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THE IMPACT OF CUSTOMER SATISFACTION ON SALES PERFORMANCE AT SAMEER AGRICULTURE AND LIVESTOCK LIMITED.

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A RESEARCH REPORT SUBMITTED TO COLLEGE OF ECONOMICS
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INTERNATIONAL
UNIVERSITY

MAY, 2015

DECLARATION

I hereby declare to the best of my knowledge that this research report is my original work and has never been published or submitted to any institution or university for any academic award or degree whatsoever.

Signature: .... Date... 5 | 06 | 2015

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APPROVAL

This is to certify that this research report has been prepared under my supervision and is now ready for submission to the University for Examination.

Signature: ....   Date.. 05|06|15
Mr. RUTEGANDA MICHEAL

DEDICATION

I dedicate this work to my mother Mrs. Enid Ndebesa, my brothers Jonas and Joshua and my sisters Mary, Martha and Daphrose

I also dedicate it to all my friends including Brian Asiimwe, Amanya Chris, Mwine Sam and Ramadhan Katurebe for the great support offered.

May God bless you.

ACKNOWLEDGMENT

In this report, I would like to thank the Almighty God for the gift of life and for all that he has done for me. With great appreciation, I would also like to acknowledge the support offered to me by my mum. Lastly, I appreciate the role played by Mr. Micheal my academic supervisor.

LIST OF TABLES

ACRONYMS

AMA	:	American Marketing Association
CSM	:	Customer Satisfaction Measurement
SALL	:	Sameer Agriculture and Livestock Limited
UACE	:	Uganda Advanced Certificate of Education
UCE	:	Uganda Certificate of Education

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ABSTRACT

The major aim of this research was to determine the impact of customer satisfaction on the sales performance of a business organization taking Sameer Agriculture and Livestock Limited (SALL) as the a case basing on the objectives which included; To establish the various customer satisfaction methods, establish the measures of sales performance and the relationship between customer satisfaction and sales at SALL.

According to Kotler and Keller (2009), customer satisfaction is when a consumer/customer is contented with either the product or services. It can also be a person's feelings of pleasure or disappointment that results from comparing a products perceived performance or outcome with their expectations. The methods include offering quality, quantity, store ambience, performance to promise, convenience, value over price and others.

Sales performance is the ability of a sales person to close the deal with the company and meet set performance goals as outlined by the company or business (Monica, 2011). The measures of sales performance include quantity of products sold, market share, sales strategy, size of the sales force and revenue from sales.

The analytical and exploratory research designs were used in conducting the study. A sample of 135 respondents was selected from a total population of about 200 employees according to the Krejcie and Morgan (1970) table for determining the sample from a given population. Data was sourced from the primary and secondary sources and questionnaires were used as methods of data collection as it was presented using tables, graphs and pie charts.

The results from the survey show that the respondents understand the subject topic at hand through the appropriate responses. From the chosen sample, 90 questionnaires were returned and used to compile the study. The respondents agreed that offering quality as the major method of customer satisfaction amongst all methods with 22%. On the other hand, they also agreed that major way of measuring sales performance is through the quantity of products sold with 33%. Since establishing the relation was one of the objectives, results showed a strong relationship between customer satisfaction and sales performance with a number of the respondents are in agreement.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter covers the background of the study, statement of the problem, purpose of the study, research objectives, research questions, scope and the significance of the study.

1.1 Background of the study

Satisfaction is defined as an emotional post-consumption response that may occur as the result of comparing expected and actual performance (disconfirmation), or it can be an outcome that occurs without comparing expectations (Oliver, 1 996). Customer satisfaction is the leading criterion for determining the quality that is actually delivered to customers through the product/service and by the accompanying servicing (Vavra, 1997). He also states that customer satisfaction is essential for corporate survival. Customer satisfaction is a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service. Customer satisfaction is the key to success and makes the emphatic statement that a satisfied customer is a repeat customer (In-Touch Survey Systems, 2003). Satisfaction, reinforces positive attitudes toward the brand, leading to a greater likelihood that the same brand will be purchased again. Customer dissatisfaction leads to negative brand attitudes and lessens the likelihood of buying the samebrand again (Assael, 1987). To be successful, a Customer Satisfaction Measurement (CSM) programme must come from and be incorporated into the firm's corporate culture (Naumann,1995).

Sales performance is a term used to determine the ability of a sales person to close the deal with the company and meet set performance goals as outlined by the company or business (Monica,

2011). A Sales performance can enhance the future of a sales associate's career. It can also be the cause of the end of a career of a salesperson. Sales is a process which implies exchanging the products or services in exchange for money in such a manner that what you get from it is more than what you put into it (Plouffe et al., 2008). Sales also goes hand in hand with marketing. Marketing is defined by the American Marketing Association (AMA) as the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing deals with the company orientation towards the market place. It deals with mainly four concepts namely, the production, product, marketing and the selling concept.

The Sameer Agriculture & Livestock Ltd. (SALL) is a joint venture company established by the Sameer Group of Kenya in conjunction with Ri Corp and India took over of the former government parastatal Uganda Dairy Corporation in August 2006. Out of 39 large, medium and small dairy processing plants in Uganda, SALL is today the largest. It has various product ranges like milk powder, long life milk, pasteurized milk, butter yoghurt, and packaged drinking water. It has strong selling brands like milk, butter and ghee cream, yoghurt, and juice water. However because of so many firms dealing in the products and offering similar services the organization similar challenges and with stiff completion customer focus and satisfaction is the solution to raise sales and revenues. Whereas SALL has the best brand in region of east Africa. it at times finds it difficult to satisfy all the market it has.

1.2. Problem Statement

Despite the efforts put in place by SALL to fully meet the demanding and ever changing customer needs like advertising, sales promotion and sponsorship, the performance in terms of sales is still limited. Competition in the market is tight as seen by the availability of powdered milk for eample, Nido that many consumers prefer compared to SALL's dairy products. The shelf life/ expiry

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period of the products is short which means careful handling (refrigeration) is required which number of customers may not manage. The company again is a subsidiary of Sameer Kenya Limited and so repatriation of sales proceeds. All and more of the above factors affect customer satisfaction and sales. This study therefore investigates the relationship between customer satisfaction and performance of sales at SALL.

1.3. Purpose of the study

The purpose of this study was to establish the relationship between customer satisfaction and the sales generation of Sameer Agriculture and Livestock ltd

1.4 Research objectives

i. To establish the different customer satisfaction methods used at SALL.

ii. To establish the measures of sales performance at SALL.

iii. To establish the relationship between customer satisfaction and sales performance at SALL.

1.5 Research questions

i. What are the different methods of customer satisfaction used at SALL?

ii. What are the measures of sales performance at SALL?

iii. What is the relationship between customer satisfaction and sales performance at SALL?

1.6 Scope of the Study

1.6.1 Subject Scope

The research aimed at understanding customer satisfaction and sales generation at Sameer Agriculture Livestock Limited

1.6.2 Time Scope

The study focused on the period between 2014 up to 2015

1.6.3 Geographical scope

The study was carried out at SALL Plot 49-53 P.O.BOX 7078, Fifth Street Industrial Area Kampala Uganda.

1.7 Significance of the Study.

i. The study serves as a future reference

ii. The research adds on the existing literature which will benefit future users the research increased on the skills of the researcher

CHAPTER TWO
LITERATURE REVIEW

2.0. Introduction

This chapter covers the literature review where wider explanations of the two variables are included and research questions answered. The information is derived from the primary source and secondary source including journals, books, reports and the internet.

2.1. Definition of a customer, satisfaction and customer satisfaction

A customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Solomon (2009) explained this difference as customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product

Satisfaction is when a consumer/ customer is contented with either the product or services. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler& Keller, 2009). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it is utility. "One man's meal is another man's poison," an old adage stated describing utility; thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals.

Customer satisfaction can be defined as satisfaction based on an outcome or a process. Vavra(1997) definition of customer satisfaction characterizes satisfaction as the end state resulting from the experience of consumption. This end state may be a cognitive state of reward, an emotional response to an experience or a comparison of rewards and costs to the anticipated consequences. Vavra also puts forth a definition of customer satisfaction based as a process, emphasizing the perceptual, evaluative and psychological processes contributing to customer satisfaction. In this definition, assessment of satisfaction is made during the service delivery process. Satisfaction is not a universal phenomenon and not everyone gets the same satisfaction out of the same experience. The reason is that customers have different needs, objectives and past experiences that influence their expectations

Customer satisfaction is a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service (WTO,1985). It is well established that satisfied customers are key to long term business success (Zeithami et al., 1996; McColl-Kennedy & Schneider, 2000). Companies that have a more satisfied customer base also experience higher economic returns (Aaker& Jacobson, 1994; .Bolton, 1998; Yeung et al., 2002). High consumer satisfaction leads to greater customer loyalty(Yi, 1991; Anderson & Sullivan, 1993)

Klaus (1985) defines customer satisfaction as "the customer's subjective evaluation of a consumption experience, based on some relationship between the customer's perceptions and objective attributes of the product". Customer satisfaction is defined by one author as "the response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption" (Tse & Wilton, 1988) hence considering satisfaction as an overall post-purchase evaluation by the consumer" (Fornell, 1992).

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Some authors stated that there is no specific definition of customer satisfaction, and after their of several definitions they defined customer satisfaction as "customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (a purchase and/ or the associated product) and occurs at a certain time (post-purchase, post consumption)" (Giese & Cote, 2000). This definition is supported by some other authors, who think consumer's level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchanderet al., 2002). It is factual that, there is no definition of customer satisfaction since as the years passes, different authors come up with different definitions. Customer satisfaction has also been defined by another author as the extent to which a product's perceived performance matches a buyer's expectations (Kotler et al. 2002. According to Schiffman & Karun (2004) Customer satisfaction is defined as "the individual's perception of the performance of the products or services in relation to his or her expectations". In' a nutshell, customer satisfaction could be the pleasure obtained from consuming an offer.

2.2. Methods of customer satisfaction

According to Atkinson (2009), the following are the ways through which customers can be satisfied.

Convenience or time saving. Everyone talks about consumers being time-poor and that phenomenon is true as far as it goes. Engaging in time management, particularly planning behaviors, can contribute positively to group performance (Janicik & Bartel, 2003). The reality is that individuals will prioritize their lives to make more time for the things they want to do or enjoy doing and to limit the tasks that are a chore or not pleasurable. Customers usually find less excitement in shopping than in entertainment or sports and hobbies, so it is important to create a convenient shopping experience. Convenience and time

savings can be delivered in different ways, a single destination store can deliver them or, conversely, a chain of stores in defined market catchments can.

Customer satisfaction can also be achieved through performance to promise. Almanza et al.(1994) argue that retailers should do the expected and then the unexpected. The extra touch can work wonders but failing to fulfill the basic expectations of the customer, to meet the promises and claims that have been made by the retailer is a quick exit from the customer's shopping list. Customers who feel short-changed in a transaction will not be back (Oliver et al., 1992). The failure to match performance with promise, especially in advertising claims, can also attract the attention and generate negative publicity and penalties.

Store ambience. The physical elements designed in a store appeal to consumers' emotions, encourage buying; and help create an image and position for a retailer (Suryanarayana, 2013). According to Magi (2003), store ambience varies along three main dimensions: pleasantness, arousal and dominance. The features that win over customers can include retreats for male partners or children, a café or coffee bar, or interactive areas that provide an opportunity to play with or test products. Exterior atmospherics elements include the appearance of storefront, display, window, store entrances, and degree of traffic congestion. Interior atmospherics elements include aesthetic considerations such as lighting, wall and floor coverings, and store fixtures. Baker et al. (2002), found that store environment factors, particularly physical design perceptions, to be significantly affecting consumers' perceptions of merchandise price, merchandise quality, and employee service quality.

Application of knowledge where it is needed. One of the interesting things about the internet age is the fact many customers can know as much or more about the product they are planning to buy as the sales person in the store. These customers expect sales people to know and evaluate the information they

have gleaned from the internet and to be able to critic product claims and to canvas options. Product knowledge is just as important for customers who come in to a store with no comparative information on the product they are considering purchasing. The wrong information is a killer, an instant killer with the customer who has done their research but just as terminal for the novice customer who trusted the retailer's advice only to find later that it was not true.

Value over price. Price is less important than most retailers believe, especially when it comes to repeat visits by a customer or recommendations to others. Brenan (1988) defines price as the exchange value of a good or service. What is important to customers is value, that they pay a fair price for a product. Cheap prices will not bring a customer back if they suffered a bad experience on a previous sale or found a product they bought did not do the job they expected. But in Hallowell (1996), most customers understand they are usually trading off quality for cheap prices yet retailers offering quality products invariably fail to explain their pricing or to differentiate their merchandise or total retail offer. Value always delivers customer satisfaction but price does not necessarily do so.

Merchandise range. Choice and the opportunity to compare similar products and to select the item that best matches the need can be an important consideration for some customers. The merchandise range can also be convenience factor but it can underpin customer confidence and satisfaction where there is an opportunity to assess different product options or features. The widest or most comprehensive merchandise range may provide the best opportunity for customer satisfaction but it is also possible to meet and exceed customer expectations by developing selective or specialized ranges. From a customer satisfaction viewpoint, one of the key merchandise range issues today is the proportion, prominence and role of house brands in a store and, of

course, the performance of private label products when the customer purchases them instead of a branded item.

After sale relationship. In Saccani et al. (2007), after-sales services for manufactured goods encompass the set of activities taking place after the purchase of the product, devoted to supporting customers in the usage and disposal of goods. Guarantees and warranties are part of the customer satisfaction equation. Delivery or installation and taking rubbish or even a replaced product away also determines a positive view of the transaction by a customer. After-sales services are able to give consideration to the customers' demands through the offer of a complete solution and, at the same time, are able to be emphasized as a product-independent comparative competitive advantage through their virtually singular character (Mattmuller 2004). But the after sales relationship can involve much more, including notification of new companion products or add ons, provided the customer indicates they want to receive such information. It can also mean an internet advice line or customer call-in number or follow up calls to check that the purchased product has met all of the customer's expectations.

2.3. Definition of Sales Performance

Meigs (2006) views sales performance as a comparison between the amount of sales for the years' compared with the sales value of the proceeding years and such comparison being higher to significant trends in the value of assets. Sales performance can be the aggregate of sales or disaggregated figures (Lynch and Cross, 2000). Aggregate sales give an overview of the current however it may provide insufficient analysis in case were performance of different products differ in type of customers, geographical areas and in terms of other factors

One of the primary goals of sales managers is increase the performance of total sales (Brashear et al, 1998). Sales performance is a result of well coordinated processes that allows various groups within the organization to focus on

marketing opportunities and problems. It requires that marketing strategy to be formulated to create customers value in order to win customer acceptance and attain sustainable competitive advantages. In addition, there are various functional activities necessary to successfully implement this strategy and efficiently put in place.

2.4. Measures of sales performance

Sales growth in the essence is a reflection of sales performance trends in terms of sales volume and sales market share gains (Lynch & Cross 1997).Therefore this definition suggests that growth sales and market share are important to the business in ensuring long term variability and resource availability outlined by resources. (Ventartremen & Ramannujan, 1996). Today's heightened interest in the veiling of care to the society has promoted increased awareness that affect customer's satisfaction.

Most people when thinking of business success in corporate terms think of sales performance level as the best measure for quality Michael et al. (1995) include customer needs to be satisfied customer segments served and technology geographical scope, and the firm's location in the chain. It is often to find customer driven firms every one identifying the first two sources.

Sales volume. Sales volume is data regarding sales transactions that are used to analyze performance. Sales performance involves aggregate and disaggregate figures (lynch and cross1997). Aggregate sales give an overview of the current sales however it may provide insufficient analysis in case of seasonal sales fluctuation or in case where there is performance of different products and services groups items. The limitation can be overcome by deep analysis based on disaggregated figures. This can be done geographically or seasonally. With this method the firm is able to ascertain the proportion each service or product category contributed to the sales. The disaggregated method requires the firm to set volume objectives for the product.

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Market share. Market share is the firms sales of a particular service or product lamented as a percentage of the general completion of the same service nor product (Lynch & Cross, 1997). This statement argues that the market share analysis enables the company to compare its marketing strategy concerning customer satisfaction with the strategies of competitors and facilitate an organization to estimate whether sales performance is a result of affirms consumer or a consumer strategy or a result of un controllable environmental factors.

Size of the: sales force. Here sales managers need to determine the size of the sales force through territory sales potential of the business to other potential territory markets in the best way possible and that, estimates of territory sale potential may in this case be based upon variables such as; the demographic data, house hold income, the location of the business, retail information system, the number of employees, and the location of the purchasing function who most likely to influence purchase.

2.5. The relationship between customer satisfaction and sales performance

Better sales performance is one of the key goals of any business. Buzzell and Gale (1987); Jacobson and Aaker (1987); Gale (1992); Hallowell (1996); Fornell (1992) shows that higher customer satisfaction translates into higher than normal market share growth, the ability to charge a higher price, improved customer loyalty and lower transaction costs. Customer satisfaction is also found to be strongly correlated with repurchase intentions, the willingness to recommend the company, and to improved cross-buying (Reichheld, 1996); Cronin and Taylor(1992);Parasurarnan eta?., (1988); Zeithamal etal.., (1996); Anderson and Sullivan (1993).

Zeithaml (2000) gives an excellent overview of findings of research on aspects of the relationship between customer satisfaction and organizational performance. Aaker and Jacobson(1994) found better stock return linked to improved quality perceptions; Anderson eta al, (1994)found a significant association between customer satisfaction and accounting return on assets; Ittner and Larckner (1996) found that shareholder value is highly elastic with respect to customer satisfaction.

Although a few studies have found no significant relationship (Andersen, 1994), or even anegative relationship between customer satisfaction and performance (Ittner & Larcker 1998), the preponderance of the literature suggests that higher customer satisfaction contributes to higher performance; for example through lower marketing costs or due to lower price elasticity of demand. According to Anderson et al., (1994), the provision of high customer satisfactionpositivly impacts future financial returns through sales maximization. Customer satisfaction can improve profitability because it influences the repurchase behaviour of customers (Stank et al., 1 999; Verhoef, 2003). Thus, customer satisfaction leads to customer loyalty, which in turn contributes to better sales performance of a firm (Anderson et al., 1994; Mittal & Kamakura 2001). In addition, satisfied customers may be willing to pay premium prices for products, thus also contributing to increased sales and profitability (Homburg et al. 2005). According to Dresner and Xu (1995), increased satisfaction contributes to higher profits, even after controlling the additional costs involved in providing that higher level of satisfaction.

For firms to improve their sales performance they need to consider customers expectations, tastes and preferences (Berry and Prasuran, 1991) and they will achieve higher sales performance. Therefore firms should work towards fulfilling customer's needs and expectations in order to maximize the marketing strategy of sales performance.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter gives the details of research design, the study population and sample size, sampling design, sources of data, collection methods, presentation of data and the limitations of the research.

3.1. Research design

While doing research both analytical and exploratory research design was used .the exploratory research helped to explain how customer satisfaction affects sales generation of an organization whereas analytical research explains how customer satisfaction and sales generation relate within an organization. The analytical and descriptive design will involves use of tables, pie charts, percentages to come up with the final data which will be based on to make conclusions and findings.

3.2. Study population

Sameer has a total number of about 200 employees and a total of 135 individuals were selected to participate in the survey. These were employees and management of SALL. The selection was based on the Krejcie and Morgan (1970) table for determining the sample size for research activities.

3.3. Sample

The researcher used simple random sampling method where all employees had an equal chance of being selected. All the above techniques provided quality and satisfied information.

3.4 Data sources

Both primary and secondary sources were used while collecting data for the research.

3.4.1 Primary source

From the primary source, data was collected from the field of study. This involved use of observations, questionnaires and interviews.

3.4.2 Secondary source

Here data was obtained from already published materials for example journals, books, reports and guides. The secondary data collected was used to supplement primary data collected from the field.

3.5. Data collection methods

The methods used in data collection mainly questionnaires for collection of primary data and use of journals and books for secondary data.

3.6. Data processing, presentation and analysis

The data collected was first edited, analyzed and organized to obtain comprehensive and accurate information for easier presentation. Tables, graphs and pie charts were used in presentation of data.

3.7. Limitations of the study

The study was limited by the following factors;

There were insufficient funds as the study required movement to various locations which made the research expensive. It was difficult to move to the

different bars around and accessing some customers together with the location of the company.

Time for the research was also inadequate as it was conducted within a short period of time. The respondents claimed they were given a short time in answering questions provided to them and this also affected the scope of the research. Time was also inadequate when it came to looking for data and information on the internet.

The researcher was faced some inadequate skills especially in data collection. Methods of data collection through use of the internet were a little bit a challenge. Some challenges were also faced in interviewing respondents and use of observations.

There was limited information in the school library which greatly impacted on the researcher's work. This led to much more reliance on the internet sources that was time consuming and much reliance on primary data.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter reviews data collected from the field using the questionnaire, and interviews

4.1 The response rate

Table 1: The response rate on the questionnaires

	Frequency	Percentage
Returned	90	70
Not returned	45	30
Total	135	100

Source: Primary data

From the table above it can be seen that put of 135 respondents that were selected, it was only 70% of them who were able to return the questionnaires. 30% of the respondents did not return the questionnaires: Since it's the greatest number who responded, then the study is feasible.

4.2 Demography of the respondents

Table 2: Sex of the respondents

	Frequency	Percentage
Males	39	43
Females	51	57
Total	90	100

Source: Primary data

From the above table, it is seen that there are more females than males from the sample. Females amount to 57% while the males account for 43%. This could be explained by the general gender inequality of both sexes in the world. Most of the jobs at SALL need women and it is also the company policy that females are more considered than the males in terms of employment.

Table 3: Age group of the respondents

	Frequency	Percentage
Below 20	14	16
21-30	32	35
31-40	25	28
41-50	11	12
51 and above	08	9
Total	90	100

The Bar graph representing age group of the respondents
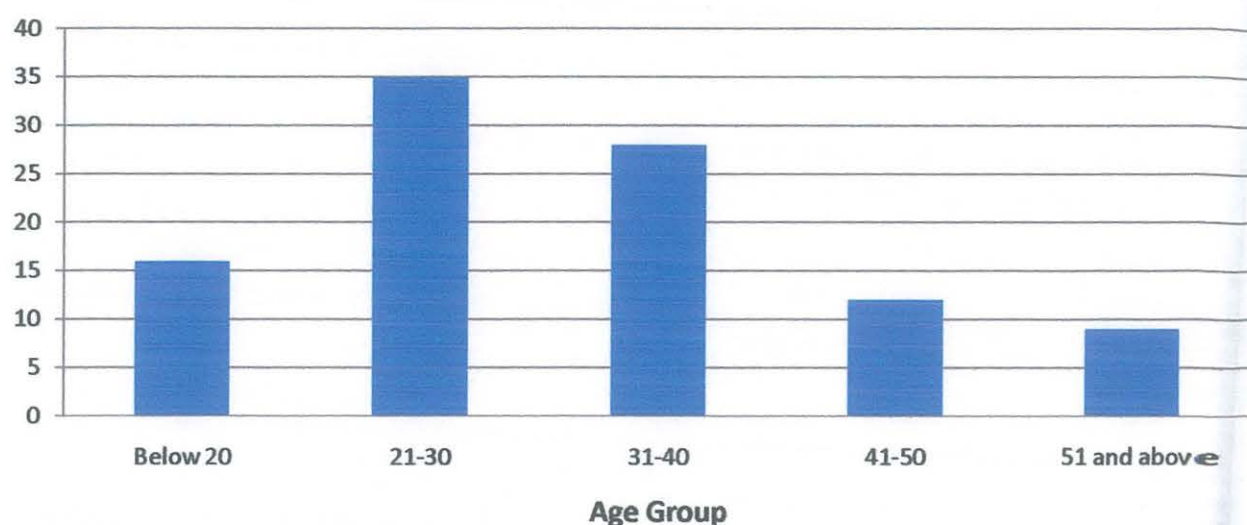
The table and bar graph shows that most of the respondents (35%) were aged between 21- 30. This could be explained by the high youth numbers who are have studied and are desperate to work. The next are those aged 3 1 — 40 and these formed 28% of the whole population sampled. Such a number could be explained by the much needed experience that employers need at work. These are responsible for guiding and training the other employees. 16% of the total respondents are 20 and below. Most of the respondents at this age are mainly production employees. They are also senior six vacasist who are employed to

assist in the running of the organization. From the survey, 12% are aged between 41- 50. These are also experienced and are mainly the employees at the level of management. Their expertise, skills and knowledge is important for proper steering of the organization. Those aged 51 and above form 9% of the total respondents. They are also at the level of management. Such a slow number could be explained by employees' mandatory retirement, reduced efficiency where they end up being discontinued from service.

Table 4: Marital Status of the respondents

	Frequency	**Percentage**
Single	43	47
Married	33	37
Divorced	7	8
Separated	7	8
Total	**90**	**100**

The graph showing marital status of the respondents
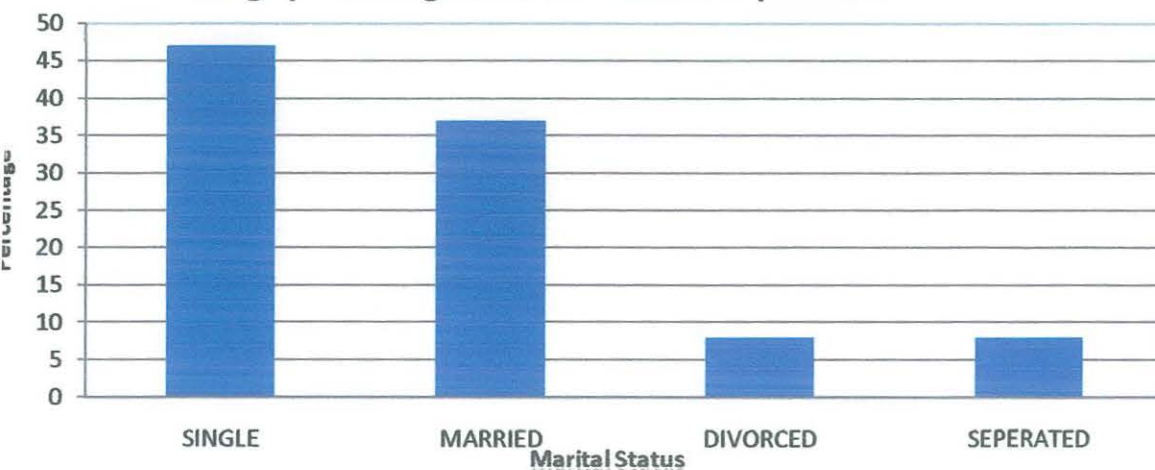
Source: Primary Data

The respondents were also given the chance to express their marital statuses. Different responses were obtained and they are evidenced in the table above. Most of them (47%) were single which can be explained by a greater number of employees being within the age of 3 1 -30. 37% of them are married which can also be explained by the age of the respondents. A number of the respondents are aged 31-50; an age where many are expected to be married. A few of the respondents are divorced and separated (8%) respectively. This is understandable as marriage is not a bed of roses which insinuates that once in a while, misunderstandings happen and such are handled differently.

Table 5: Qualifications of respondents

	Frequency	Percentage
Masters	05	6
Bachelor's Degree	28	31
Diploma	21	23
Certificate	16	18
UCE/UACE	20	22
Total	**90**	**100**

Qualification of the Respondents

■	Masters
■	Bachelor's Degree
■	Diploma
■	Certificte
■	UCE/UACE

Pie chart values: 6%, 31%, 23%, 18%, 22%
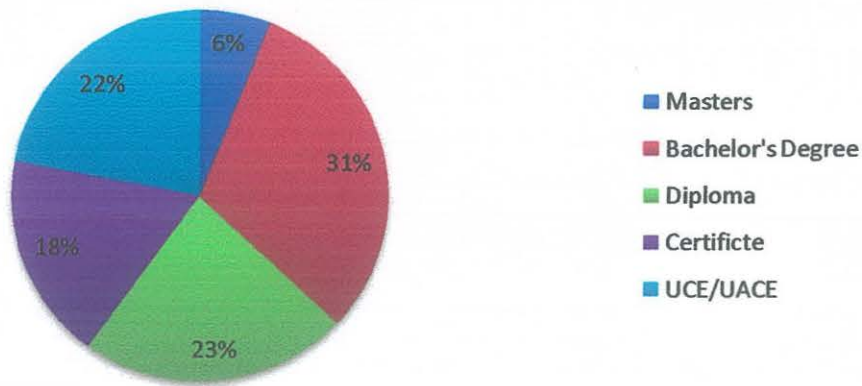
Source: Primary Data

From the survey, it was found out that the majority of the respondents happened to have a Bachelor's Degree. This is explained by a greater number of youths in the country and most of them have studied. Many are also desperate for better employment. A good percentage (23%) holds Diplomas also explained by the high level of enrolment into tertiary education. Most of the holders are officers like accounting officers, human resource assistants, lab technicians, production assistants and more. 18% of the respondents are having certificates. This is explained by a greater number of employees being casuals and most of them are in production and stores. 22% of them are holding UCE/ UACE certificates. These are also casuals and are given less than a year's contracts. The least number of the respondents (6%) are holders of Masters Degrees. These are highly experienced in service, very competent and understand the overall organizational objective very well. All these holders are at top management levels like directors and managers.

Table 6: Job status of employees

		Frequency	Percentage
Permanent		32	36
Contract/Temporary		40	44
Trainee		18	20
Total	90	100	
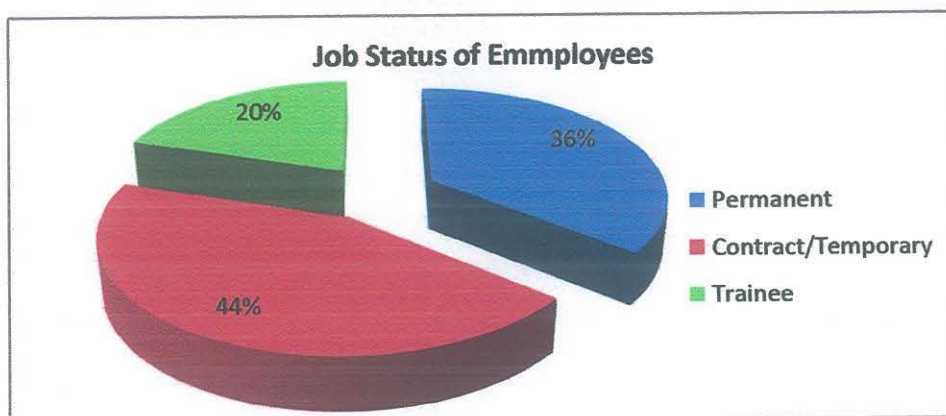
Source: Primary Data

Sameer Agriculture's employment policy highly bends on offering short term contracts to employees. This directly explains why we see a large number of the respondents (44%) working on contract/ temporary terms. These contracts range between 6 months to 3 years and are renewable upon approval by management. 36% of the respondents are on permanent basis and these are mainly the employees who have worked in the organization for many years. These initially begun working on temporary bases but due to their commitment and desire to push the organization forward, they were given the permanent job status. The trainees made it up to 20% of the total number of respondents and this can be explained as the study was done in a period where different tertiary institutions had sent their students for field attachment. They were placed in

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various departments but most of them were in Quality Control, Production then Finance and Administration.

Table 7: Departments of respondents

	Frequency	Percentage
Finance and Administration	23	26
Sales and Marketing	18	20
Production	30	33
Procurement and stores	19	21
Total	**90**	**100**

Source: Primary Data

When asked of their departments, the greater numbers of the respondents were found out to be in the department of production. This is explained by the fact that this department also has the largest number of employees amongst all the other departments. The other department that generated the second largest number of respondents was the department of Finance and Administration which covered 26% of the total respondents. 21% of the respondents came from the' Procurement and Stores department while 20% came from the department of Sales and Marketing.

Table 8: Period employees have spent at work

	Frequency	Percentage
Less than a year	24	27
1-3 Years	31	34
4-6 Years	19	21
7 Years and above	16	18
Total	**90**	**100**
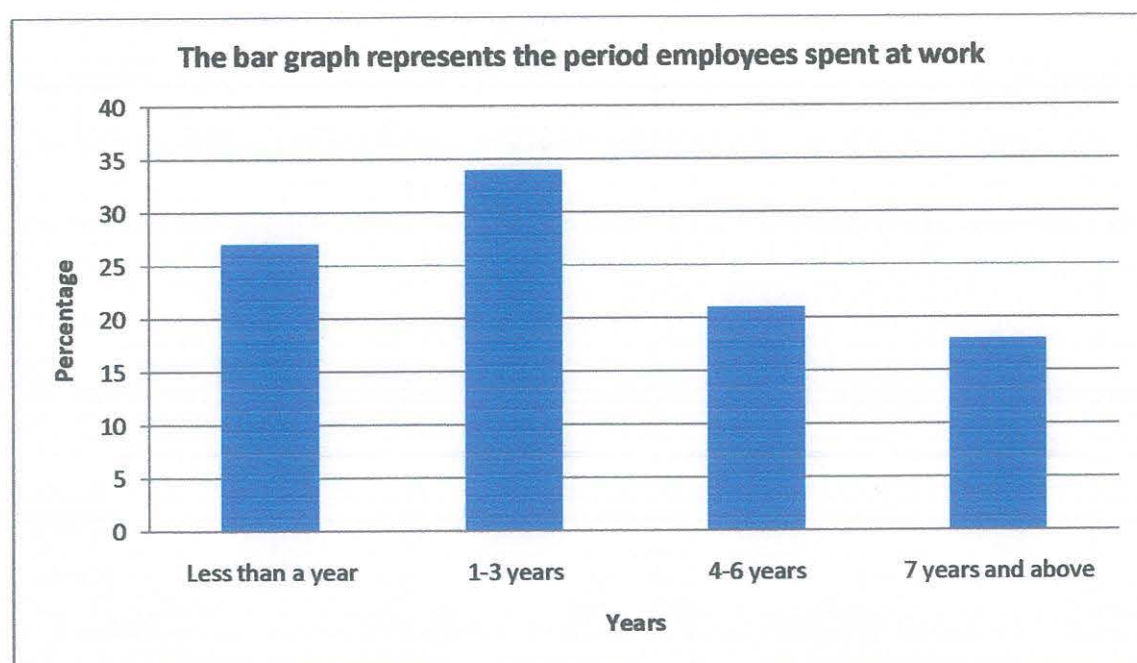
Source: Primary Data

A number of the respondents have worked at Sameer Agriculture for some time now. Many of them (34%) have worked at SALL for 1-3 years and many of them are on temporary basis. These categories of respondents are mainly youth who have just been employed. 27% of the respondents have worked for less than a year while 21% and 18% have worked for 4-6 years and 7 years plus respectively.

Table 9: Sameer Agriculture's greatest customers

	Frequency	Percentage
Wholesales	28	31
Retailers	22	24
Direct customers	17	19
Institutions/companies	15	17
Others	08	9
Total	**90**	**100**

Source: Primary Data

Amongst the greatest customers of Sameer Agriculture, the survey found out that wholesalers are the greatest with 31%. The retailers followed with 24% as the direct customers came third with 19%. This percentage reduced by 2% to give institutions/ companies the fourth spot while other customers took 9% of the total number of respondents. This demography is explained by the fact that SALL sells to wholesalers who then sell the same products to customers at an increased price. Other customers are those that come and buy the by-products for other uses.

Table 10: Most preferred products by the customers

	Frequency	Percentage
Milk	30	33
Milk powder	12	13
Yoghurt	22	24
Juice	7	8
Ghee and Cheese	15	18
Others	4	4
Total	**90**	**100**

Source: Primary Data

The survey also revealed the kind of products that are most preferred by the customers. With this, it was found out that 33% of the customers' preferred liquid milk. This can be explained by the fact that this is the main product of SALL and clients are more associated with it. There is also a high number of children who prefer the product. Milk is a raw material in manufacture of other products like bread, cakes and more which means the demand for milk is high and that is why it is most preferred by the customers. The next product on the customers' preference list is yoghurt with 24%. 1 8% of the customers are said to prefer ghee and cheese while 1 3% prefer milk powder. On the small side few of the customers were found out to prefer juice with 8% and the customers who prefer other products are just 4%.

4.3. Methods of customer satisfaction

Table 11: Methods of customer satisfaction

	Frequency	Percentage
Being convenient and saving time	7	8
Offering quality	20	22
Offering quantity	12	13
Charging fair prices	17	19
Showing knowledge of products	4	4
Merchandise range	11	12
Store ambience	08	9
After sales service	11	12
Total	90	100

Source: Primary Data

When the respondents were asked about the different methods of customer satisfaction used at SALL, 22% agreed that offering quality products and services leads to greater satisfaction. 19% agreed that customer satisfaction is best enhanced through charging fair prices for commodities. 13% went with the offering of quantity. 12% agreed that product variety and after sales service contributes greatly to customer satisfaction. 9%, 8% and 4% went for store ambience, convenience and showing knowledge of the product respectively as the methods of customer satisfaction. The most preferred method of customer satisfaction is through offering quality as 2% (the higher percentage of all the methods) of the respondents agree.

4.4. Measures of sales performance

Table 12: Measures of sales performance

	Frequency	Percentage
Quantity of products	30	33
Market share	21	23
Sales strategy	4	5
Size of the sales force	7	8
Revenue from sales	28	31
Total	**90**	**100**

Source: Primary Data

As far as the measures of sales performance are concerned, the respondents (33%) agreed that the higher the number of products sold, the better the sales performance. The performance of sales can be measured through looking at the revenue from sales. This actually means that the higher the sales revenues, the better the sales performance. This view was supported by 31% of the

respondents. As for market share, 23% agreed that sales performance can be measured according to the size of the market.

4.5 The relationship between customer satisfaction and sales performance
Table 13: Offering quality products leads to increased sales volumes

	Frequency	Percentage
Agree	65	72
Not sure	18	20
Disagree	7	8
Total	90	100

Source: Primary Data

This table looks at the relationship between customer satisfaction and sales performance. It was found out that offering quality products leads to increased sales volumes. The table above therefore shows a very positive relationship as 72% of the respondents agree while 20% were unsure and 8% of all the respondents disagreed to the statement.

Table 14: Through charging fair prices, the market share may increase

	Frequency	Percentage
Agree	63	70
Not sure	15	17
Disagree	12	13
Total	90	100

Source: Primary Data

Fair pricing has an impact the market share and thereby the sales performance. This statement is greatly supported by 70% of the total number of respondents as 17% were unsure and 13% disagreed to the phenomena.

Table 15: The more the product variety, the higher the market share

	Frequency	Percentage
Agree	49	54
Not sure	25	28
Disagree	16	18
Total	90	100

Source: Primary Data

It was found out that with product variety, an organization would attain a higher market share thereby hence better performance. The table. above therefore shows that 54% of the respondents agree while 28% were unsure and 1 8% of all the respondents disagreed to the statement.

Table 16: Merchandise range's likeliness to increase sales revenues

	Frequency	Percentage
Agree	57	63
Not sure	14	16
Disagree	19	21
Total	90 ·	100

Source: Primary Data

It was found out that offering variety products leads to increased sales revenues. The table above therefore shows a very positive relationship as 63% of the respondents agree while 16% were unsure and 21% of all the respondents disagreed with the statement.

Table 17: Product variety and sales performance measurement

	Frequency	Percentage
Agree	41	46
Not sure	22	24
Disagree	27	30
Total	90	100

Source: Primary Data

With product variety, it is easy to measure sales performance. This statement was proved correct by the respondents. 46% of them agreed to its correctness as 24% were unsure of its validity while 30% disagreed to its authenticity.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter examines the data that was obtained from the field. This data was both qualitative and quantitative. The responses of the respondents were fair according to the survey.

5.1. Summary of findings

From the research, it was found out that there are many methods of customer satisfaction and these include convenience, quality, quantity, fair pricing, knowledge of the product, merchandise range, store ambience and after sales service. From this, offering quality products ended up coming as the most preferred method that could boost customer satisfaction with 22% while showing knowledge of the products was considered least important with 4% as the one of the methods of customer satisfaction.

The other part of the study that was conducted was also to show the different measures of sales performance. These methods included quantities sold, the market share, sales strategy, size of sales force personnel and the revenue from sales. From all the measures, the quantity sold was chosen as the greatest measurement of sales performance with 33% as the least measurement method was the sales strategy with 5%. Other methods were 3 1 %, 23% and 8% respectively for revenue from sales, market share and the size of the sales force respectively.

When it comes to the relationship between the variables, 72% agreed that offering quality products leads to increased sales volumes hence better sales performance. 70% agreed that through fair pricing, the market share may increase as well as the performance of sales. The more the product variety, the

higher the market share and to this, 54% agreed while with product variety, there is likeliness of increased sales revenues which indicates better sales performance which is highly supported by 63% and lastly, 46% agreed that with product variety, it is easier to measure sales performance. These results are actually above average which means that many of the respondents agree that there is a positive relationship between customer satisfaction and sales performance in an organization.

5.2. Conclusion

From the survey, there is truly a relationship between customer satisfaction and sales

This is shown by the greater numbers of respondents who agreed. This therefore means that the purpose of the study was achieved. The study had to investigate the different of customer satisfaction and these included convenience, better employee performance, store ambience, showing knowledge where it is needed, price, merchandise range and after sales

The study also found out the measures of sales performance which included sales volume, market share, size of sales force and others. The research design used during the study the exploratory and the study population was of ninety individuals. During the course of the study, some limitations were faced by the researcher and some issues were realized by the researcher about the organization. The following recommendations can therefore assist Sameer in one way or the other.

5.3. Recommendations

SALL should improve on the staff remuneration especially for the employees under the department of production. Contract employees in this department are an average of two dollars which is insufficient for them to meet their needs.

This reduces their morale towards work which has an impact on the products produced as some production mistakes could be made.

SALL should also conduct periodic employee performance appraisals. Yong (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position". Performance appraisals will assist the company in terms of decision making whether of recruit more staff, dismiss and train employees.

The company' should also conduct proper staff training programmes to boost the abilities, skills and aptitude of the employees. Training should be done for production according to the international approved standards. With proper training, the employees will perform their responsibilities competently hence correct performance of SALL.

In terms of sales, SALL should employ a number of sales force personnel who will assist the company. Through this, more direct customers can be captured and as the trend continues, it will obtain an increased market share ahead of its competitors therefore increased profitability and better performance.

SALL also needs to conduct further research in the field of customer satisfaction. This will enable it to understand the dynamics of customer satisfaction and come up with relevant ways of meeting customer needs

Finally, SALL should continue offering assistance to trainees and researchers as this is a way of giving back to the public in one way or the other.

5.4. Areas of further research

- Product Quality and Customer Satisfaction
- Service Quality and Customer Satisfaction
- Advertising and Sales Performance
- Sales Promotion and Profitability
- Brand Awareness and Sales Performance
- Product Diversification and Customer Satisfaction

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Dear respondent,

This questionnaire is a data collection tool designed for an academic research titled, CUSTOMER SATISFACTION AND SALES PERFORMANCE. As a stakeholder of this company, you are kindly requested to contribute to this study by completing this questionnaire. You are to tick the appropriate box (es) or write your opinion where applicable. The data you will provide will be kept strictly confidential and will only be used for academic purposes. Thank you in advance.

PART A: DEMOGRAPHIC INFORMATION

(Tick)

Sex

Male ☐   Female ☐

Age group

Below 20 ☐

21 —30 ☐

31 —40 ☐

41—50 ☐

51 and above ▢

Marital Status

Single ▢

Married ▢

Divorced ▢

Separated ▢

Qualifications

Masters ▢

Bachelors ▢

Degree ▢

Diploma ▢

Certificate ▢

UCE/ UACE ▢

Job status

Permanent ▢

Contract/Temporary ▢

Department

Finance and Administration ▢

Sales and Marketing ▢

Production Stores ▢

Period at work

Less than a year

1-3 years

4-6 years

7 years and above

Who are Sameer Agriculture's greatest customers? (Tick the box)

1	Wholesalers	
2	Retailers	
3	Direct customers	
4	Institutions/companies/organizations	

Which of the following products is most preferred by your customers?

1	Milk	
2	Milk powder	
3	Yoghurt	
4	Juice	
5	Ghee and Cheese	
6	Others	

PART B: SUBJECT INFORMATION

(Answer Appropriately by Ticking on the side boxes)

What is the most preferred method of satisfying a customer at Sameer Agriculture and Livestock Limited?

1	Being convenient and saving time	
2	Offering quality	
3	Offering quantity	
4	Charging fair prices	
5	Showing knowledge of products for explanation to customers	
6	Merchandise range (variety of products)	
7	Store ambience (proper arrangement of the store to capture the eyes of the customer)	
8	After sales service	

How do we measure sales performance? In terms of ....

1	Quantity of products/sales volume	
2	Market value share	
3	Sales strategy	
4	Size of the sales force	
5	Revenue from sales	

The relationship between customer satisfaction and sales performance

Quantity of products/sales volume	Agree	Not sure	Disagree
Market value share			
Being convenient is a proper sales strategy as it saves time			
Through charging fair price, the market share may increase			
The more the produce variety, the higher the market share			
Merchandise range is likely to bring about increased revenues			
Product variety shows a large of the sales force which is away of sales performance measurement.			

REMINDER

The information provided will be used strictly for academic purposes.

THANK YOU FOR THE GOOD RESPONSE.