

# EMPLOYEE SATISFACTION AND PERFORMANCE: A CASE STUDY OF RETAIL SUPERMARKETS, WINDHOEK, NAMIBIA

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**Abstract:** The purpose of the study was to determine the satisfaction and performance of employees in five retail supermarkets in Windhoek. The major problem facing its management was that some employees did not work together as a team. This study took on a quantitative research approach undertaken by means of descriptive statistics. A target population of 600 respondents was chosen from the 5 Retail Supermarkets, which employed 120 employees per supermarket. A random sampling of 112 employees were taken, 22 employees from each of the four supermarkets and 24 from one supermarket. A modified existing research instrument called Job Satisfaction Survey (JSS) was used to analyse the data. From the data analysis, the study concluded that the satisfaction and employee performance were low because employees were not motivated and recognised for their efforts in the achievement of the company they worked for. The finding from the study will influence and inform policy makers and managers in matters pertaining to the improvement of team satisfaction and performance in order to create effective teamwork in the shops. Furthermore, the study identifies strategies for making improvements in existing team satisfaction and performance of employees, as well as various mechanisms to overcome the effects of poor teamwork.

**Keywords:** employee satisfaction, performance, teamwork, motivation.

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## I. INTRODUCTION

The purpose of the study was to determine the satisfaction and performance of employees at five retail supermarkets, a case study of Woermann Brock supermarkets in Windhoek, Namibia. According to the Woermann Brock Company Annual Performance Appraisal Report (2013-14), the major problem facing its management is that some employees do not work together as a team. In a service business, customer satisfaction is a critical performance indicator alongside measures of unit productivity and administrative effectiveness.

Internal Marketing influences employee satisfaction through employee development and empowerment (Ahmad & Al-Borie, 2012). In fact, employees who benefit training from the firm participate in decision making and are fairly rewarded for the work they are doing, remain satisfied, and are more motivated to stay for a long term with the firm. Bigliardi, Dormio, Galati & Schiuma (2012) stated that implementing Internal Marketing practices allows firms to understand what employees value through bi-directional communication channels allowing firms to become more responsive to the needs of its employees and satisfy them, Internal Marketing contributes to the positive reciprocal response of the workforce in the form of greater satisfaction with their work and an improvement of its quality (Bigliardi et al 2012).

Employee satisfaction plays an important role to an employee in terms of health and well-being (Kornhaurser, 2010; Khaleque, 2011) and for an organization in terms of its productivity, efficiency, employee relations, absenteeism and turnover (Vroom, 1964; Locke, 1997; Khaleque, 2011). Research examining the relationship between employee satisfaction and job performance has been conducted since at least as early as 1945 (Blau, 1993) and methodology utilized has varied greatly. Some researchers used established scales to measure job satisfaction, while some developed their own. Some used self-report ratings to assess performance, while others used peer or supervisor ratings.

The study relating to employee satisfaction and job performance has now become a research tradition in industrial-organizational psychology (Bass, 2008). The relationship between employee satisfaction and job performance has been described as the "Holy Grail" of industrial psychologists (Landy, 1989). Many organizational theories are based on the notion that organizations that are able to make their employees happy will have more productive employees. Over the years, scholars have examined the idea that a happy worker is a productive worker; however, evidence is not yet conclusive in this regard (Davar, 2008). Empirical studies have produced several conflicting viewpoints on the relationship between employee satisfaction and job performance. Siegel and Brown (1971) suggested that job performance leads to employee satisfaction but not the reverse. Anderson (2009) indicated that autonomy and feedback from the job is significantly correlated with performance.

One of the most important internal stakeholder groups for Woermann Brock Company is its employees. The industry depends upon reliable people delivering good customer service. When employees provide good service to customers, this fosters customers' retention. The customers, suppliers, local community and the shareholders are also important stakeholders. Although scientists have stated that the relationship between the organization and stakeholders is mutually important in the context of benefit and harm or rights and obligations (Neville, 2003). It is also observed that stakeholders impact greatly on the organization than the organization can make on its stakeholders. According to the Business for Social Responsibility (BSR) staff paper, Stakeholder Engagement (2003), the process creates a conducive environment by: cooperation on operations/activities and at times on policy development, allowance for enhanced community confidence, creation of a more user-friendly, community/ industry targeted services, reducing future costs.

The finding from the study influenced and informed policy makers and managers in matters pertaining to the improvement of team satisfaction and performance. A better knowledge and understanding of the tools that the company already uses help to understand the employees needs and wants in the quest for organizational success. Other organizations may benefit through the study by identifying how to establish team satisfaction and performance in their workplaces. Furthermore, the study identifies strategies for making improvements in existing team satisfaction and performance of employees, as well as various mechanisms to overcome the effects of poor teamwork.

## II. METHOD

This study took on a quantitative research approach. Descriptive statistics were utilised in the course of this study to present the findings. The target population for this study was 600 respondents from the 5 Woermann Brock Supermarkets stores in Windhoek, which have 120 employees per supermarket. They were chosen as the target population because they are tasked with the responsibility of working together as a team. Simple random sampling was used to obtain a total sample of 112 employees, 22 employees from 4 supermarkets and 24 from 1 supermarket. An existing modified research instrument on employee satisfaction and performance called **Job Satisfaction Survey (JSS)** was used.

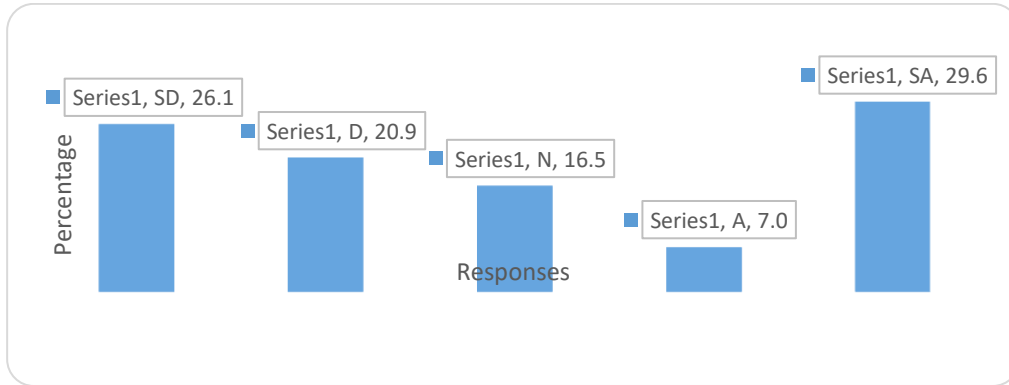
The questionnaire format and sections used from previous studies on employee satisfaction and performance of employees in an organization was adapted and modified for the use of this study. The modified **JSS** is a questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. In order to take the test, the participants were asked to respond to 36 items, or 4 items for each of the nine sub-scales. For each item, there were choices between "strongly disagree" to "strongly agree," six choices in all, with which the participants were supposed to respond (Spector, 2009).

The questionnaires were handed to individual supervisors in their work stations at 5 Woermann Brock supermarkets Windhoek by the researcher. Face-to-face administration of questionnaires assists in clarifying questions for the respondents, while also ensuring that the questionnaires are adequately completed. Ethical issues of participants' rights, privacy and confidentiality of information were emphasized to the respondents during the data collection process. Collected data was then coded and prepared for entry in the SPSS programme. The data were analysed by using descriptive statistics and presented in the graphs, tables and charts. Anonymity of all respondents' characteristics was also highly maintained.

A total number of 112 questionnaires from Ombili supermarket, Hyper supermarket main branch, Eros supermarket, Olympia supermarket and Klein Windhoek supermarket were entered into SPSS and analysed to produce the results.

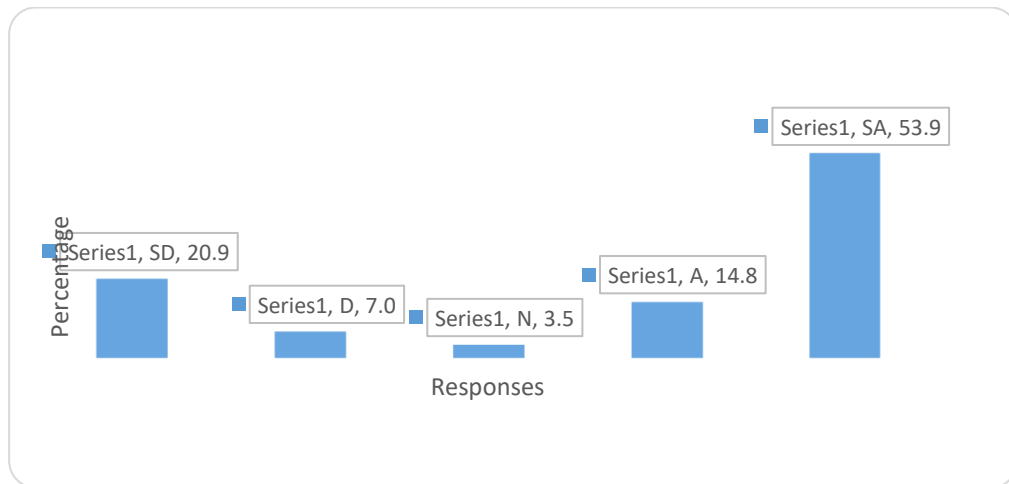
### III. RESULTS

#### 1. Team satisfaction and performance among workers at Woermann Brock Supermarkets in Windhoek



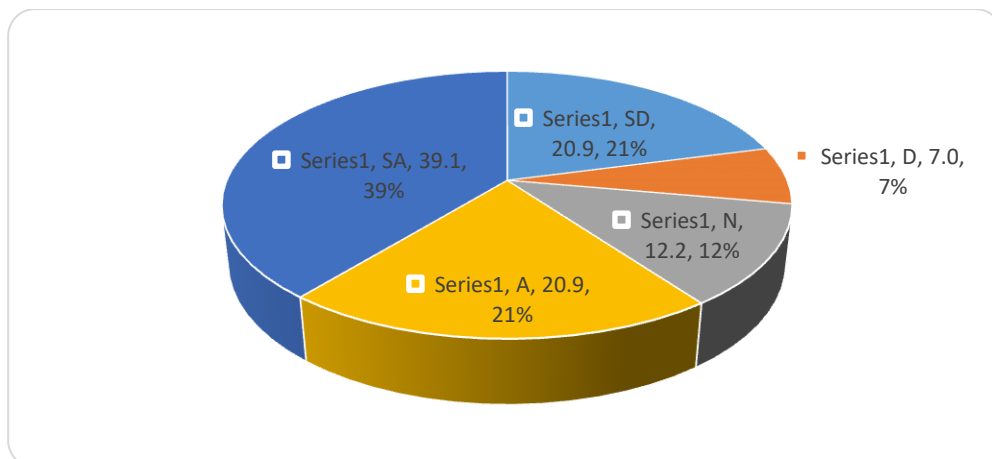
**Fig. 1: Personal Accomplishment from Work**

Fig.1 above is a representation of the how the employees feel about their personal accomplishment from work. It can be seen that 26.1% of respondents or employees strongly disagreed that work gave them a feeling of personal accomplishment, 20.9% Disagreed, 16.5% were neutral, 7.0% Agreed and 29.6% strongly agreed that they felt some form of personal accomplishment from work.



**Fig. 2: Ability to correct customer dissatisfaction**

In fig. 2 above, it is shown that 53.9% strongly agreed that they had the ability to correct customer dissatisfaction, 20.9% of the respondents strongly disagreed, 14.8% agreed, 7.0% disagreed while only 3.5% were neutral.



**Fig. 3: Personal Growth Experience**

In figure 3 above, we see the personal growth experience of the employees. 39% strongly agreed that they had made some personal growth while under employment at Woermann Brock, 21% agreed, 12% are neutral, 7% disagreed and 21% strongly disagreed to making personal growth within their time at Woermann Brock.

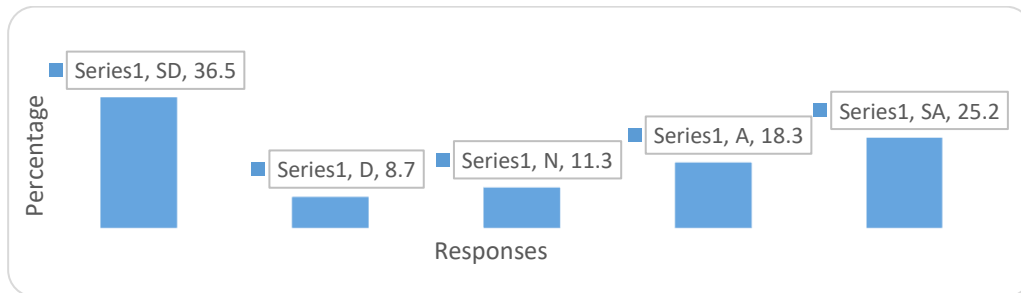


Fig. 4: Management looks to me for suggestions and leadership

Fig.4 above shows the responses of employees when asked if management looked to them for suggestions and leadership. About 36.5% of respondents/employees strongly disagreed, 25.2% strongly agreed, 18.3% agreed, 8.7% disagreed while 11.3% were neutral that management looks to them for suggestions and leadership.

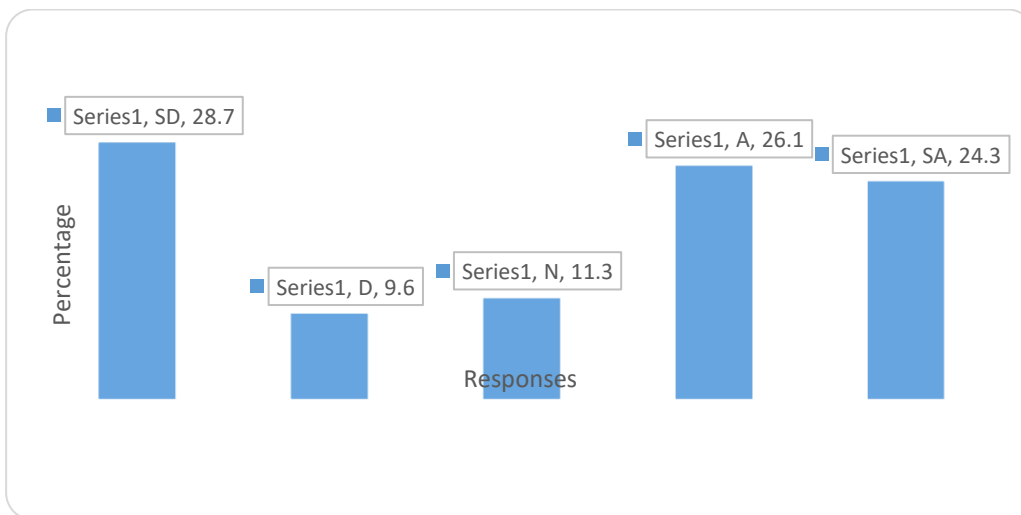


Fig. 5: Supervisor Encouragement to do the best.

Fig. 5, shows that 28.7% strongly disagreed to receiving any encouragement from supervisors, 9.6% disagreed, 11.3% were neutral, 26.1% agreed and 24.3% strongly agreed that they received some kind of encouragement from their supervisors.

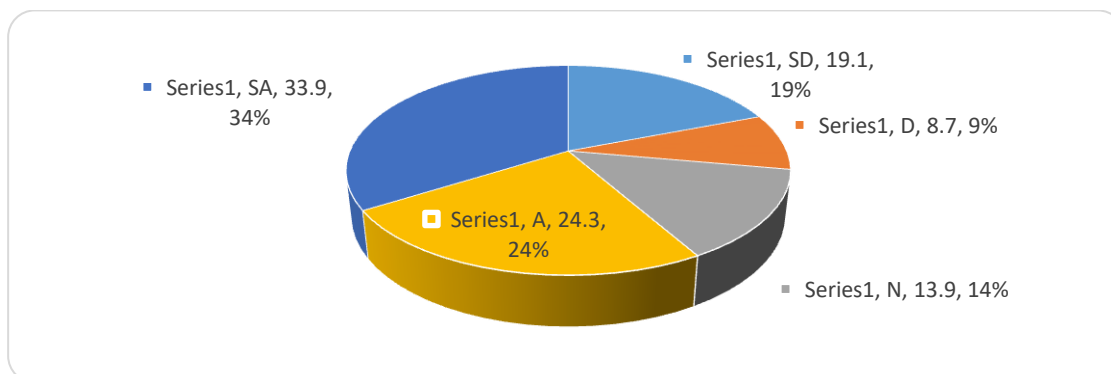
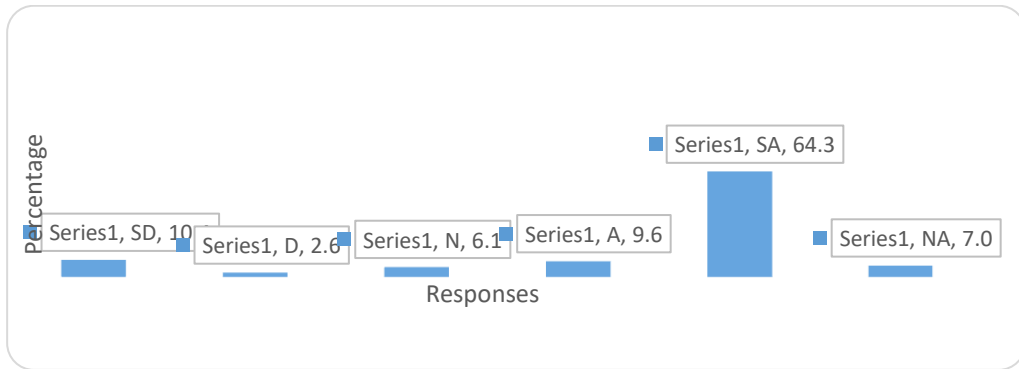


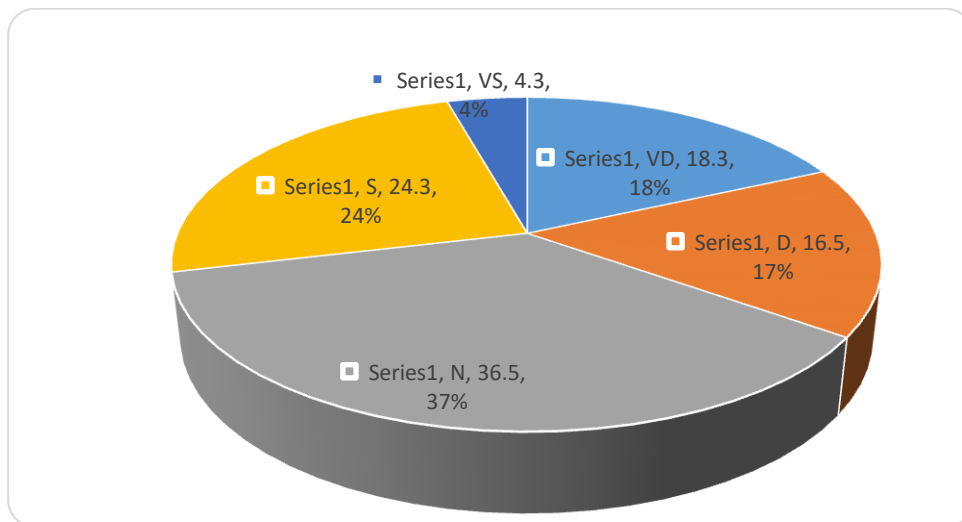
Fig. 6: Valued by supervisor

Fig. 6 above shows the responses of the respondents when asked if they felt valued by their supervisors. About 34% of respondents/employees strongly agreed, 24% agreed, 14% were neutral, 19% strongly disagreed while 9% disagreed that they were valued by their supervisors.



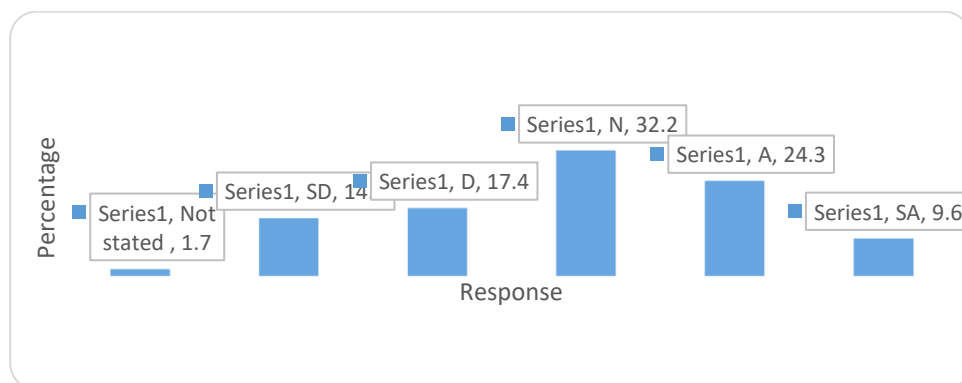
**Fig. 7: Solving Customer Problems**

Figure 7 presents the responses of the employees when asked whether they solved customer problems. The majority 64.3% strongly agreed that they solved customer problems, 9.6% agreed, 6.1% were neutral, 10.4% strongly disagree, 2.6% disagree and 7.0% said this was not applicable to them.



**Fig. 8: Overall Satisfaction with current position**

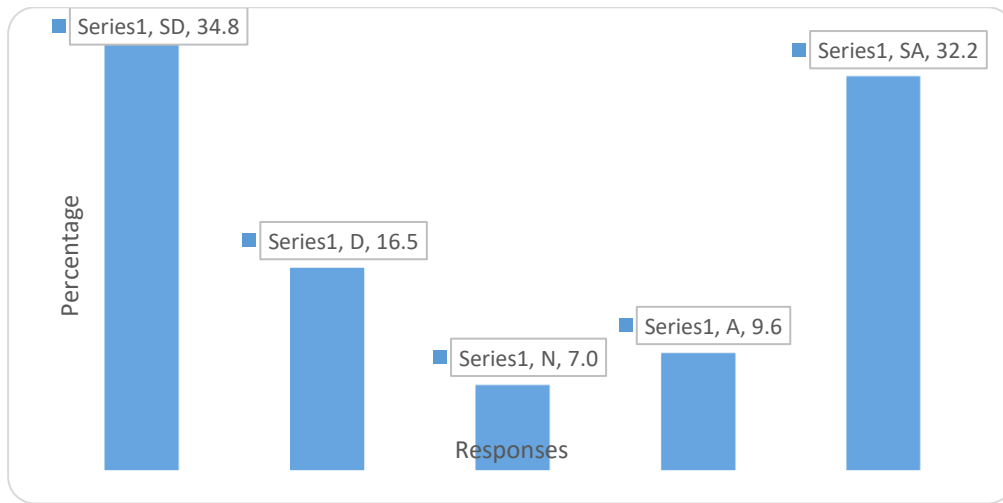
In fig. 8 above, the employees overall satisfaction with their current position was identified. 24% are satisfied with their current position, only 4% of the employees were very satisfied, 37% (majority) were neutral, 17% were dissatisfied and 18% were very dissatisfied with their current position.



**Fig. 9: Clear Career Path**

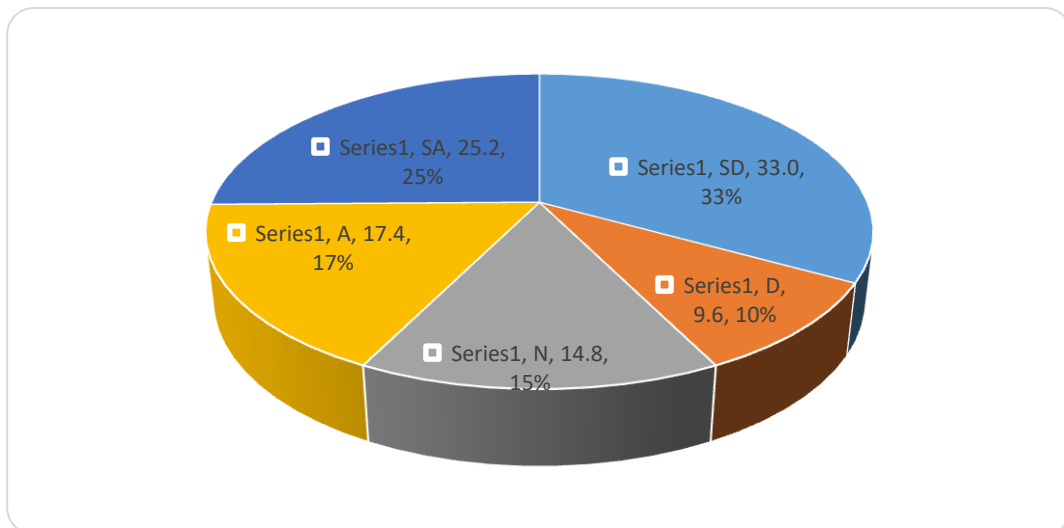
Fig.9 above shows whether the employees agreed or disagreed to having a clear career path at Woermann Brock. Surprisingly, 32.2% were neutral, 14.8% strongly disagreed, 17.4% disagree, 24.3% agreed, 9.6% strongly agreed while 1.7% did not state whether or not they had a clear career path.

**2. Mechanisms and relationships that enhances team satisfaction and performances of Employees at Woermann Brock Supermarkets.**



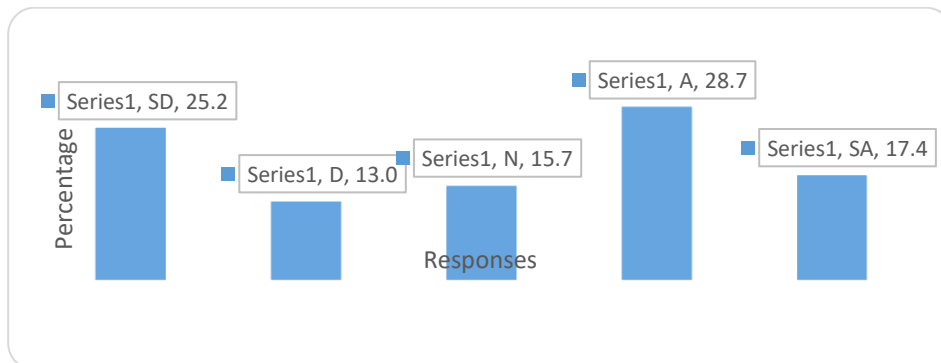
**Fig. 1: Encouragement to be innovative**

In fig. 1 above, it is shown that 34.8% of the employees strongly disagreed to receiving encouragement to be innovative, 16.5% disagreed, 7.0% were neutral, 9.6% agreed and 32.2% strongly agreed.



**Fig. 2: Tools and Resources required to do work available**

Fig.2 shows that 33% strongly disagreed and 10% disagreed that tools and resources required to work were available, 25% of the employees strongly agreed, 17% agreed and 15% were neutral.



**Fig. 3: Clear Job Requirements**

In fig. 3, results show that 28.7% agreed and 17.4% strongly agreed that clear job requirements were stated, 25.2% of the employees strongly disagreed, 13.0% disagreed and 15.7% were neutral.

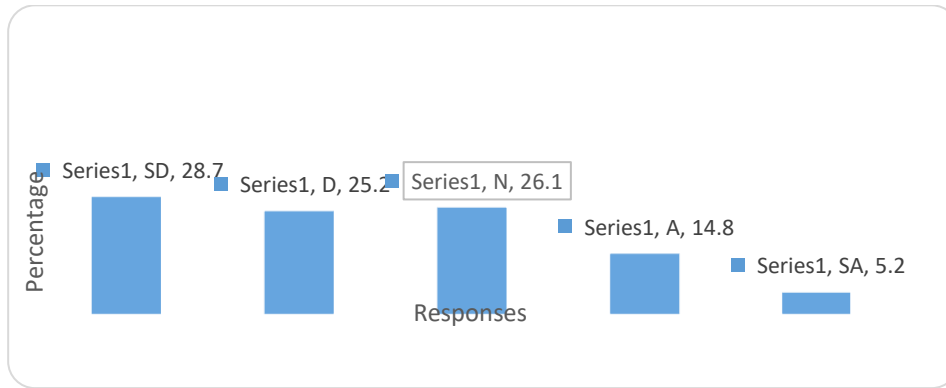


Fig. 4: Employee Recognition

In fig. 4 above, it is shown that 28.7% strongly disagreed that they were recognized, 25.2% disagreed, surprisingly 26.1% were neutral, 14.8% agreed and 5.2% strongly agreed.

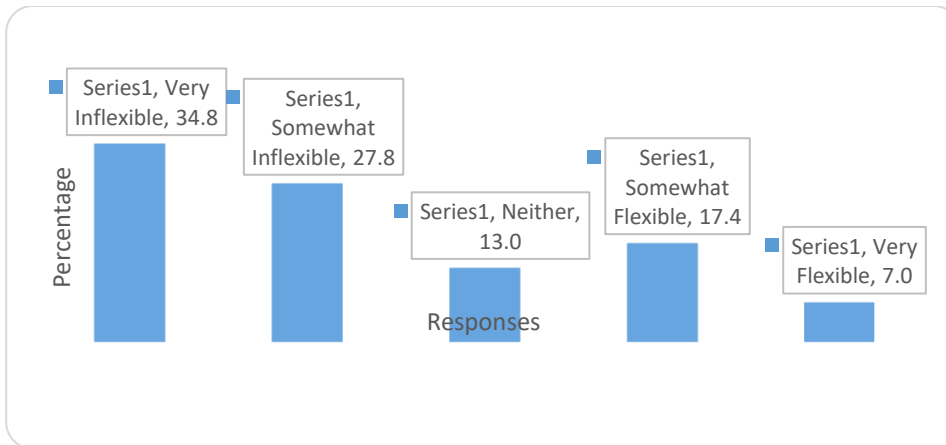


Fig. 5: Company Flexibility to Employee Family Responsibilities

Fig.5 above shows that 34.8% of the employees stated that Woermann Brock Supermarkets were very inflexible towards the family responsibilities of employees, 27.8% stated that the company was somewhat inflexible, 13.0% were neutral, 17.4% stated that the company was somewhat flexible and 7.0% stated that the company was very flexible.

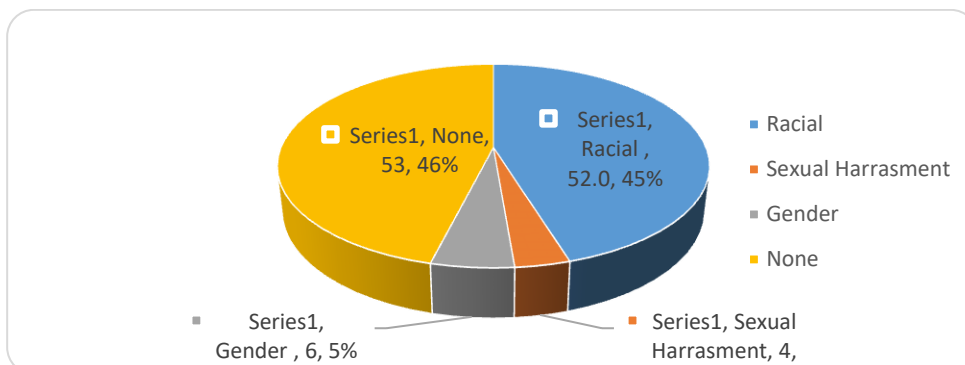
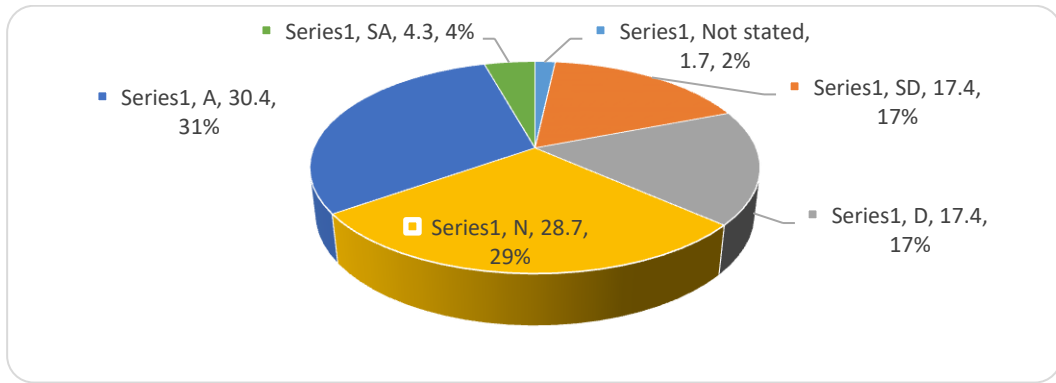


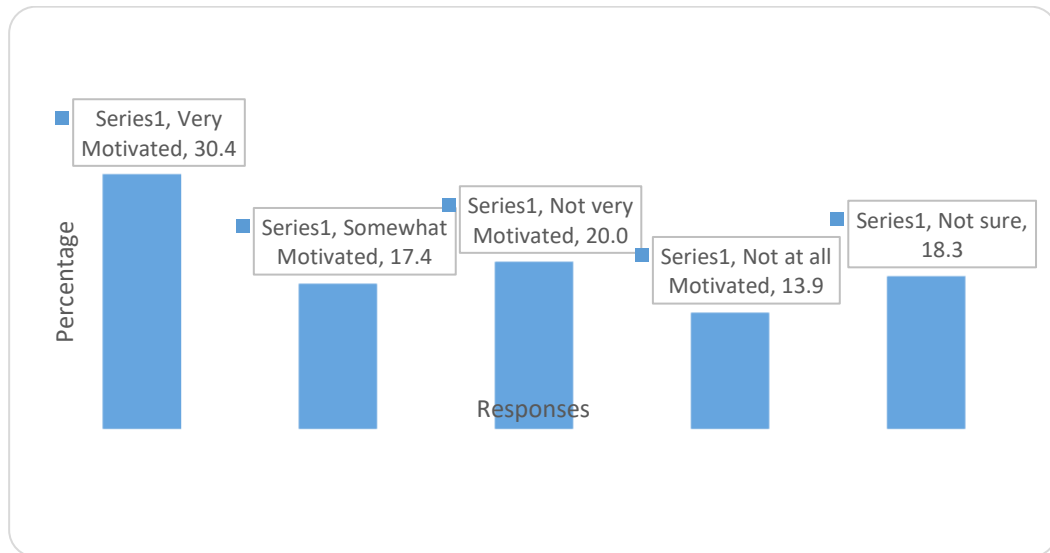
Fig. 6: Forms of Discrimination or Harassment Observed

In fig. 6, it is shown that 46% of the employees did not observe or suffer any discrimination or harassment, 45% suffered or observed racial discrimination, 5% suffered or observed gender discrimination and 4% suffered or observed sexual harassment in the workplace. There were mixed feelings as to whether the employees suffered or did not suffer from some forms of discrimination and harassment.



**Fig. 7: Adequate interaction opportunities received**

Fig. 7 shows that 29% of respondents were neutral to the notion that they were awarded adequate interaction opportunity, 17% of the employees strongly disagreed, 17% disagreed, 31% agreed, 4% strongly agreed and 2% did not state any response.



**Fig. N: Motivation to see company succeed**

In Fig. N, it can be observed that 30.4% of the employees were very motivated to see the company succeed, 20% are not very motivated, 17.4% were somewhat motivated, 13.9% were not at all motivated and 18.3% were not sure as to whether they were motivated to see the company succeed.

**3. Employee Performance:**

**TABLE 1: Overall Employee Performance**

	Upper 5%	Upper 10%	Upper 20%	Upper 30%	Middle 50%	Lower 30%	Bottom 20%	Total %
Productive time spent working on tasks	11.3	6.1	4.3	22.6	53.9	0	1.7	100
Productive time spent meeting quotas and goals	12.2	8.7	2.6	30.4	40	4.3	1.7	100
Overall productivity in getting job done	7	2.6	15.7	22.6	47.8	2.6	1.7	100
Going beyond expectation to make client happy	8.7	3.5	15.7	17.4	47	4.3	3.5	100
Responding quickly to satisfy customer needs	3.5	6.1	7.8	23.5	52.2	1.7	5.2	100
Overall quality of service provided	7	1.7	12.2	20.9	47.8	1.7	8.7	100



Table 1 above displays the responses of the employees regarding their overall performance. Notably, majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2% responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided.

#### **IV. DISCUSSION**

##### **Team satisfaction and performance:**

Only about 37% of the employees expressed that they gained some personal satisfaction from their work. Regardless of this low percentage, about 69% of these employees have been able to correct customer dissatisfaction in their work place. In the same vein, 60% of the respondents experienced some significant personal growth while working for Woermann Brock. Job satisfaction elements can be considered in relative terms, as proposed in equity theory (Adams, 2013; Vecchio, 1982), in which employees evaluate the fairness of exchange and base their satisfaction-related elements on the comparison of the ratio of personal outcomes (pay, recognition, job satisfaction, opportunity and advancement) and personal inputs (time, effort, knowledge and skills) with the ratio of reference group outcomes and inputs.

About 45% of the respondents were not looked for suggestions and leadership by management however, 50% were encouraged by their supervisors to perform to the best of their abilities. An additional 58% of the employees felt valued by their supervisors. Interaction levels are highly dependent on the structure of the organizational structure. While not all employee expectations can be met, meeting one expectation will go a long way in meeting the employee feeling relevant. Gorenak and Pagon (2006) claimed that a person is satisfied when their needs have been fulfilled, when their acts have been approved or commended and when they feel needed and important. It appears that supportive workplace relationships have been found to be important predictors of engagement by various studies (Maslach, Schaufeli & Leiter, 2001; May, Gilson & Harter, 2004).

About 74% of the employees successfully solved clients' problems even though only 28% were satisfied with their current positions. On the same breath, only 34% had clear a career path.

##### **Mechanisms and relationships:**

The quality of leadership in an organization contributes to its success or downfall. With only 20% of the 5 participant stores of Woermann Brock employees feeling recognized, the leadership of the organization needs to restructure and develop strategies to make all employees feel relevant. Extensive research both in the academic and business communities indicate clear links between highly engaged individuals and overall organizational performance, specifically with bottom line results, job and customer satisfaction, absence, staff turnover and resilience to change (Stakeholder Magazine, 2009).

In Woermann Brock, racial discrimination is a great concern standing at 45% (observed and experienced) and followed by Gender and Sexual harassment at 5% and 4% respectively. Employees need to feel respected and valued which in turn creates a sense of satisfaction to turn increasing productivity in the work place.

Around 63% of the employees felt that the company was not flexible towards their family responsibilities. About 34% of the respondents stated that they had adequate interaction opportunities. Increased interaction creates a platform to share ideas on how to move forward and perform better as a team. Even though 47.8% of the employees were motivated to see the company succeed, 35% advised friends not to apply for a job mostly because of dissatisfaction with the limited growth and other factors that are crucial to employee needs.

##### **Employee performance**

Notably, the majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2% responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided. This however can be improved if contributing factors to employee personal fulfilment and satisfaction and job satisfaction are improved.

#### **V. CONCLUSION**

This research study was concluded that by looking at the overall performance scores of employees, which indicate that majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2%

responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided. From the data analysis the study concluded that the satisfaction and employee performance was low because employees were not motivated and recognised for their efforts in the achievement of the company they worked in.

From the study, it is safe to conclude that at Woermann Brock Supermarkets specifically Ombili, Hyper, Eros, Olympia and Klein Windhoek branches, employees could perform better if their job satisfaction levels were higher. It is true that regardless of them being unsatisfied with their current job and not gaining any personal satisfaction, the employees strive to serve customers to the best of their abilities. To maintain well satisfied and high performing employees, Woermann needs to incorporate factors such as leadership opportunities, employee and management relationships, reward and remuneration system, opportunities for professional development, job security, internal and external communications and concern towards employees' family responsibilities.

#### **ACKNOWLEDGEMENT**

The author would like to express his sincere appreciation for the contribution from both Ms, Diana Ekandjo and Dr Tangeni liyambo.

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