



## **Study Of Comparison Of Channel Satisfaction Among Employees Across The Various Retail Stores**

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***Abstract:***

*This paper talks about the importance of channel member satisfaction with employees in various retail stores. This paper compares the level of channel satisfaction among the employees in various retail stores. This paper stresses on the strategies which will improve channel level relationship among the employees. This paper highlights the important components of channel level satisfaction In various retail stores.*

***Keyword:*** Channel, Satisfaction, employees, productivity etc.

**Introduction**

Many authors have recognized the need of channel level satisfaction in the area of business (Brown and Frazier, 1978 and Selnes, 1998). The research shows that channel level satisfaction increases with long term positive orientation and continuous efforts (Bolton, 1998, Genasen, 1993, Nevin, 1974, Lusch, 1977 and Gutierrez et al, 2005). From the various research studies it was found that companies in today's environment need to focus not only to meet the customer needs to retail good profits but also on channel members and to understand them very well. Retail outlets are increasing everyday and they are providing large number of employment and contributing to a large extent to Indian GDP. In India channel members are existing in different forms like distributors, wholesalers, retailers etc. It is found from the various research studies that good channel relationships helps in availability of products at right time to the customers. It improves profitability as well as customer satisfaction. Hence it is very important to understand the channel level relationship in retail stores

**Review Of Literatures**

From the literature Kale (1986) defined the channel level as as the degree to which the target firm needs to maintain good relationship with the source to achieve its desired goals. Next Buchanan,(1992)defined the extent to which resources for which there are few of these channels which require a substantial level of cooperation to perform the specific tasks necessary to make products and services available. Kalra (1999) defines channel member performance as the degree to which the channel member engages in behavior that contributes to the fulfillment of the channel leader's objectives. The channel Level relationship with the manufacturer is very important to make the Product available to the customer at right time and at right place with a right price. It will impart customer satisfaction and will bring good business performance.

**Objectives Of The Study**

This study is designed to achieve the following objectives.

To find out the significant difference in various items across the retail outlets.

To find out the significant difference in various items across various demographic factors Like age, education, income etc.

**Hypothesis Of The Study**

From the above objectives, the following hypotheses of the study were formulated.

H<sub>1a</sub>: There exists a significant difference in various items across the various stores.

H<sub>2a</sub>: There exists a significant difference in various items across the various age groups.

H<sub>3a</sub>: There exists a significant difference in various items across the various education levels.

H<sub>4a</sub>: There exists a significant difference in various items across the various managerial levels.

H<sub>5a</sub>: There exists a significant difference in various items across the various regions like Delhi, Haryana and U.P.

H<sub>6a</sub>: There exists a significant difference in various items across the various income groups.

**Research Methodology Used**

In this study a sample size of 150 employees was chosen from Delhi, Haryana (Gurgaon & Faridabad) and U.P. (Noida & Ghaziabad). 123 filled in questionnaire were received from various organized retail stores in and around Delhi. The scale used in this study was developed by Ruekert and Churchill in 1984 and the name of the scale is Satisfaction-Channel Satisfaction: Satind and Satdir scale. The reliability of this scale was found to be .89 by the author and quite satisfactory.

The data was analyzed by using descriptive statistics as well as ANOVA methods. In this study seven retail stores were selected which were Reliance Fresh, Big Bazaar, Spencer's, Vishal Mega mart, Shoppers Stop, Westside and Ebony. The employees were selected from three levels employees level, first level manager and middle level managers.

**Data Analysis And Data Interpretation:**

The data is analyzed in descriptive as well as with statistical methods.

Name of Store				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Reliance Fresh</b>	28	22.8	22.8	22.8
<b>Big Bazaar</b>	15	12.2	12.2	35.0
<b>Spencer's</b>	28	22.8	22.8	57.7
<b>Vishal Mega mart</b>	16	13.0	13.0	70.7
<b>Shoppers Stop</b>	13	10.6	10.6	81.3
<b>Westside</b>	11	8.9	8.9	90.2
<b>Ebony</b>	12	9.8	9.8	100.0
<b>Total</b>	123	100.0	100.0	

Table 1.0

From the above table (1.0), it was found that there were 123 employees in total. There are seven retail outlets in which 28 employees from Reliance Fresh, 28 employees from Spencer's, 16 employees from Vishal Mega mart, 15 employees from Big Bazaar, 13 employees from Shopper Stop, 12 employees from Ebony and 11 employees from Westside. Hence from this we can conclude that large number of employees were from Reliance Fresh and Spencer's.

Level of Employment in Retail Stores				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>As Salesman</b>	34	27.6	27.6	27.6
<b>First level managers</b>	63	51.2	51.2	78.9
<b>Second level managers</b>	26	21.1	21.1	100.0
<b>Total</b>	123	100.0	100.0	

Table 1.1

In the table (1.1), it was found that there were 123 employees in total, in which 63 employees belong to first level managers, 34 employees as salespersons and 26 employees were employed as 2<sup>nd</sup> level managers. Hence from this we can conclude that most of the employees were from first level managers.

Various Regions				
	Frequency	Percent	Valid Percent	Cumulative Percent
Delhi	44	35.8	35.8	35.8
Haryana	40	32.5	32.5	68.3
U.P.	39	31.7	31.7	100.0
Total	123	100.0	100.0	

Table 1.2 : Across Delhi, Haryana and U.P.

From the table (1.2), it is found that there were 123 employees in total, in which 44 employees from Delhi region, 40 employees from Haryana and 39 employees from U.P. (Noida & Ghaziabad) selected for this study.

Your Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20-to-25 years	34	27.6	27.6	27.6
25-to-35 years	74	60.2	60.2	87.8
35-to-45 years	15	12.2	12.2	100.0
Total	123	100.0	100.0	

Table 1.3

In the table (1.3), it is found that there were 123 employees in total In which 74 employees in the age group of 25-to-35 years, 34 employees were falling in the age group of 20-to-25 years and rest 15 were in the age group of 35-to-45 years. Hence from this we can say that most of the employees working in the age group of 25-to-35 years.

Education Level				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Matriculation</b>	17	13.8	13.8	13.8
<b>Diploma</b>	13	10.6	10.6	24.4
<b>Degree</b>	46	37.4	37.4	61.8
<b>Master Degree</b>	47	38.2	38.2	100.0
<b>Total</b>	123	100.0	100.0	

Table (1.4)

From the table(1.4), it is found that there were 123 employees in total in which 17 employees were matriculate, 13 were diploma holders, 46 were graduate and rest 47 were having a master degree like MBA, M.Com, M.A. etc. Hence from this we can say that most of the employees were graduates and postgraduates in various retail stores.

Your Monthly Income Category				
	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Up-To-15,000</b>	78	63.4	63.4	63.4
<b>15,001-to-30,000</b>	23	18.7	18.7	82.1
<b>30,001-to-45,000</b>	15	12.2	12.2	94.3
<b>45,001-to-60,000</b>	7	5.7	5.7	100.0
<b>Total</b>	123	100.0	100.0	

Table 1.5

From the table (1.5), it is found that 78 employees were having an income up-to Rs. 15000/per month followed by 23 employees in the income group between Rs. 15001-to-30,000 next followed by 15 employees in the income group between Rs. 30001-to-45,000 and rest 07 were in the income group between Rs. 45001-to-60,000 per month. Hence from this we can say that most of the employees were in the low salary group.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
My manufacturer's sales representative does not know his products well	Between Groups	16.223	6	2.704	2.199	.048
	Within Groups	142.606	116	1.229		
	Total	158.829	122			
Manufacturer's sales are helpful	Between Groups	14.369	6	2.395	4.201	.001
	Within Groups	66.135	116	.570		
	Total	80.504	122			
Manufacturer's products are a good growth opportunity for my firm	Between Groups	7.823	6	1.304	2.651	.019
	Within Groups	56.061	114	.492		
	Total	63.884	120			
I would have a difficult time replacing manufacturer's products with similar products	Between Groups	13.256	6	2.209	2.595	.022
	Within Groups	97.075	114	.852		
	Total	110.331	120			
Manufacturer's products perform much better than their competition	Between Groups	21.749	6	3.625	2.875	.012
	Within Groups	146.267	116	1.261		
	Total	168.016	122			
Manufacturer provides very competitive margins on their products	Between Groups	24.042	6	4.007	3.557	.003
	Within Groups	128.404	114	1.126		
	Total	152.446	120			
Manufacturer should have better cooperative advertising program	Between Groups	13.860	6	2.310	3.270	.005
	Within Groups	80.520	114	.706		
	Total	94.380	120			
Manufacturer conducts excellent consumer promotions	Between Groups	20.915	6	3.486	2.510	.026
	Within Groups	158.324	114	1.389		
	Total	179.240	120			
Manufacturer provides adequate promotional	Between Groups	6.555	6	1.092	2.135	.055
	Within Groups	58.321	114	.512		

support for their products	Total	64.876	120			
Manufacturer provides excellent point-of-purchase displays	Between Groups	29.754	6	4.959	2.962	.010
	Within Groups	194.213	116	1.674		
	Total	223.967	122			
Order handling by manufacturer	Between Groups	7.497	6	1.250	2.096	.059
	Within Groups	69.153	116	.596		
	Total	76.650	122			
The quality of manufacturer's products	Between Groups	25.427	6	4.238	5.167	.000
	Within Groups	93.498	114	.820		
	Total	118.926	120			
Everyday margins on manufacturer's products	Between Groups	9.248	6	1.541	5.045	.000
	Within Groups	35.435	116	.305		
	Total	44.683	122			
Off-invoices promotional allowances	Between Groups	28.304	6	4.717	2.554	.023
	Within Groups	214.282	116	1.847		
	Total	242.585	122			
How promotional payments are made	Between Groups	18.013	6	3.002	4.290	.001
	Within Groups	81.174	116	.700		
	Total	99.187	122			
Order handling by manufacturer	Between Groups	28.771	6	4.795	4.187	.001
	Within Groups	132.855	116	1.145		
	Total	161.626	122			
Level of backorders of manufacturer's products	Between Groups	5.250	6	.875	2.318	.038
	Within Groups	43.791	116	.378		
	Total	49.041	122			
Speed of delivery of manufacturer's products	Between Groups	45.944	6	7.657	5.257	.000
	Within Groups	166.056	114	1.457		
	Total	212.000	120			
I would recommend manufacturer's products to others who seek my advice	Between Groups	4.542	6	.757	2.579	.022
	Within Groups	34.044	116	.293		
	Total	38.585	122			

Table 1.6 : Across various organized retail stores



From the table (1.6), it was found that there are many items which are showing a significant difference in the above table. Hence from this we can say that there exists a significant difference in the channel level items in the above items.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Manufacturer's sales are helpful	Between Groups	4.939	2	2.470	3.922	.022
	Within Groups	75.565	120	.630		
	Total	80.504	122			
Income received from the sale of manufacturer's products	Between Groups	4.347	2	2.173	2.926	.058
	Within Groups	87.653	118	.743		
	Total	92.000	120			
Everyday margins on manufacturer's products	Between Groups	2.524	2	1.262	3.592	.031
	Within Groups	42.159	120	.351		
	Total	44.683	122			
How promotional payments are made	Between Groups	5.767	2	2.884	3.704	.027
	Within Groups	93.420	120	.778		
	Total	99.187	122			
Speed of delivery of manufacturer's products	Between Groups	15.885	2	7.943	4.779	.010
	Within Groups	196.115	118	1.662		
	Total	212.000	120			

Table 1.7 : Across Delhi, Haryana and UP

In the above table (1.7), it was found that there exists a significant difference across Delhi, Haryana and U.P. in the above mentioned items like manufacturer sales are

helpful, Income received from the sale, Margins, Promotional payments and speed of delivery.

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
<b>Manufacturer's products perform much better than their competition</b>	<b>Between Groups</b>	12.888	2	6.444	4.985	.008
	<b>Within Groups</b>	155.128	120	1.293		
	<b>Total</b>	168.016	122			
<b>Manufacturer provides very competitive margins on their products</b>	<b>Between Groups</b>	13.153	2	6.577	5.571	.005
	<b>Within Groups</b>	139.293	118	1.180		
	<b>Total</b>	152.446	120			
<b>Manufacturer should have better cooperative advertising program</b>	<b>Between Groups</b>	5.692	2	2.846	3.786	.025
	<b>Within Groups</b>	88.689	118	.752		
	<b>Total</b>	94.380	120			
<b>Manufacturer provides adequate promotional support for their products</b>	<b>Between Groups</b>	3.309	2	1.655	3.171	.046
	<b>Within Groups</b>	61.567	118	.522		
	<b>Total</b>	64.876	120			
<b>Manufacturer provides excellent point-of-purchase displays</b>	<b>Between Groups</b>	13.248	2	6.624	3.772	.026
	<b>Within Groups</b>	210.719	120	1.756		
	<b>Total</b>	223.967	122			
<b>Assistance in managing your inventory of</b>	<b>Between Groups</b>	7.444	2	3.722	5.977	.003

<b>manufacturer's products</b>	<b>Within Groups</b>	73.482	118	.623		
	<b>Total</b>	80.926	120			
<b>Manufacturer's handling of damaged merchandise</b>	<b>Between Groups</b>	7.318	2	3.659	6.538	.002
	<b>Within Groups</b>	66.037	118	.560		
	<b>Total</b>	73.355	120			
<b>The quality of manufacturer's products</b>	<b>Between Groups</b>	6.125	2	3.062	3.204	.044
	<b>Within Groups</b>	112.801	118	.956		
	<b>Total</b>	118.926	120			
<b>Everyday margins on manufacturer's products</b>	<b>Between Groups</b>	5.799	2	2.899	8.948	.000
	<b>Within Groups</b>	38.884	120	.324		
	<b>Total</b>	44.683	122			
<b>Given other alternatives, will you continue to work with this outlet</b>	<b>Between Groups</b>	6.502	2	3.251	2.966	.055
	<b>Within Groups</b>	131.515	120	1.096		
	<b>Total</b>	138.016	122			

*Table 1.8 : ACROSS THE VARIOUS AGE GROUPS*

In the table (1.8), it is found that there exists a significant difference in the above mentioned items across the various age groups among the employees in the retail outlets.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
My customers are willing to pay more for manufacturer's products	Between Groups	16.237	3	5.412	4.150	.008
	Within Groups	155.178	119	1.304		
	Total	171.415	122			
There is a poor return for space I devote to manufacturer's products	Between Groups	6.412	3	2.137	2.675	.050
	Within Groups	95.068	119	.799		
	Total	101.480	122			
Manufacturer should have better cooperative advertising allowances	Between Groups	8.530	3	2.843	2.630	.053
	Within Groups	128.641	119	1.081		
	Total	137.171	122			
Consumer promotion support by manufacturer (coupons, rebates, displays)	Between Groups	17.632	3	5.877	2.844	.041
	Within Groups	241.789	117	2.067		
	Total	259.421	120			

Table 1.9 : Across the various education level

In the table (1.9), it is found that there exists a significant difference in customers willingness to pay more, poor return on space, cooperative advertising allowances and consumer promotion support across the various education levels among the employees.

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
My manufacturer's sales representative is not well organized	Between Groups	18.377	3	6.126	2.656	.052
	Within Groups	274.452	119	2.306		
	Total	292.829	122			
Some of the manufacturer's products are not worth carrying because their margins are too small	Between Groups	8.886	3	2.962	2.946	.036
	Within Groups	119.651	119	1.005		
	Total	128.537	122			
Order handling by manufacturer	Between Groups	6.324	3	2.108	3.567	.016
	Within Groups	70.326	119	.591		
	Total	76.650	122			
Off-invoices promotional allowances	Between Groups	17.221	3	5.740	3.031	.032
	Within Groups	225.365	119	1.894		
	Total	242.585	122			
Order handling by manufacturer	Between Groups	15.960	3	5.320	4.346	.006
	Within Groups	145.666	119	1.224		
	Total	161.626	122			
Speed of delivery of manufacturer's products	Between Groups	23.140	3	7.713	4.778	.004
	Within Groups	188.860	117	1.614		
	Total	212.000	120			
I would recommend manufacturer's products to others who seek my advice	Between Groups	3.522	3	1.174	3.985	.010
	Within Groups	35.063	119	.295		
	Total	38.585	122			

Table 2: ACROSS THE VARIOUS INCOME LEVELS

From the table (2.0) it was found that there exists a significant difference across the various income levels among employees in various items like manufacturer sales representative, margins on products low, order handling, promotional allowances, speed of delivery, recommending the manufacturer's products.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
<b>Manufacturer provides adequate promotional support for their products</b>	<b>Between Groups</b>	3.194	2	1.597	3.055	.051
	<b>Within Groups</b>	61.682	118	.523		
	<b>Total</b>	64.876	120			
	<b>Within Groups</b>	251.001	118	2.127		
	<b>Total</b>	259.421	120			
<b>How promotional payments are made</b>	<b>Between Groups</b>	4.331	2	2.166	2.740	.069
	<b>Within Groups</b>	94.856	120	.790		
	<b>Total</b>	99.187	122			
	<b>Within Groups</b>	137.010	120	1.142		
	<b>Total</b>	138.016	122			

Table 2.1 : ACROSS THE VARIOUS MANAGERIAL LEVELS

From the above table (2.1) it was found that there exists a significant difference across the various managerial levels among employees in adequate promotional support and how promotional payments are made.

#### **Suggestions And Findings Of The Study**

From the above data analysis the following suggestions and recommendations of the study are given below.

There was found to be a significant difference in most of the items of the scale used. Hence it is strongly recommended to retail outlets to improve upon the items which are showing difference.

There exists a significant difference across Delhi, Haryana and U.P.in the above mentioned items like manufacturer sales are helpful, Income received from the sale, Margins, Promotional payments and speed of delivery. Hence there is a need to improve Upon the above to maintain good channel member relationships.

There exists a significant difference in many items across the various age groups like Manufacturer's products perform much better than their competition, Manufacturer provides very competitive margins on their products, Manufacturer should have better cooperative advertising program, Manufacturer provides adequate promotional support for their products, Manufacturer provides excellent point-of-purchase displays Assistance in managing your inventory of manufacturer's products, Manufacturer's handling of damaged merchandise etc. Hence the retail stores are advised to improve upon these items to minimize the gap of good channel level relationships across the various age groups.

There exists a significant difference in customers willingness to pay more, poor return on space, cooperative advertising allowances and consumer promotion support across the various education levels among the employees. Hence retail stores should improve Upon these to minimize these among the various educational levels of employees.

There exists a significant difference across the various income levels among employees in various items like manufacturer sales representative, margins on products low, order handling, promotional allowances, speed of delivery, recommending the manufacturer's products. So retail stores needs to strategize them to minimize this.

It was found that there exists a significant difference across the various managerial levels among employees in adequate promotional support and how promotional payments are made. Hence by improving upon the promotional support and promotional payments, we can improve upon the channel level relationship equally at all levels of employees.

### **Limitations Of The Study**

Every research has its own limitations. It is also in this research.

This study is conducted at Delhi and around. So it is tough to generalize this on this basis.

The retail stores selected for this were organized retail stores only.

This study in confined only to channel member relationship with employees whereas It is having a scope for reverse relationship also.

**Future Scope Of The Study**

This study is conducted to compare the items of channel members across the various organized retail stores. This study is conducted only in one aspect of channel level relationship. It can be further extended to understand the other dimensions of employees Satisfaction which are important in addition to channel members in future.



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