training to solve customer issues” (83.9%).

It is also notable that the lowest correlation is between the two statements “Hard work is recognized in this company” and “I go beyond my limits to fulfil a task” (56.5%). The second-lowest correlation is between the two statements “I know what is required to gain a promotion in my company” and “Employees with strong customer service get promoted in this company” (58.3%).

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . For example, the KMO score is **0.909**, the sample size of 100 respondents is adequate to test for Career Advancement.

The table of communalities indicates the proportion of each variable's variance that the factors can explain. **83%** of the variance in "I have the opportunity to improve my skills" has been accounted for by the extracted factors, and **82.6%** of the variance in "I have enough training to solve customer issues" has been accounted for by the extracted factors. Here, the weakest variable is "I go beyond my limits to fulfil a task," as the extracted factors have only accounted for 64.6% of its variance.

The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is "I have the opportunity to improve my skills" (**0.911**), and the second most contributive statement is "I have enough training to solve customer issues" (**0.909**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. The statement ("I have the opportunity to improve my skills") accounts for **75.4%** of the total variance in the results.

Thus, it can be concluded that the drivers of Career Advancement as a factor of job satisfaction are the extent to which employees have the opportunity to improve their skills and receive training to solve customer issues.

Q3 was designed to test Recognition as a factor of employee satisfaction, and Table 5-6 presents the results. Employees were presented with three statements and asked to highlight their opinions, ranging from 'strongly agree' to 'strongly disagree.' Below are the statements, the elements they test, and the number of respondents who 'strongly agree' or 'agree'.

Employees feel respected and recognized by their supervisors. As a result, there is a high level of recognition from supervisors.

Table 5-6: Recognition as a Factor of Employee Satisfaction

Element	Statements	No. of 'strongly agree' or 'agree.'
RECOGNITION	I frequently receive recognition from my supervisor	82 respondents
	I feel respected by my supervisor	89 respondents
	I feel like recognition is meaningful when I receive it	90 respondents

The correlation matrix provides numbers to indicate the correlation between different statements measuring Recognition. The numbers show variable correlation, ranging from 68% to 74.1%.

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . The KMO score is **0.738**, the sample size of 100 respondents is adequate to test for Recognition.

The table of communalities indicates the proportion of each variable's variance that the factors can explain. **81.7%** of the variance in "I feel like recognition is meaningful when I receive it" has been accounted for by the extracted factors, and **81.5%** of the variance in "I frequently receive recognition from my supervisor" has been accounted for by the extracted factors. Here, the weakest variable is "I feel respected by my supervisor," as the extracted factors have accounted for only 77% of its variance.

The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the

variable, the more it contributes to the factor being examined. In this case, the most contributive statement is “I feel like recognition is meaningful when I receive it” (**0.904**), and the second most contributive statement is “I frequently receive recognition from my supervisor” (**0.903**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. The statement (“I feel like recognition is meaningful when I receive it”) accounts for **80%** of the total variance in the results.

Thus, it can be concluded that the drivers of Recognition as a factor of job satisfaction are the extent to which employees feel that they receive meaningful recognition and the frequency with which they receive recognition from their supervisor.

Q4 was designed to test Feedback as a factor of employee satisfaction, as presented in Table 5-7. Employees were presented with six statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree’.

In addition to receiving recognition and respect, employees have the opportunity to both give to and receive feedback from supervisors.

Table 5-7: Feedback as a Factor of Employee Satisfaction

Element	Statements	No. of ‘strongly agree’ or ‘agree.’
FEEDBACK	My supervisor cares about my feedback	87 respondents
	I can share my honest thoughts with my supervisor	87 respondents
	My supervisor encourages me to give my opinion	87 respondents

	I receive constructive feedback from my supervisor	88 respondents
	When customers praise me, my supervisor tells me	86 respondents
	My supervisor praises me when I have done a good job	86 respondents

Analysis:

The correlation matrix provides numbers to indicate the correlation between different statements measuring Feedback. The numbers show variable correlation, ranging from 61.9% to 80.9%. It is interesting to see that there is a very high and positive correlation between the statements “My supervisor praises me when I have done a good job” and “I can share my honest thoughts with my supervisor” (80.9%) and “I receive constructive feedback from my supervisor” (80.4%).

It is also notable that the lowest correlation is between the two statements “When customers praise me, my supervisor tells me” and “I receive constructive feedback from my supervisor” (61.9%).

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . For example, the KMO score is **0.905**, the sample size of 100 respondents is adequate to test for feedback.

The table of communalities indicates the proportion of each variable’s variance that the factors can explain. For example, **81.8%** of the variance in “I can share my honest thoughts with my supervisor” has been accounted for by the extracted factors, and **80.7%** of the variance in “My supervisor praises me when I have done a good job” has been accounted for by the extracted factors. Another strong communality is in the statement “My supervisor encourages me to give

my opinion,” which has **80.3%** of the variance accounted for by the extracted factors. Here, the weakest variable is “When customers praise me, my supervisor tells me” as the extracted factors have accounted for only 71.3% of its variance.

The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is “I can share my honest thoughts with my supervisor” (**0.904**), and the second most contributive statement is “My supervisor praises me when I have done a good job” (**0.898**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. For example, the statement “I can share my honest thoughts with my supervisor” accounts for 77.8% of the total variance in the results.

Thus, it can be concluded that the drivers of Feedback as a factor of job satisfaction are the extent to which employees can share their honest feedback with their supervisor and receive meaningful praise when they have done a good job. However, it appears that when customers praise employees, this feedback is not translated back to them. This may also explain why it appears that strong customer service is not a high criterion for getting promoted, as seen in the exploratory factor analysis for Career Advancement.

Q5 was designed to test Autonomy as a factor of employee satisfaction; table 5-8 presents the results. Employees were presented with four statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree’.

There are high levels of autonomy that employees at Starbucks enjoy. In addition to being sufficiently trained to solve customer issues, employees are encouraged to use their initiative to serve customers (90% of the sample) and resolve customer complaints and problems (89% of the sample).

Table 5-8: Autonomy as a Factor of Employee Satisfaction

Element	Statements	No. of 'strongly agree' or 'agree'
AUTONOMY	My supervisor trusts me to make decisions about my work	81 respondents
	My supervisor encourages me to use my initiative to satisfy customers	90 respondents
	When a customer has a problem, I can solve it without checking with my supervisor	89 respondents
	My supervisor supports my decisions to serve customers and excel	87 respondents

The correlation matrix provides numbers to indicate the correlation between different statements measuring Autonomy. The numbers show variable correlation, ranging from 32.9% to 77.8%. It is interesting to see that there is a very high and positive correlation between the statements “My supervisor encourages me to use my initiative to satisfy customers” and “My supervisor supports my decisions to serve customers and excel” (77.8%).

It is also notable that the lowest correlation is between the two statements “My supervisor encourages me to use my initiative to satisfy customers” and “When a customer has a problem, I can solve it without checking with my supervisor” (32.9%). This suggests that although employees receive ample training in dealing with customers and feel confident in the level of

training that they have received, they are only free to use their initiative to serve customers, but not to solve customers' problems.

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . For example, the KMO score is **0.699**, the sample size of 100 respondents is adequate to test for Autonomy.

The table of communalities indicates the proportion of each variable's variance that the factors can explain. For example, **78.5%** of the variance in "My supervisor supports my decisions to serve customers and excel" has been accounted for by the extracted factors, and **78.4%** of the variance in "My supervisor trusts me to make decisions about my work" has been accounted for by the extracted factors. Here, the weakest variable is "When a customer has a problem, I can solve it without checking with my supervisor," as the extracted factors have accounted for only 54.6% of its variance.

The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is "My supervisor supports my decisions to serve customers and excel" (**0.886**), and the second most contributive statement is "My supervisor trusts me to make decisions about my work" (**0.885**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60%$. The statement "My supervisor supports my decisions to serve customers and excel" accounts for 69.2% of the total variance in the results. Thus, it can be concluded that the drivers of Autonomy as a factor of job satisfaction

are the extent to which employees trust their supervisor to serve customers and execute their work in general.

Q6 was designed to test Support as a factor of employee satisfaction, as shown in Table 5-9. Employees were presented with five statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree’. For example, employees place high levels of trust in their supervisors (88% of the sample) and believe their supervisor provides coaching and training on areas of work improvement (88% of the sample).

Table 5-9: Support as a factor of Employee Satisfaction

Element	Statements	No. of ‘strongly agree’ or ‘agree’
SUPPORT	My supervisor has a plan for my progress at work	85 respondents
	My supervisor helps me achieve my career ambitions	84 respondents
	I trust my supervisor to do what he/she says they will do	88 respondents
	My supervisor gives me coaching and training to improve my work	88 respondents
	My supervisor cares about my career development	85 respondents

The correlation matrix provides numbers to indicate the correlation between different statements measuring Support. The numbers show variable correlation, ranging from 60.3% to 79.7%. It is interesting to see that there is a very high and positive correlation between the statements “My supervisor cares about my career development” and “My supervisor helps me achieve my career ambitions” (79.7%). It is also notable that the lowest correlation is between the two statements “My supervisor gives me coaching and training to improve my work” and

“My supervisor has a plan for my progress at work” (60.3%). Overall, the statement “My supervisor gives me coaching and training to improve my work” exhibits the lowest correlation to all other statements - all values are less than 70%.

The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . The KMO score is **0.89**; therefore, the sample size of 100 respondents is adequate to test for Support.

The table of communalities indicates the proportion of each variable's variance that the factors can explain. For example, **83.4%** of the variance in “My supervisor cares about my career development” has been accounted for by the extracted factors, and **81.2%** of the variance in “My supervisor helps me achieve my career ambitions” and also “I trust my supervisor to do what he/she says they will do” has been accounted for by the extracted factors. Here, the weakest variable is “My supervisor gives me coaching and training to improve my work,” as the extracted factors have only accounted for 65.9% of its variance. The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is “My supervisor cares about my career development” (**0.913**), and the second most contributive statement is “I trust my supervisor to do what he/she says they will do” (**0.901**).

The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. For example, the statement “My supervisor cares about my career development” accounts for 78.05% of the total variance in the results. Thus, it can be concluded that the drivers of Support as a factor of job satisfaction

are the extent to which employees believe their supervisors care about their career development and trust that supervisors will keep their word about what they have said.

Q7 was designed to test Supervisor as a factor of employee satisfaction, as shown in Table 5-10. Employees were presented with four statements and asked to highlight their opinions, ranging from ‘strongly agree’ to ‘strongly disagree.’ Below are the statements, the elements they test, and the number of respondents who ‘strongly agree’ or ‘agree’.

Table 5-10: Supervisor as a Factor of Employee Satisfaction

Element	Statements	No. of ‘strongly agree’ or ‘agree’
SUPERVISOR	My supervisor finds opportunities for me to grow and learn in my job	86 respondents
	My supervisor encourages me to give my best effort	89 respondents
	I am rewarded for my dedication and commitment towards the work	83 respondents
	My supervisor treats all team members equally	81 respondents

The correlation matrix provides numbers to indicate the correlation between different statements measuring the Supervisor as a factor of job satisfaction. The numbers show variable correlation, ranging from 60.9% to 75.9%. It is interesting to see that there is a very high and positive correlation between the statements “My supervisor treats all team members equally” and “My supervisor finds opportunities for me to grow and learn in my job” (75.9%) and also “My supervisor encourages me to give my best effort” (75.9%). It is also notable that the lowest correlation is between the two statements “My supervisor encourages me to give my best effort” and “I am rewarded for my dedication and commitment towards the work” (60.9%). This echoes the findings from Career Advancement, in which effort is disconnected from

reward. The KMO score reveals whether or not the sample size is adequate. For acceptance, the minimum KMO should be > 0.7 . The KMO score is **0.821**, so the sample size of 100 respondents is adequate to test for Supervisor.

The table of communalities indicates the proportion of each variable's variance that the factors can explain. For example, **84.9%** of the variance in "My supervisor finds opportunities for me to grow and learn in my job" has been accounted for by the extracted factors, and **79.7%** of the variance in "My supervisor treats all team members equally" has been accounted for by the extracted factors. Here, the weakest variable is "I am rewarded for my dedication and commitment towards the work," as the extracted factors have accounted for only 71% of its variance. The component matrix shows the loadings of the variables on the factor extracted. For acceptance, the minimum component matrix should be > 0.5 . The higher the value of the variable, the more it contributes to the factor being examined. In this case, the most contributive statement is "My supervisor finds opportunities for me to grow and learn in my job" (**0.921**), and the second most contributive statement is "My supervisor treats all team members equally" (**0.893**). The cumulative variance is calculated from the Eigenvalues and tells us which factors account for the most variance, individually and cumulatively (Rietveld and Van Hout, 1993). For acceptance, the cumulative variance should be $> 60\%$. The statement "My supervisor finds opportunities for me to grow and learn in my job" accounts for 78% of the total variance in the results. Thus, it can be concluded that the drivers of the Supervisor as a factor of job satisfaction are the extent to which employees are convinced that supervisors find opportunities for them to grow and learn in their job and treat all team members equally.

5.6.2 Summary of SPSS Analysis

The exploratory factor analysis suggests that employees receive constructive feedback from their supervisors frequently, believe that this feedback is meaningful, have sufficient

opportunities to improve their skills, and have enough training to solve customer issues. However, it appears that they do not receive the positive feedback that customers, only the complaints, give. In addition, although hard work is recognized in Starbucks, employees feel that despite knowing what is required to gain a promotion in Starbucks, the requirement is not based on great customer service because there is a weak correlation between this and employees who are promoted on the basis on solid customer service. Furthermore, the effort is disconnected from the reward. Although employees receive feedback and are encouraged to give their best efforts, they are not rewarded for their dedication and commitment towards the work, as shown in the exploratory factor analysis for the Career Advancement and Supervisor factors.

5.6.3 Chart Results

Q8 asked employees to rank three statements about their supervisor from 1 to 5, with 1 = low/poor and 5 = high/great. Chart 8 shows the results.

66% of employees ranked trust in their supervisor as a 4 or 5.

63% of employees ranked their supervisor's transparency as a 4 or 5.

64% of employees ranked their supervisor's recognition of their contributions as a 4 or 5.

Q9 asked employees to rank six statements about their work-life before and after COVID-19 from 1 to 5, with 1 = low/poor and 5 = high/great. To properly interpret, a tabulation of the results has been prepared.

COVID-19 has impacted the employees' work-life balance, workload, and job security. Whereas 67% of employees rated their work-life balance as good or great, only 43% feel the same way post-COVID-19. The pattern is similar for the workload (65% before, 42% after) and job security (66% before, 40% after). This suggests that the workload has increased, which

may have affected the work-life balance. In addition, employees are not feeling secure in their jobs. Table 5-11 presents the results of employees' work-life during COVID-19.

Table 5-11: Work-life During COVID-19

Factor	Before COVID-19	After COVID-19
	% of '4' or '5' rankings	% of '4' or '5' rankings
Work-life balance	67%	43%
Workload	65%	42%
Job Security	66%	40%

Q10 asked employees five questions relating to covid-19. The results are below. 84% of employees said that Starbucks had reorganized the workplace in 12 months. Second, 73% are concerned about covid-19 affecting their job, but only 52% are concerned about it affecting their company. Third, despite experiencing increased workload and reduced work-life balance, only 27% of employees are more frustrated in their job, and only 11% are more angry in their job. This suggests that employees are not experiencing the increased stress associated with a greater workload.

Q11 asked employees two questions about team size in the past 12 months and the following 12 months. 69% of employees reported that their team has grown more prominent in the past 12 months, rather than staying smaller or remaining unchanged. Conversely, 16% said their team has grown smaller. Thus, 85% of employees have experienced some change in the size of their team in the past 12 months.

51% of employees reported that their team would grow bigger in the next 12 months, and 7% said their team would grow smaller. Compared to the past 12 months, just 58% of employees expect a change in their team size in the next 12 months.

5.7 Supervisor Survey

The supervisor survey contained seven questions and was completed by 20 respondents. Some questions were analysed using Microsoft Excel, and others were analysed using infographic software such as Word Cloud Generators. A Word Cloud is also known as a tag cloud and is a visual representation of words based on frequency. Table 5-12 below shows the breakdown of questions that were analysed.

Table 5-12: Supervisor survey analysis plan

Supervisor Survey	
Word Cloud:	Charts:
1 - 2 - 3 - 4 - 5	6 - 7

5.7.1 Word Cloud Results

Q1 asked supervisors to state three words that their colleagues and team would use to describe them. The responses have been collated into a Word Cloud using infographic software and are shown in Figure 5-1. The results show that most supervisors believe their colleagues and team would describe them as friendly, helpful, approachable, responsible, fair, passionate, and kind.



Figure 5-1 Word cloud – words to describe the supervisor

Q2 asked supervisors about the techniques that they use to motivate their team. The responses have been collated into a Word Cloud using infographic software and are shown in Figure 5-2. The results show that most supervisors primarily use feedback, openness, and rewards to motivate their team.

These findings echo the employee survey results, in which more than 80% of employees frequently receive recognition from their supervisor, feel respected by their supervisor, and feel like recognition is meaningful when they receive it. In addition, over 85% of employees believe that they receive constructive feedback from their supervisor, that their supervisor cares about the feedback they have to share, that they can share their honest thoughts with their supervisor, and that their supervisor encourages them to offer honest opinions.



Figure 5-2 Word cloud – techniques to motivate the team

Q3 asked supervisors about their preferred methods of communicating with their team. The responses have been collated into a Word Cloud using infographic software and are shown in Figure 5-3. The results show that WhatsApp is the dominant method of communication. Other preferred methods are email and face-to-face communications. WhatsApp® is preferred because it is a quick and easy way to share audio and visual information directly to one person or the entire team. Thus, it helps supervisors communicate in a four-way matrix: audio information to one person, audio information to a team, visual information to one person, and visual information to a team. This makes WhatsApp superior to email communications and quicker than direct, face-to-face communications.

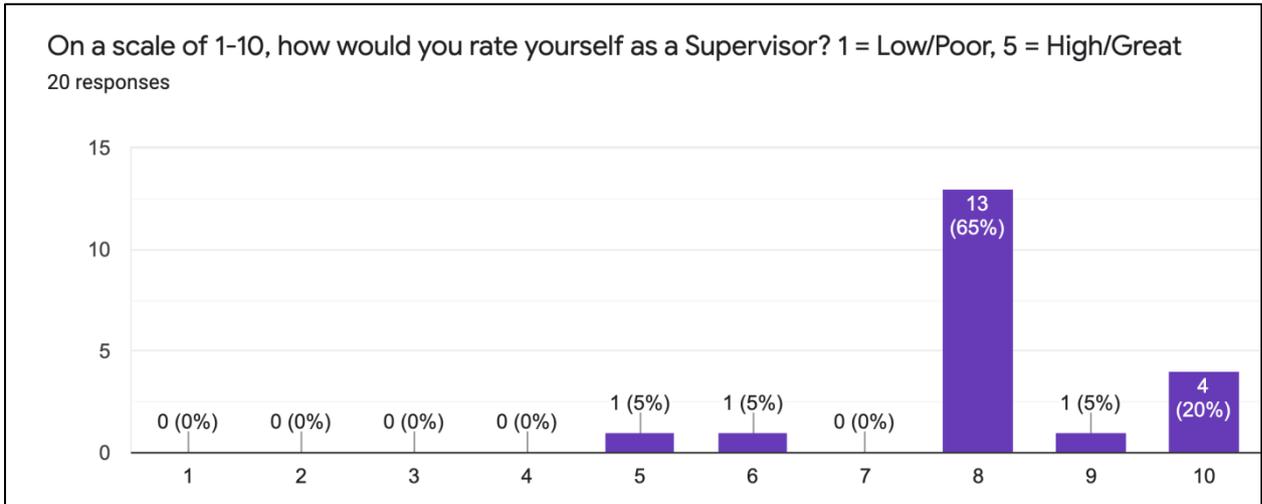


Figure 5-6 Supervisors' self-assessment

Q7 asked supervisors 19 questions about how they like to work with their team and the extent to which they perform these activities ‘Always’, ‘Frequently’, ‘Occasionally’, ‘Rarely’, or ‘Never’. Below are the statements and the number of respondents who voted ‘Always.’

The results show that 95% of supervisors believe they set goals and targets for team members and support their team in achieving their goals (19 out of 20 respondents). However, only 35% of supervisors discuss career advancement with their staff (7 out of 20 respondents). Table 5 13 shows the supervisors work with their team.

Table 5-13: Supervisors' work with their team

Statements	No. of ‘Always’
I like to set goals and targets for each member of my team	19 respondents
I respond quickly to issues within my team or among team members	17 respondents
I respond fairly to issues within my team or among team members?	16 respondents

Statements	No. of 'Always'
Am I open to suggestions from my team?	18 respondents
My team would describe me as someone who interacts well with others	13 respondents
I handle criticism well as a supervisor	15 respondents
Do I seek constant feedback from my team?	13 respondents
I support my team in achieving their goals	19 respondents
My team would describe me as an effective listener	15 respondents
I praise and reward teamwork among my staff	16 respondents
My team deliver above and beyond what is required in their daily work	15 respondents
I constantly seek opportunities to help my team learn and grow	17 respondents
I assign team responsibilities according to the skills of the staff	14 respondents
I assign team responsibilities according to the interests of the staff	14 respondents
I discuss career advancement with my staff	7 respondents
I encourage my team to resolve conflicts among themselves	15 respondents
I ensure my team learn new skills and challenge themselves	14 respondents
Do I act on the feedback I receive from my team?	17 respondents
I make sure great ideas receive personal credit	17 respondents

5.8 Conclusion

Based on the literature reviewed in Chapter 2, employees with a positive attitude related to their work have a significant degree of job satisfaction (Alromaihi et al., 2017). Thus, satisfied

employees would be expected to rank the survey statements highly, and there would be a high number of 'strongly agree' or 'agree' (greater than 50%). In the Employee survey, each statement testing the job satisfaction factors received a minimum of 80% 'strongly agree' or 'agree' responses. In light of the literature review, it can be concluded that employees at Starbucks have job satisfaction. Considering the effect of covid-19 on employee job satisfaction, it can be seen from the employee survey that work-life balance has declined, the workload has increased, and job security has decreased. According to Jung, Jung, and Yoon (2020), covid-19 impacted the hospitality industry, and employment uncertainties in this industry affected workers' satisfaction and ability to perform. It is unclear to what extent covid-19 has affected employees' job satisfaction at Starbucks, as the responses on statements were very high (all above 80%). Furthermore, based on the literature review, it was expected that covid-19 would affect employee performance, which would, in turn, impact customer satisfaction. Hamid et al. (2020) argue that employees fear contracting the virus, which, without doubt, has affected their performance.

The evidence from the survey is not conclusive. In the Customer survey, the responses show that customers are enjoying high levels of respect from employees, with 73% reporting that they felt listened to, 76% reporting that employees always get their order right, and 77% reporting that employees are friendly and welcoming. However, only 43% of customers felt that employees at Starbucks do "extra things" to make them happy, and only 57% felt that employees at Starbucks helped them select the best food and coffee items to buy. This could show a reduction in employee performance, which may or may not be connected to the impact of covid-19.

The literature showed that employees' physical environment affects their productivity and job satisfaction (Kim, 2005). Indeed, a good working environment aims to eliminate frustration,

worry, and anxiety and ultimately increase employee satisfaction. Furthermore, a supportive and appealing work environment is pivotal to employee job satisfaction (Saxena and Kaur, 2014). Therefore, according to the Employee survey, it can be concluded that the physical level of comfort experienced by employees is critical to their job satisfaction. Therefore, one of the critical drivers of Enterprise Climate as a factor of job satisfaction is the extent to which employees are satisfied with the level of comfort in their physical workplace.

CHAPTER -6-

DISCUSSION

6.1 Customer Satisfaction

Customers are seeking brands that they can trust with safety and quality. Starbucks is positioning itself as a quality brand capable of meeting customers' needs with the utmost security and quality. Besides, market positioning forms other significant elements towards heightened customer satisfaction, defined as a collection of creative activities that manipulate the consumers' minds in favour of the brand. Brand positioning from the literature review depicted a significant aspect toward improved customer satisfaction in that positioning helps the client undertake a comparative evaluation of how the company's brand-related or varied from other rival brands in the market. Other significant attributes towards augmented customer satisfaction with a selected brand pertain to the pricing of the products and services, the general environment, location, timeliness, and nearness to the chosen products or services. The collected data from a survey undertaken on customer satisfaction with Starbucks Coffee shop Qatar supported the existing literature on promoting customer satisfaction with a selected brand.

From the quantitative analysis, numerous factors influence customer satisfaction with services delivered by Starbucks Qatar. The collected data depicted a high level of satisfaction with the services offered at the coffee shop. For instance, 84 out of the 95 respondents in the customer survey expressed positive reactions towards Starbucks' services and products offered at the coffee shop. From the analysis, it was apparent that various factors contributed towards achieving a significantly high level of customer satisfaction. For instance, from the study, the respondents ranked the importance of taste, price, speed of service, cleanliness, friendly

employees, and amenities as contributing factors to attaining a high customer satisfaction level at Starbucks Qatar. Specifically, the respondent noted that all the above elements are essential when visiting a coffee shop. For instance, cleanliness was the factor that had the highest percentage of 'significant' rankings (81%). The majority of the customers indicated that they regarded the coffee shop's cleanliness as 'extremely important. Friendly of the staff was another imperative factor that depicted customer satisfaction with the services delivered by Starbucks Coffee Shop Qatar. From the data analysis, more than 45 % of the respondent regarded friendly staff as to why they went to Starbucks to buy coffee and other served snacks on the company's menu.

Similarly, the customers also cited the speed of service, price, and amenities as extremely important in fostering their satisfaction level with the services rendered at Starbucks coffee shop Qatar, forming a significant aspect that the respondents listed as the primary reasons why they buy from Starbucks. The top three reasons are that Starbucks offers high-quality coffee and food, nearness to the closest Starbucks coffee shop, and the excellent atmosphere offered by Starbucks environment as some of the critical factors that augment their satisfaction level. Other responses include brand and reputation, exceptional customer service provided by employees, and the recommendation of family and friends as elements that prompted the customers into buying Starbucks products. The respondents also noted that high-quality coffee and food, price, friendly employees, and fast and reliable service form the preference because they choose Starbucks over other coffee shops.

Specifically, the themes arising from the customer data analysis that augment customers' satisfaction with Starbucks Coffee Qatar included the level of accuracy depicted by the Starbucks staff getting the correct orders to the clients. In this case, 76 respondents revealed that they strongly agreed that Starbucks employees accurately deliver orders. Insights formed

another contributing factor toward enhanced customer satisfaction. The respondents indicated that employees at Starbucks always tell their clients about new items in the coffee shop's menu, among other promotional deals. The third arising theme from the collected customer satisfaction data entailed the level of responsiveness among the employees. Most of the interviewed participants depicted that staff at Starbucks are always ready to go the extra mile to make their clients happy. Besides, the respondents indicated that Starbucks employees quickly turn around to respond to raised concerns and questions and exercise promptness to fix customer complaints and any problems. The employee reliability level depicted another imperative aspect that fosters enhanced customer satisfaction with Starbucks Coffee shops in Qatar based on the data analysis. The respondents expressed that Starbucks delivers orders within 5 to 10 minutes, depending on the nature of the order products. Sanitation assurance forms another imperative attribute towards increased customer satisfaction and employee respect, as illustrated by Starbucks employees listening to their clients. Besides, the employee put forward their best level to assist the client in selecting the best food and coffee items to purchase and offering a friendly and welcoming gesture. Assurance and respect form other apparent themes from customer data, noting that customers guarantee that the ordered food materials meet a high standard and level of sanitation and care. Besides, customer data also revealed that customers play an increasing role in enhancing branding positioning in the marketplace. For instance, the respondents strongly agreed that they would order in the next 30 days, which is imperative in positioning a brand in the market.

6.2 Employee Satisfaction

In positioning consumer products in a selected marketplace, employee satisfaction plays an increasing role as the custodian of the products or services delivered by a company. However, employee satisfaction depends on varying factors that offer dignity and a sense of security.

From the literature review and the data analysis, it is apparent that employees' satisfaction level in a workplace depends on varying factors ranging from personal attributes to a workplace environment.

The first factor entails intrinsic job satisfaction, associated with the staff's sense of attainment, advancement, career growth, responsibility, recognition, and work. The second factor pertains to extrinsic job satisfaction, including working conditions, management, policies, pay, company procedures, other employees, personal life, and status. Besides, task identity, skills variety, feedback, freedom, and task importance influence formed other elements that supported job satisfaction among workers in different organizations operating in varying industries, creating a significant bottom line on employee satisfaction. The hospitality industry, which comprises companies like Starbucks, Qatar, requires employees to maintain effective work relationships with their customers. Such companies need their staff to build customer loyalty and enhance their quality forming a significant cycle of workers' performance, management support, and quality in the service industry. Working conditions, work engagement, and motivation influence employees' work satisfaction in the hospitality industry, whereby the workers' mental outlook, behaviours, and mood are crucial in enhancing customer satisfaction.

The data analysis finding supported the existing literature regarding the working environment as an essential element of employee satisfaction. For instance, 92 percent of employees who participated in the study considered the work environment one of their contributing aspects towards their satisfaction working at Starbucks Qatar. Expressly, the employees indicated that the enterprise climate offered by Starbuck Qatar enhanced their ability to work in an environment without distractions when the work calls for quietness and a high level of concentration. The data analysis also revealed significant aspects of the work environment to

promote work-related satisfaction. Most of the Starbucks Qatar employees' participants in the study noted that they were satisfied with the level of comfort that the company offered to the employee physically. The outcome included significantly high employee delights and the corresponding work productivity. Therefore, it is apparent that Enterprise Climate is one of the driving factors on job satisfaction marked by how employees would refer someone to work at Starbucks and are satisfied with the level of comfort in their physical workplace.

Another significant element that promotes workers' satisfaction in a workplace is the availability of career opportunities and advancement. Career opportunities enhance personal growth, which is one of the driving factors towards increasing a staff delight working for a selected company. For instance, based on the literature review, most companies offer their employees career opportunities that foster personal growth and advancement through opportunities to go back to school to advance their education through a corporate program that seeks to subsidize the tuition fee for the employees. Besides, companies offer employees career opportunities by providing high-level training that helps build their skills and expertise in performing various technical tasks in an organization that aligns with the employee's personal growth and life objectives. From the employee data collected from Starbucks Coffee shop Qatar, it is apparent that the company offers the employees career opportunities and advancement chances, forming a significant driving factor towards heightened employees' satisfaction with their roles at the company. Specifically, the employees noted that the company offered career advancement opportunities noting that the company helps the staff to grow within the company.

Moreover, most of the employees indicated that they were aware of the promotion requirements in the company while implying that Starbucks utilizes the staff strength to build the company mission while facilitating employee growth and career advancement. The employee also

positively indicated that the company appreciated and recognized their hard work with staff, reflecting a high and robust customer service promotion. The analysis outcome concludes that career advancement formed one of the driving factors toward job satisfaction: employees have the opportunity to improve their skills and receive training to solve customer issues.

Employee recognition forms a significant driver toward employees' satisfaction, with Starbucks employees strongly agreeing that recognition increases their satisfaction level, promoting their heightened productivity. For instance, the employees felt respected and recognized by their supervisors for the survey, indicating a high level of recognition from supervisors. In addition, some of the statements made by the employees pointed out that the company frequently recognized their effort, and their supervisor treated them with respect, becoming a significant driver that increased their satisfaction level working at Starbucks. Often, the acknowledgment of the employees in a workplace involves aspects such as personal recognition for work done and corresponding achievement. Moreover, the literature indicates that companies recognize their employees by offering opportunities, magnifying their recognition programs, and offering related financial incentives. Thus, recognition is a factor of job satisfaction depicting the extent to which employees feel they receive meaningful recognition and the frequency they receive recognition from their supervisors.

Provision of employee feedback forms another significant driver towards augmenting company employee satisfaction levels. For instance, Starbucks employees indicated having heightened satisfaction with their work due to their supervisor's provision of the feedback and vice versa where the employees provide feedback to their supervisors. In the survey, most Starbucks Qatar employees indicated that they could share their honest thoughts with their supervisors, and their manager appreciated the provided feedback. In addition, the employees noted that their supervisor encourages them to give their opinion before making decisions, which increased the

sense of belonging and involvement in corporate decision making, thereby augmenting their satisfaction working at the company. The employees also noted that their supervisor praises them when the customer compliments them, including when one executes their work exceptionally. Therefore, from the data analysis, it is apparent that feedback drivers form a significant factor of job satisfaction, attributed to the extent to which employees can share their honest feedback with their supervisor and receive meaningful praise when they have done an excellent job. Nevertheless, it appears that when customers praise employees, this feedback is not translated back to them. Based on the analysis, the finding indicates why it seems that solid customer service is not a high criterion for getting promoted, as seen in the exploratory factor analysis for Career Advancement.

Autonomy and employee support in promoting employee satisfaction forms other significant drivers towards heightened employee delight in a company, facilitating increased employee productivity necessary in promoting the corporate vision and mission. For instance, based on the findings from the analysis, staff respondents indicated that there are high levels of autonomy that employees at Starbucks enjoy. The staff also noted that in addition to being sufficiently trained to solve customer issues, the employees are encouraged to use their initiative to serve customers and resolve customer complaints and problems autonomously. Regarding autonomy, the employees noted that their supervisors trusted them with making decisions related to their work while encouraging their staff to use their initiative to ensure customer satisfaction. Besides, the employees at Starbucks indicated that they had the authority to resolve manageable and straightforward customer problems without first consulting with their supervisors, and the supervisor supported their decision to help serve customers and offer exceptional services. However, I can solve a problem without checking with my supervisor to record significantly lower scores when a customer has a problem. The finding suggests that

although employees receive ample training in dealing with customers and feel confident in the activity level, they are only free to use their initiative to serve customers and not solve complex customers' problems. Thus, the finding concludes that autonomy is a significant driver contributing to job satisfaction. The result depicts how employees trust their supervisors to serve customers and execute their work in general. In addition to autonomy, management support plays an increasing role in facilitating heightened worker satisfaction levels in a company. For instance, Starbucks employees indicated that support augmented their level of delight, marked by the employees placing a high level of trust in their supervisors and believing their supervisor provides coaching and training on areas of work improvement. The analysis indicated that most of the employees at Starbucks Qatar strongly agreed that their supervisor has a plan for their progress at work. Their supervisor helps them achieve their career ambitions and depicts a high-level trust with their supervisor to do what they say they will do. Similarly, the employees suggested that their supervisors give them coaching and training to improve their work revealed by the supervisor's caring about the employee's career development. Thus, the findings concluded that management support formed imperative drivers towards employee's job satisfaction with the extent to which employees believe their supervisors care about their career development and trust that supervisors will keep their word about what they have said.

Subsequently, the level of happiness depends on a company's leadership, with initial findings indicating that an authentic leader positively impacts the employees. Notably, because of the significant impact, authentic leaders have on their employees, such as increased work satisfaction, scholars have focused on this type of leadership to understand its influence. Authentic leadership is a series of ethical and transparent leadership behaviours, which encourages transparency and openness in sharing data and information required to make

effective decisions while accepting followers' contributions. Authentic leadership also has a positive relationship with employees' satisfaction. From the analysis, most of the employees indicated that supervisor/leadership formed a significant attribute towards improved workers satisfaction level in a company. Starbucks employees stated that their supervisors found opportunities to grow and learn their job as part of authentic leadership, which increased their satisfaction level working with the company. Besides, the employees pointed out that their supervisors encourage the staff to give their best effort and reward their dedication and commitment. The supervisor treats the team members equally, facilitating the growth of the employee's satisfaction in the company, marking a significant driver towards heightened employee satisfaction in a company.

Nevertheless, with the fluctuating consumer markets, organizations have been compelled to downsize their workforce or provide employees with a temporary layoff, further increasing job insecurity, one of the factors contributing to employee satisfaction. First, job insecurity increases employees' harmful and undesirable influence on cognitive resources, thereby deteriorating their attentional ability towards safety. Secondly, job insecurity propels workers to focus their job and work on productivity, believing that productivity will allow them to retain their position. Third, job insecurity culminates in an increase in compliance with corporate rules and regulations. Another critical corporate aspect toward marketing positioning and facilitation of the customer satisfaction of the primary objective of any company pertains to the subtle relationship between organizational culture, leadership, and employee satisfaction. Authentic leadership plays a vital role in determining employees' emotional well-being, hence promoting workers' delight. A genuine leader establishes a positive relationship with employees, enabling workers to enhance their performance and focus on meeting customers' needs. The balanced processing of data, consistency between a leaders' values, behaviour, and

relational transparency supports work satisfaction among employees. Such leaders and their leadership style culminated in increased work commitment among staff and augmented employees' willingness to perform their duties effectively and conduct themselves in the needed organizational behaviours. In this case, an organization whose employees engage in ethical and respectful behaviours attracts customers and enhances customer satisfaction. An authentic leadership style influences employees' conduct as such leaders offers support for the employees' self-determination. The founded outcome entails the employee's desirable psychological states. Notably, authentic leaders create and develop positive emotional capital in their employees by elevating their self-confidence, building trust, and creating hope.

Moreover, such leaders enhance resilience and augment employees' levels of optimism. Another apparent and significant factor entails the human resource mandated with the duty of planning for worker benefits to enhance enterprise effectiveness culminating in increased employee satisfaction. Although the expected benefits and compensation are crucial in enhancing employees' gratification, financial services stand out as the most attractive and appealing means of improving work satisfaction. Some financial services include a bonus reward and a payment above and beyond the designated amount of specified base wage or compensation. Besides, team-based reward systems establish a spirit of collaboration, cohesiveness, and worker fulfilment among group members convincing them to exercise extra energy toward supporting each other. Enhanced cooperation due to related bonuses has depicted the ability to promote team achievement, implying that team-based rewards may effectively promote worker social life. Thus, offer the number of allowances predicated on an employee's position within an enterprise. Special allowances like house allowances, overtime, meals, travel, and phone allowances are associated with increased productivity.

In conjunction with work-life balance, workload, and job security, most of the employees in the survey pointed out that the rewarding system, leadership, autonomy, and support heightened their level of satisfaction working at Starbucks Qatar, as illustrated by significantly positive feedback provided by the workers and the company. Similarly, the employee's data analysis finding also demonstrated that despite the increased workload after the emergence and spread of the coronavirus globally, their satisfaction with their work did not decline. The conclusion forms a significant indicator that the Starbucks management has put measures to drive employee satisfaction.

6.3 Supervisors Efforts Towards Enhanced Employee Satisfaction

The study also sought to investigate the role of the company supervisor in promoting employees' satisfaction levels. Similarly, undertaking the supervisors survey also yielded significant insight into the supervisors' role in ensuring that their employees remain motivated and satisfied at work. The results show that most supervisors believed their colleagues and team would describe them as friendly, helpful, approachable, responsible, fair, passionate, and kind, which are some elements that augment employees' satisfaction levels in the workplace. Besides, the results from the supervisor feedback showed that most supervisors use feedback, openness, and rewards primarily to motivate their team. These findings second the employee survey results that depicted that more than 80% of employees frequently receive recognition from their supervisor, feel respected by their supervisor, and feel like recognition is meaningful when they receive it. In addition, supported the employee survey finding that over 85% of employees believed that they receive constructive feedback from their supervisor. The findings also echoed the employees' response, indicating that their supervisor cared about the feedback they shared, that employees can share their honest thoughts with their supervisor, and that their supervisor encourages them to offer unbiased opinions.

Communication is another apparent theme from the supervisor survey that reflected the role of supervisors in facilitating employee satisfaction at the company. The results show that WhatsApp is the dominant method of communication. Other preferred methods are email and face-to-face communications. The supervisors revealed that WhatsApp is preferred because it is a quick and easy way to share audio and visual information - directly to one person or the entire team. Thus, it helps supervisors communicate in a four-way matrix: audio data to one person, audio data to a group, visual information to one person, and visual information to a team. In addition, the usability and flexibility make WhatsApp superior to email communications and quicker than direct, face-to-face communications. Overall, the supervisors' feedback illustrated that they liked setting goals and targets for each team member and responded swiftly to issues within their team or among team members.

Moreover, the supervisors depicted that they responded somewhat to problems within their team or among team members, while they remained open to suggestions from the group. The supervisor also noted that their team would describe them as someone who interacts well with others and handles criticism well as a supervisor while seeking constant feedback from my team. The supervisor also noted that they supported my team in achieving their goals and stated that they were confident their employees would describe them as an effective listener. As an attribute of promoting a high level of employees' satisfaction, Starbucks supervisors noted that they take time to praise and reward teamwork among their staff, which was one of the most significant aspects in promoting increased employee satisfaction at Starbucks Coffee shops Qatar.

The outcomes of the supervisor-friendly and supportive approach to employees depicted that their teams delivered beyond their expectations daily, prompting the supervisors to seek opportunities to help their team members learn and grow constantly. In addition, the supervisor

noted that they took the opportunity to assign their team responsibilities based on skills depicted by staff and transferred duties to the team according to the interests of the staff. The supervisor also indicated that they engaged with the employees, discussed career advancement with their staff, and encouraged team members to resolve conflicts. The supervisor also stated that they ensured their team learned new skills, challenged themselves, and acted on the feedback they received from the group, ensuring that they make sure great ideas receive personal credit.

6.4 Brand Positioning

As a significant attribute of this study, it is apparent from the analysis that comprehending staff performance is imperative to intensifying customer satisfaction and promoting marketing positioning. The literature review and data analysis findings posit a significant correlation between employee satisfaction, job performance, and customer satisfaction towards creating a brand position in the marketplace. The findings indicate that Starbucks Qatar employs augmented employee and customer satisfaction as the primary elements towards positioning their brand in the expansive Qatar market. Contrary, it is apparent that staff dissatisfaction could result in undesirable effects like reduced interest in obligations, reduced customer satisfaction, and poor marketing positioning due to low customer acceptance.

Therefore, an organization should focus on marketing positioning based on employee and the customers' satisfaction and attitudes towards the delivered products and services. Notably, product prices are the only marketing mix approaches utilized by enterprises to attain their marketing positioning objectives and are contributors to heightened customer satisfaction. Therefore, pricing decisions should be planned and coordinated with product development, dissemination, and promotion strategies to establish consistent and proficient marketing positioning.

Therefore, pricing decisions should be planned and coordinated with product development, dissemination, and promotion strategies to establish consistent and proficient marketing positioning. Company's such as Starbucks Qatar could utilize market positioning to increase a brand's visibility is one of the essential aspects of positioning that enhances the market share's growth. Besides, marketing positioning augments the development of the lasting association with the target audience, promoting business continuity. Thus, Starbuck Qatar would utilize marketing positioning to facilitate the customers' growth and the corresponding market share.

6.5 Reflection on the Study Findings to the Research Objective

The exploration of the existing literature and data analysis fostered the attainment of this study's broad objective examining factors that influence employee and customer satisfaction practice and the corresponding brand positioning in the marketplace. From the exploration, it was apparent that various factors contributed toward achieving employee and customers satisfaction with Starbuck brand Qatar. The customers cited the speed of service, price, and amenities as extremely important in fostering their satisfaction level with the services rendered at Starbucks coffee shop Qatar. Also, the high-quality coffee and food, nearness to the closest Starbuck coffee shop, and the excellent atmosphere offered by the Starbuck environment are critical factors that augment their satisfaction level. Brand and reputation, exceptional customer service provided by employees, and the recommendation of family and friends as elements that prompted the customers into buying Starbucks products. The respondents also noted that high-quality coffee and food, price, friendly employees, and fast and reliable service form the preference because they choose Starbucks over other coffee shops. Concerning employee satisfaction, the exploration concluded that communication, leadership, reward system, organizational culture, and financial services are the primary contributors to heightened employees' satisfaction at Starbuck Coffee Shop Qatar.

This research set out to understand the following specific objectives: the factors that affect employee satisfaction at Starbucks Coffee Shop Qatar, the impact of employee satisfaction on customer satisfaction at Starbucks Coffee Shop Qatar, and the association between market positioning, employee satisfaction, and customer satisfaction at Starbucks Coffee Shop Qatar. The first research objective was to identify the factors that impact employee satisfaction at Starbucks Coffee Shop Qatar. Given the research findings, the factors that affect employee satisfaction at the Starbucks Coffee Shop in Qatar are clear, including supervisor support, feedback, recognition from supervisors, and autonomy to carry out their work and serve customers to the highest standards. Employees receive constructive feedback from their supervisors frequently, believe that this feedback is meaningful, have sufficient opportunities to improve their skills and have enough training to solve customer issues. Hard work is recognized in Starbucks, but more can be done to connect this hard work to high performance that translates into career advancement. Employees feel that despite knowing what is required to gain a promotion in Starbucks, the requirement is not based on great customer service because there is a weak correlation between this and employees who are promoted based on solid customer service. Therefore, this research objective has been fully addressed by the survey.

The second research objective was to identify the impact of employee satisfaction on the customer satisfaction at Starbucks Coffee Company Qatar. Given the findings, it is clear that satisfied employees translate into strong customer service and high levels of customer satisfaction. From the customer surveys, the high quality of service provided by employees and the cleanliness of the atmosphere presented by employees are critical to customers' satisfaction. Specifically, customers cited satisfaction with the level of accuracy depicted by the Starbucks staff getting the correct orders to the clients. Furthermore, education of the customers,

responsiveness, reliability of the staff, and a focus on quickly resolving customer complaints were additional pointers from customers that impacted their satisfaction. Therefore, it shows that employee satisfaction positively impacts customer satisfaction with Starbucks Coffee Shop Qatar. Therefore, this research objective has been fully addressed by the survey.

The third research objective was to examine the association between market positioning, employee satisfaction, and customer satisfaction at Starbucks Coffee Company Qatar. Taken together, the employee satisfaction surveys, and customer satisfaction surveys show that Starbucks Qatar's market positioning is positively correlated with high levels of employee satisfaction and customer satisfaction. Furthermore, customers indicate high levels of happiness with the service and low complaints. In addition, the survey shows that customers would highly recommend Starbucks Qatar to a friend or family, despite there being other coffee shop brands. This shows that Starbucks Qatar enjoys strong market positioning in the coffee market segment. Given the findings, it is clear that satisfied employees and customers translate into strong market positioning for Starbucks Qatar. Therefore, this research objective has been fully addressed by the survey.

These findings are specific to Starbucks Qatar, but I think they will apply to Starbucks International in its coffee shops globally. To the extent that Starbucks maintains the same high standards of employee training and provides the core factors of employee satisfaction – autonomy, feedback, supervisor support, recognition, an opportunity for career advancement – it is expected that employees in other locations will reasonably demonstrate high levels of satisfaction. What is unclear is how much supervisor support and recognition will be present and contribute to employee satisfaction. This will have to be assessed for each location of Starbucks outside of Qatar. In addition, to the extent that Starbucks provides a clean atmosphere, friendly staff, maintains similar prices in its other locations, and trains employees

to resolve customer complaints quickly, respond to queries, educate customers on the latest deals, it is expected that customers in other locations will reasonably demonstrate high levels of satisfaction also. Globally, Starbucks International already enjoys a very strong market positioning; thus, this is expected to apply. Finally, covid-19 impacted employees across the world globally. Therefore, the findings of covid-19 impact on workload and work-life balance gathered from the employee satisfaction survey are likely to be echoed and similar for employees across Starbucks International.

CHAPTER -7-

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

The chapter provides the recommended action that Starbucks Management would employ to facilitate growth in employee satisfaction, culminating in high customer satisfaction and corresponding market positioning for the company products and services. The chapter also provides the overall conclusion highlighting the study's findings and notable discoveries from the literature review and data analysis.

7.1 Conclusions

An enterprise can accomplish success when its employees and personnel attain job satisfaction from intrinsic and extrinsic factors. Amongst all the organizational assets, employees are considered the most valuable and vital resource, paramount for the satisfactory operation of all other corporate resources. Job satisfaction refers to the psychological state of how an employee feels toward work. Job satisfaction among employees is impacted by both extrinsic and intrinsic factors as well as non-occupational and occupational variables. Human resource practices play a significant role in helping employees attain job satisfaction and high performance, which, in turn, culminates in enhanced customer satisfaction. The importance of evaluating employee job satisfaction among Starbucks employees is related to the significance of enhancing individual staff's level of motivation and satisfaction, which affects the company's efficiency and, in turn, culminates in increased customer satisfaction. Factors influencing employee job satisfaction include compensation, job responsibility, autonomy, professional involvement, work environment, job stress, lack of communication, and promotion. Other factors include organizational culture, appreciation, job security, job characteristics, peer relationship, work-life balance and flexibility, job duties, and educational

qualification. Organizations strive to enhance employee satisfaction to mitigate employee dissatisfaction, such as elevated cases of absenteeism, lack of staff loyalty, and increased injuries. Importantly, employee satisfaction has a crucial role in enhancing customer satisfaction and promoting enterprises' financial performance.

When an employee puts effort and employs maximal abilities to prove that he or she is able, success can increase the feelings provide job contentment. Psychological empowerment variables also influence the level of job satisfaction. Organizations should understand that task performance is among the factors that impact employees' job satisfaction. Task performance refers to carrying out tasks and obligations, which results in the production of services, products, or managerial activities. Work environment and employee satisfaction have a vital association with job satisfaction. An organization that gives its staff the freedom of decision-making elevates their job satisfaction compared to institutions that prohibit personnel from participating in decision-making. There is a strong correlation between employee job gratification and performance and customer satisfaction predicated on security degree, pay, and reward and benefits. Notably, the staff's performance is improved when they have satisfying job security, pay package, and reward system. Such employees tend to ensure the organizational goals are met, ultimately culminating in increased customer satisfaction.

Workers' behaviours are significant factors for enterprises' success. Therefore, employees actively engaged in their work with passion have a reduced intention to leave their company. Hence, a company that assures their employees work security amid the crisis has a higher probability of augmenting their work satisfaction leading to increased job satisfaction and, ultimately, customer satisfaction. Job insecurity is linked with enhanced anxiety and illogical thoughts, including emotional distancing at work. The negative effects of job insecurity exacerbated by the COVID-19 crisis have significantly influenced employees' satisfaction and

ability to deliver satisfactory services. The coronavirus crisis resulted in increased conflict between safety and earnings. The company stopped its regular schedules and introduced new norms that employees were required to adopt and implement. Organizational management had to take stringent measures to ensure that they remained compliant with the set rules, including meeting the new safety guidelines. It is common to worry about coronavirus as it unfolds without warning. However, reducing the risk with 'new standard' rules is reasonable. Starbucks is performing these rules to minimize the risk as well as the fear of workers. Thus, employees can serve better without any concern of workplaces. Employee production depends on many factors, and security is one of them. Employee's knowledge of COVID-19 is very important in terms of completing work. Employees must know safety measurements. Their attitude needs to be optimistic about the changes. Workers need to practice safety measures to lessen the threat of the virus.

Starbucks has authentic leadership, which draws from the psychological abilities and self-regulated and positive self-awareness conducted on associates and leaders, promoting self-development. Thus, an authentic leader has a positive impact on the employees. Notably, because of the significant impact, authentic leaders have on their employees, such as increased work satisfaction, scholars have focused on this type of leadership to understand its influence. Starbucks's authentic leadership has a series of ethical and transparent leadership behaviours, encouraging transparency and openness in sharing data and information required to make effective decisions while accepting followers' contributions. The coronavirus crisis has significantly affected most workers worldwide, including employees working at Starbucks, Qatar. COVID-19 has subjected employees to significant work-life changes, such as increased demands of quality work that meets and complies with WHO criteria and standards regarding controlling and managing the virus. In addition, the restriction to public life and social

interaction has compelled most organizations to consider shifting their employees from the physical workplace to the virtual, whereby they are required to work from home. As a result, most employees have been mandated to work from home during the economic lockdown and even after some nations lifted the lockdown. Notably, separating the family and work life is challenging and can influence employees' capacity to improve or work harder, leading to reduced work performance. Therefore, the organization has ensured that staff balance between their families and the work to enhance work satisfaction.

Organizational communication is a multidimensional element that predicts the degree of work satisfaction. For example, staff are gratified with their work when they support superiors and co-workers. Thus, one of the communication elements includes role anticipation. Workers must know what their managers or the firm wants them to do at their duties. Hence, when the work duties are unclear, it results in depression and declines job satisfaction.

The results revealed that the high rate of coffee drinkers is positive, as it suggests that the sample is highly homogenous, and the survey results can be relied upon for the investigation of the thesis questions. The overwhelming majority drink coffee in the early morning (74 respondents representing 78% of the sample). The second most popular time to drink coffee is in the evening, with 33 respondents (representing 35% of the sample) indicating this. Overall, this question shows that customers drink coffee throughout the day, with the majority ensuring that they take it as a morning beverage. Starbucks is the most popular coffee shop, with 41% of respondents visiting. However, 34% of customers cited other coffee shops like the ones they visit. This suggests that other brand names are not included in the survey, which customers are familiar with and patronize. 47% of respondents have not referred anyone to Starbucks in this period, 33% have referred Starbucks once or twice, and 13% have referred Starbucks three to five times in the past 90 days.

7.2 Limitations

The project faced financial constraints attributed to the extent of the project because the project intended to use survey monkey in collecting data. However, due to unavoids circumstances, the employees' survey was conducted using distributed hard copies after the Starbucks' management refused to use an online survey with their employees, citing security issues. The process increased the initial project budget because the project required printing of the questionnaires used in collecting the employee's information relative to the study's objectives. The supervisor distributed the questionnaire to the employees and collected the Feedback before getting hold of the information, resulting in skewed responses from the employees in fear of being victimized. Additionally, the supervisor's remark and failure to use links could have influenced the employee feedback because the supervisor collected the answers before accessing the questionnaires. The phenomena could explain the attributed positivity rate and a high correlation depicted by the study findings.

As a researcher, I felt that dealing directly with employees would yield more accurate responses that would help illustrate the actual situation, minimizing possible biases in the answers. I selected Starbucks because I feel confident going to Starbucks, despite my home being near one Starbucks Qatar.

7.3 Recommendations

- Customer satisfaction should be a crucial factor in determining employees' job promotion because, for hospitality companies like Starbucks, customers' services are crucial for sustainability.
- the organization should consider its service chain and relationship with profitability, employees' satisfaction, customer loyalty, and productivity. Starbucks management

should understand that the association in the chain, which should be a value proposition, includes customer satisfaction as a criterion for promoting the staff.

- The management should position the company as a quality service provided with uncompromised quality of its products. Moreover, improving the environment to attract customers is a crucial positioning strategy that will offer Starbucks a competitive advantage.
- The organization should position itself as selling from experience delicious and unique coffee with distinct flavours, thereby attracting clients who can not only visit the store for a few minutes but also desire to sit and take the coffee within the store as they enjoy the company and serene environment.
- It is recommended that Starbucks management strategize different ways to attract customers in the Qatar market. Thus, the management should focus on marketing the products and services to this segment by communicating the benefits of consuming Starbucks' espresso, cappuccino, and other products over competitors. In addition, the company can offer discounted prices and coupons to first-time visitors, attracting new clients.
- The management should understand why clients visit less, yet coffee is one of the drinks often taken for breakfast. Therefore, the management should consider revisiting their pricing and offering competitive prices without compromising quality.
- It is recommended that Starbucks invest significantly in marketing its products online. With the emergence of the COVID-19 global pandemic and rapid transition from brick and mortar to online selling, the organization should tap clients in the online community. The response indicated limited shopping of Starbucks' products online, with a significant number indicating that they hardly sit at the coffee shop. Therefore,

the company should target the online market by including its products and information online to attract more clients, mainly those unwilling to visit the store due to the virus.

- it is recommended that the company use customer feedback to recognize staff for their efforts. The management should integrate customers' Feedback while promoting employees, thereby intrinsically motivating employees. Accordingly, their actions as their activities will mainly be delightful and satisfying.
- the management should focus on training employees to be future leaders with equipped skills to promptly solve employees' issues without waiting for management as this may culminate in delays and dissatisfied clients. In addition, the organization must ensure that the employees are well trained to handle employees with the utmost respect and understand their needs, including actions required to settle any issue that may arise in the course of providing the services.
- It is recommended that the organization improve the working environment to ensure the safety of its employees. Moreover, the management should ensure that employees balance their work-life by reducing the working hours and managing online orders.

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