THE IMPACT OF EMPLOYEE MOTIVATION ON CUSTOMER SATISFACTION

BY

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A Project Work Report submitted to Pokhara University in partial fulfillment of the requirement for the degree of

Bachelor of Business Administration

At the

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Gairapatan-4, Pokhara

July, 2025

DECLARATION

I hereby declare that the project report titled **"IMPACT OF EMPLOYEE MOTIVATION ON CUSTOMER SATISFACTION"** has been prepared and submitted by me to Nepal Tourism and Hotel Management College as a partial requirement for the completion of the Bachelor of Business Administration under Pokhara University.

This report is an original work carried out with sincere effort, proper referencing to relevant literature, and due acknowledgment of all collaborative inputs and discussions. I further affirm that the findings and results presented in this study have not been submitted to any other institution or university for academic or professional purposes.

.....

Signature

Karishma B.K

Date: July, 2025

BONAFIED CERTIFICATE

This is to certify that the project report entitled **"IMPACT OF EMPLOYEE MOTIVATION ON CUSTOMER SATISFACTION"** submitted by Karishma B.K in partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) embodies the original and Bonafide work carried out by her under my supervision.

..... ……

Signature of the Supervisor

Mr. Prakash Regmi External

Date: July, 2025

ACKNOWLEDGEMENT

It gives me immense pleasure to express my heartfelt gratitude to all those who supported me throughout the successful completion of this project report, prepared as part of the requirement for the 6th semester of the BBA program under Pokhara University.

First and foremost, I would like to extend my sincere thanks to Mr. Prakash Regmi for his valuable guidance, encouragement, and continuous support throughout the preparation of this report. I am equally grateful to all the faculty members of Nepal Tourism and Hotel Management College (NTHMC) for providing the necessary resources and documents that greatly facilitated my research work.

I would also like to express my deepest appreciation to all the respondents, whose participation was crucial to this study. Their willingness to take time and effort in completing the questionnaire made this research possible.

Lastly, I am thankful to everyone whether directly or indirectly who contributed to the successful completion of this project.

Karishma B.K

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CHAPTER-I: INTRODUCTION

1.1 Background of the study

In a, and motivated in their roles. When employees are motivated, they naturally bring energy, enthusiasm, and care into their work. On the flip side, when they're overworked, underappreciated, or just not engaged, it often shows in how they deal with customers. Motivation isn't only about getting a good salary although that matters too. It's also about feeling recognized, having opportunities to grow, being part of a positive work environment and knowing that your contributions matter. These are the things that drive employees to do their best, and in turn, they create better experiences for customers. This research looks closely at that connection how employee motivation influences customer satisfaction. It explores the idea that when businesses take care of their employees, those employees are more likely to take good care of customers. The study focuses on factors like rewards, work culture, support from management, and how all of these affect the way employees perform. Understanding this relationship is important not just for academic interest, but for businesses too. In a time when customer loyalty can be hard to earn and easy to lose, investing in employee motivation could be one of the smartest and most effective strategies. This project aims to show why that matters and how it can make a real difference not just in how customers feel, but in how successful an organization can become.

1.2 Objective of the Project work

The main objective of this study is as follow:

1.2.1 General Objective:

- To explore how motivated employees can positively influence customer satisfaction, especially in service-focused organizations.

1.2.2 Specific Objectives:

- To understand what truly motivates employees whether it's rewards, recognition, a positive work environment, or opportunities for growth.
- To see how employee motivation shows up in real interactions with customers and how it affects the quality of service provided.
- To find out whether motivated employees help create more satisfied and loyal customers over time.

1.3 Statement of the Problem

In today's competitive market, customer satisfaction is crucial for business success. While many organizations focus on improving products and services, they often overlook the role of employee motivation. Employees who are unmotivated tend to provide lower quality service, which can lead to dissatisfied customers. Motivated employees, however, are more engaged, attentive, and willing to go the extra mile, directly influencing positive customer experiences. Despite this, many businesses struggle to understand how employee motivation impacts customer satisfaction and how to improve it effectively. This study aims to explore the connection between employee motivation and customer satisfaction, identifying the key factors that influence motivation and how these affects customer service quality.

1.4 Organization of the Study

This report is structured into five main chapters: Introduction, Literature Review, Research Methodology, Data Presentation and Analysis, and Summary, Conclusion, and Recommendations.

- **Introduction**

  The first chapter covers the background of the study, the research objectives, the significance of the study, and its limitations.

- **Literature Review:**

The second chapter presents a review of relevant theories, previous studies related to the topic, and identifies the research gaps that this study aims to address.

- **Research Methodology:**

This chapter describes the research approach used to carry out the study, including the research design, data collection methods, and the procedures for processing and analyzing the data.

- **Presentation and Analysis of Data:**

The fourth chapter focuses on presenting the primary data collected through various graphs and tables, followed by an analysis using appropriate statistical tools.

- **Summary Conclusion and Recommendations**:

The final chapter provides a concise summary of the entire report, draws conclusions based on the key findings, and offers recommendations for future improvements.

1.5 Significance of the study

- Shows how keeping employees motivated can directly lead to happier and more satisfied customers.
- Helps businesses realize why taking care of their staff is just as important as focusing on customers.
- Gives managers useful ideas on how to boost employee motivation to improve the quality of service.
- Points out which things really motivate employees to do their best work.
- Adds to what we already know about how people management affects customer experiences.

1.6 Limitations of the study

Utmost care was taken in collecting, organizing, and analyzing the data. However, the study has a few limitations, which are outlined below:

- The study included only 125 respondents, which may not fully represent the broader population.
- The research was limited to a specific region, so the findings may not apply to other areas or contexts.
- Data was gathered through questionnaires, which may reflect personal biases and inaccurate
- The study was conducted within a limited time frame, which may have restricted more in-depth investigation.

CHAPTER- II: LITERATURE REVIEW

2.1 Review of the literature

Understanding what drives employees to give their best at work is a question many organizations continue to explore. Over the years, several researchers and theorists have come from Abraham Maslow (1943), who suggested that people are motivated by a hierarchy of needs starting with basic needs like food and safety, and moving toward more personal goals like feeling respected and achieving one's full potential. Building on this, Frederick Herzberg (1959) introduced the Two-Factor Theory, which explained that while some aspects of a job like salary or working conditions can prevent dissatisfaction, real motivation comes from things like recognition, responsibility, and opportunities for growth. More recent research by Deci and Ryan (1985) emphasizes the importance of intrinsic motivation. According to them, people feel more engaged and motivated when they have the freedom to make decisions, feel competent in their roles, and have meaningful connections with others at work. These ideas show that motivation is not just about external rewards it's also about how people feel on the inside.

On the other side of the equation is customer satisfaction a key factor in a company's long-term success. When customers are happy, they're more likely to return, recommend the business to others, and remain loyal over time. Scholars like Oliver (1997) and Kotler & Keller (2016) have pointed out that customer satisfaction largely depends on whether their expectations are met or exceeded especially during direct interactions with employees. This is where the connection between employee motivation and customer satisfaction becomes clear. When employees are motivated, they're more likely to deliver better service, communicate more positively, and go the extra mile for customers. Heskett and colleagues (1994) explained this through the Service-Profit Chain model, which links happy and motivated employees to higher-quality service, happier customers, and ultimately, more profit for businesses. Similarly, research by Schneider and Bowen (1995) found that when employees feel good about their work, they naturally create better experiences for customers.

Numerous studies back up this relationship. For instance, Koys (2001) found that workplaces where employees are satisfied and motivated often have higher levels of customer retention and overall effectiveness. In the hospitality sector, Choi and Kim (2013) discovered that employee motivation strongly influences the quality of service, which in turn affects how satisfied customers are with their experience.

There are several factors that influence how motivated employees feel including being recognized for their efforts, having opportunities to learn and grow, receiving fair rewards and feeling like their work matters (Herzberg, 1959; Noe, 2010). Supportive leadership and open communication also play a big role in boosting morale (Bass, 1990; Locke & Latham,2002).

This study aims to better understand how motivated employees influence customer satisfaction. It looks at what really drives employees whether it's recognition, good pay, or personal growth and how that motivation shows up in the way they serve customers. The goal is to find out which types of motivation matter most and how companies can create a work environment that not only supports their staff but also leads to happier customers.

2.2 Conceptual Framework

While many studies support the link between motivated employees and satisfied customers, there’s still room to understand how this plays out in different cultures, industries, and workplaces especially in rapidly changing environments. This study aims to explore that relationship further, offering deeper insights into how organizations can invest in their people to create better experiences for their customers.

The conceptual framework for this study examines how employee motivation affects customer satisfaction (dependent variable). It focuses on four key factors that influence motivation (independent variables): recognition and rewards, job security, career development opportunities, and work environment. When employees feel valued, secure, supported, and have room to grow, they are more likely to be motivated, which leads to better service and higher customer satisfaction.

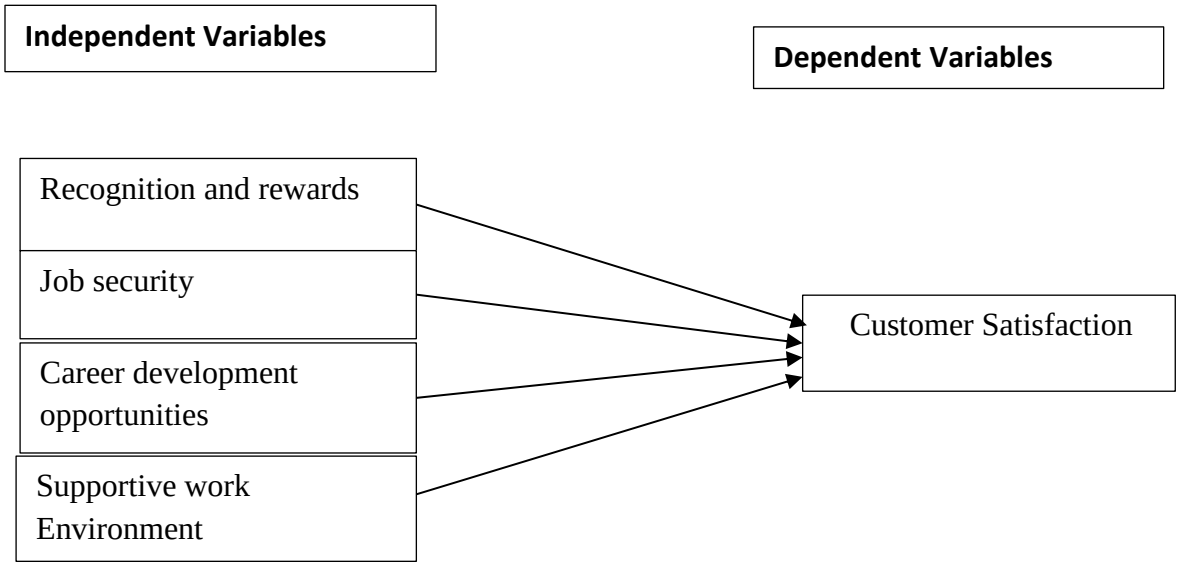

Figure 1: Conceptual Framework

Operational Definition:

- **Recognition and Rewards**

  People like to feel appreciated for the work they do. When employees are recognized whether through a simple "thank you," bonuses, or promotions they feel valued. This kind of positive reinforcement keeps them motivated and encourages them to keep doing their best.

- **Job Security**

  When employees feel confident that their jobs are safe, they tend to be more focused and committed. Knowing they won't suddenly lose their position helps reduce stress and allows them to put more energy into serving customers well.

- **Career Development Opportunities**

  Most people want to grow in their careers. When a company offers training, mentoring, or chances to move up, employees feel supported and motivated. It shows them there's a future in the organization, which keeps them engaged and working hard.

- **Supportive Work Environment**

  A good work environment means more than just a clean office. It includes feeling respected, having supportive coworkers and managers, and working in a place where communication is open. When people enjoy where they work, they naturally treat customers better too.

CHAPTER- III: RESEARCH METHODOLOGY

3.1 Research Design This chapter covers the selection of the study site and the rationale behind it, the overall research design, the type and sources of data used, the population and sample involved, as well as the tools used for data collection, analysis, and presentation. The steps outlined below were followed to address the research questions and achieve the study's objectives.

The study adopts a correlational research design, as it aims to examine the relationship between the dependent variable (customer satisfaction) and the identified independent variables (factors of employee motivation).

3.2 Nature and Sources of Data

This research incorporates both qualitative and quantitative approaches to provide a comprehensive understanding of the topic.

Primary Data Sources:

- Data will primarily be gathered through the use of structured questionnaires administered to employees and customers.

Secondary Data Sources:

- Additional information will be obtained from websites, relevant reports, and existing organizational documents, which support and validate the findings from the primary data.

3.3 Population and Sampling

- **Population:**
  Employees and customers of selected organizations e.g., hotels, banks, retail stores, or any customer service-oriented industry.

- **Sample Size:**

  A sample of 125 employees and customers will be selected, depending on the scope.

3.4: Analysis of Data

Data Analysis and Presentation:

Data will be analyzed using charts, tables, and basic statistics to show the relationship between employee motivation and customer satisfaction.

CHAPTER - IV DATA PRESENTATION AND ANALYSIS

4.1 Primary Data Presentation and Analysis

This chapter presents and analyzes the primary data collected for the study. In this research, data was collected through questionnaires distributed to employees and customers from different organizations to understand how employee motivation influences customer satisfaction. A total of 125 respondents were selected using a convenience sampling method. The results of the collected data are presented and interpreted below.

4.1.1 Respondent's characteristics/ Demographic Factors

4.1.1.1 Age of respondents

Age	**No. of respondents**
Under 18	2
18 -25	30
26-35	89
36-45	4
45 Above	0
Total	125

Table1: Age of Respondents

Figure1: Respondent's age

From the above figure, 0ut of 125 respondent the pie chart shows that 71.1% of respondents are aged 26–35, 24% are 18–25, 3.2% are 36–45, 1.6% are under 18, and only 0 are above 45, indicating a strong majority of young adults.

4.1.1.2 Respondent Based on Gender

Gender	No. of Respondent
Male	83
Female	42
Others	0
Total	125

Table2: Respondents gender

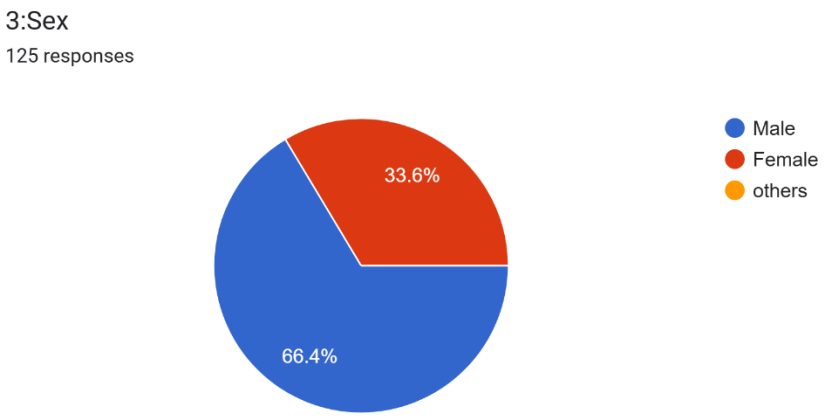

Figure 2: Respondent's Gender

The gender distribution indicates that 66.4% of respondents are male and 33.6% are female, with no representation from other gender categories.

4.1.1.3 Respondents Based on Education Level

Education	No. of Respondents
Below High School	4
High School	49
Undergraduate	10
Bachelor's Degree	51
Master's Degree	11
Total	125

Table 3: Respondents Education Level

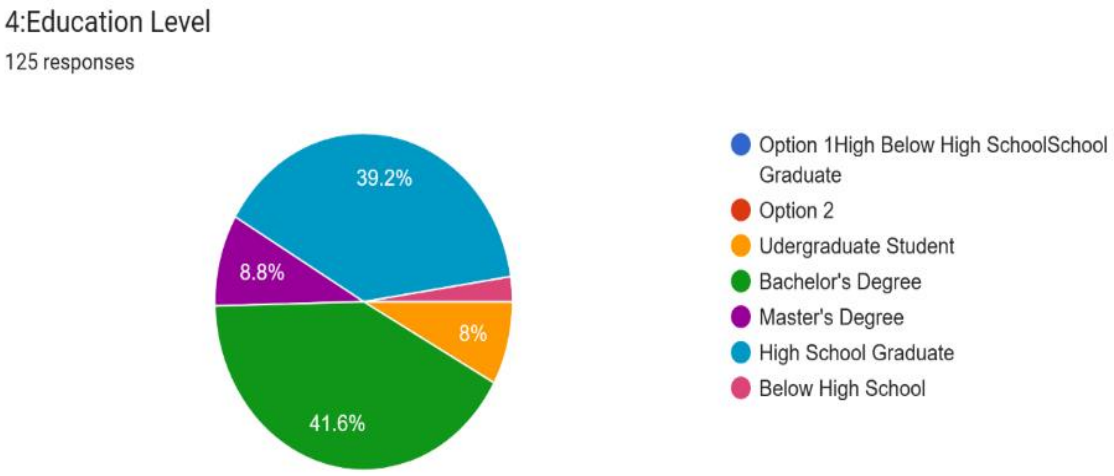

Figure 6: Respondent education level

The educational breakdown shows that 41.6% of respondents hold a bachelor's degree, followed by 39.5% who completed high school. Master's degree holders make up 8.8%, undergraduates 8%, and only 2.4% have education below high school level.

4.1.1.4 Respondents Based on Occupation

Occupation	**No. of Respondents**
Student	45
Employed	80
Self Employed	0
Unemployed	0
Total	125

Table4: Respondents Occupation

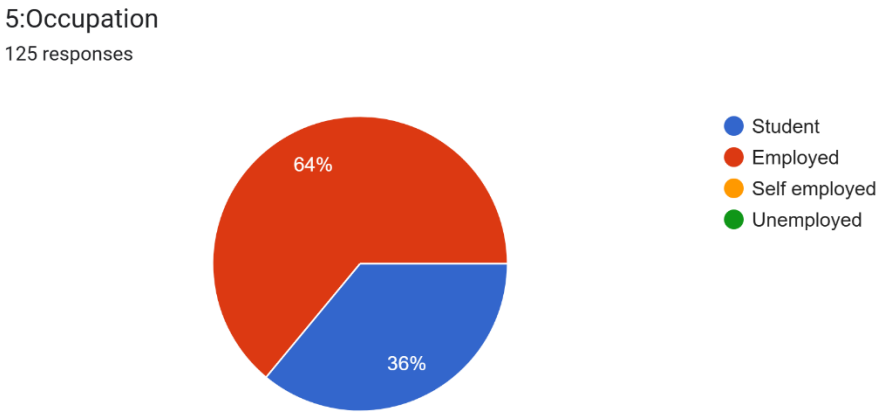

Figure 4: Respondents Occupation

The data shows that 64% of respondents are employed, while 36% are students, indicating that the majority of participants are part of the worker.

4.1.2 Interaction with Service Employees

4.1.2.1 To know how often do respondents interact with employees in service roles

Employee Interaction	No. of Respondents
Daily	112
Weekly	2
Monthly	3
Rarely	8
Total	125

Table 5: Respondents interactions with service employee

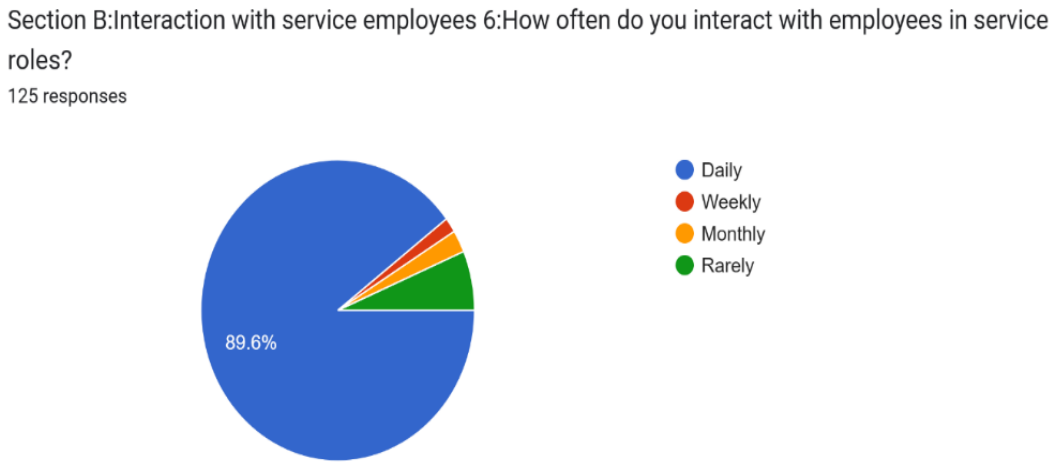

Figure 5: Respondents interactions with service employee

The figure shows that a vast majority of respondents 89.6% interact with service employees daily. Only 1.6% report weekly interactions, 2.4% monthly and 6.4% rarely, indicating that regular, daily contact is common among participants.

4.1.2.2 Importance of Employee Motivation to Respondents

Motivation Importance	***No. of Respondents***
Very Important	74
Important	46
Neutral	4
Not Important	1
Total	125

Table 6: Respondents Opinion on motivation

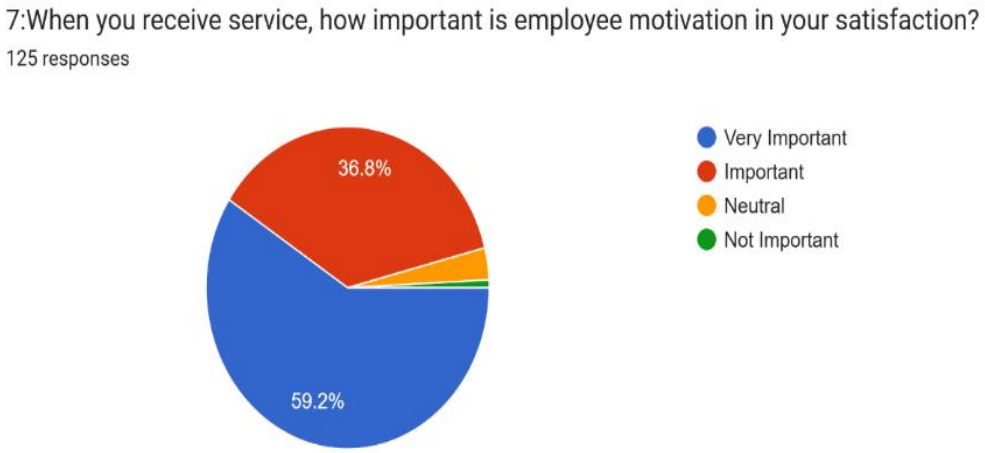

Figure 6: Respondents opinion on motivation

The figure shows that motivation is considered highly significant by most respondents, with 59.2% rating it as very important and 36.8% as important. Only a small portion were neutral 3.2% and felt it was not important 0.8%, highlighting the strong value placed on motivation.

4.1.2.3 Perception of Employee Motivation

Employee Motivation	No. of Respondents
Always	5
Often	6
Sometimes	7
Rarely	107
Never	0
Total	125

Table 7: Respondents observed employee motivation

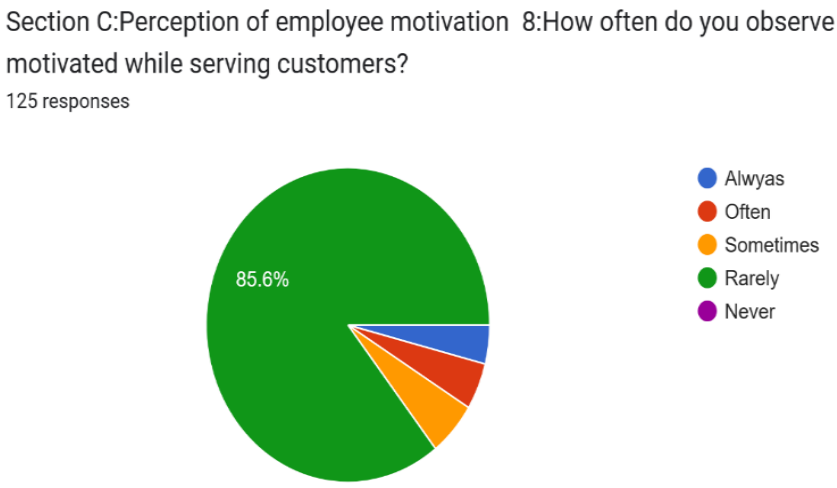

Figure 7: Respondents observed employee motivation

The figure shows that most respondents 85.6% rarely observe employees being motivated while serving customers. Only a small number reported seeing motivated behavior sometimes 5.6%, often 4.8%, or always 4%, suggesting a general perception of low employee motivation during customer service interactions.

4.1.2.4 Motivated Employee Traits

Signs Noticed	No. of Respondents
Friendly Behavior	7
Willingness to Help	2
Quick Response	107
Good knowledge of product	1
Positive Attitude	8
Total	125

Table 8: Respondents noticed signs

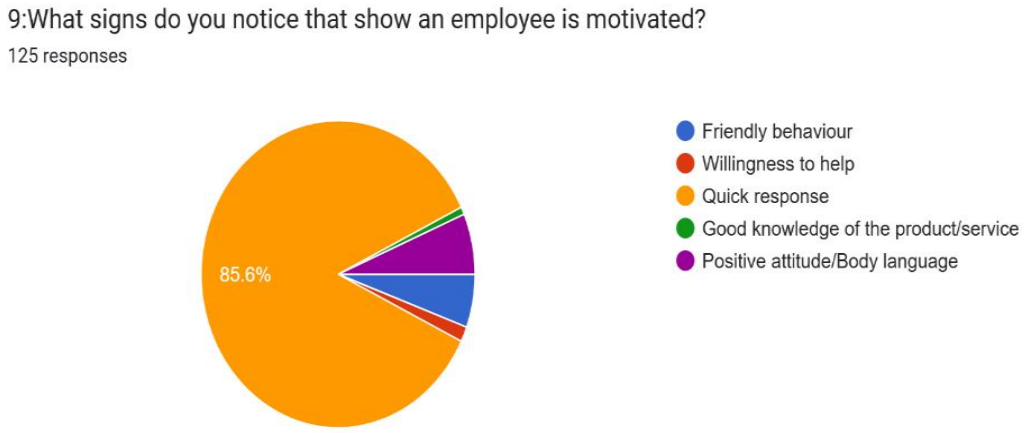

Figure 8: Respondents noticed signs

The figure shows that quick response is the most commonly noticed sign of employee motivation, mentioned by 85.6% of respondents. Other signs like a positive attitude 6.4%, friendly behavior 5.6%, willingness to help 1.6%, and good product knowledge 0.8% were observed far less frequently, indicating that speed of service is most strongly associated with motivated employees.

4.1.3. Impact on Customer Satisfaction

4.1.1.3.1 To know how would respondents rate their satisfaction when employees are motivated

Customer Satisfaction	No. of Respondents
Very Satisfied	77
Satisfied	40
Neutral	3
Dissatisfied	4
Very Dissatisfied	1
Total	125

Table 9: Respondent views on customer satisfaction

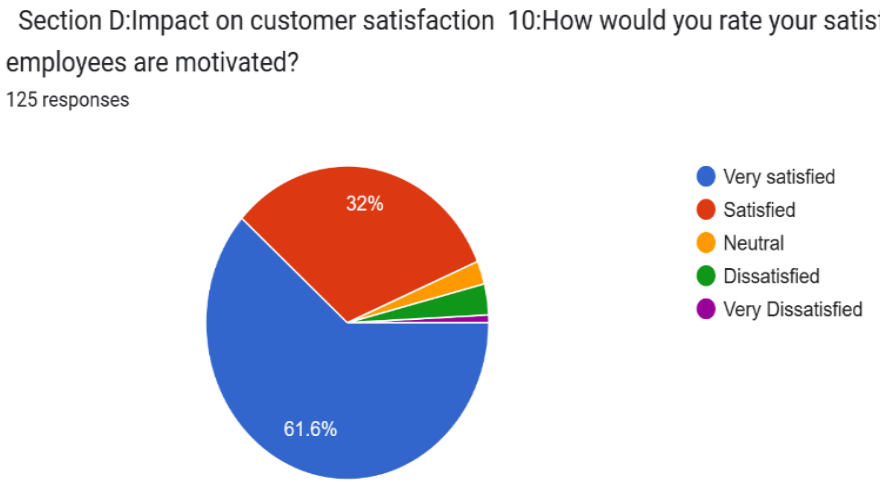

Figure 9: Respondent views on customer satisfaction

The figure shows that most respondents feel positively when employees seem motivated, with 61.6% saying they are very satisfied and 32% satisfied. Only a small percentage reported being neutral 2.4%, dissatisfied 3.2%, or very dissatisfied 0.8%, highlighting a strong link between employee motivation and customer satisfaction

4.1.3.2 To know what factors motivate employee to serve customer better

Motivation Factors	No. of Respondents
Good salary and Benefits	5
Recognition and Appreciation	4
Career Growth Opportunities	2
Supportive Management	108
Positive Environment	5
Job Security	1
Total	125

Table 10: Respondent motivation factor

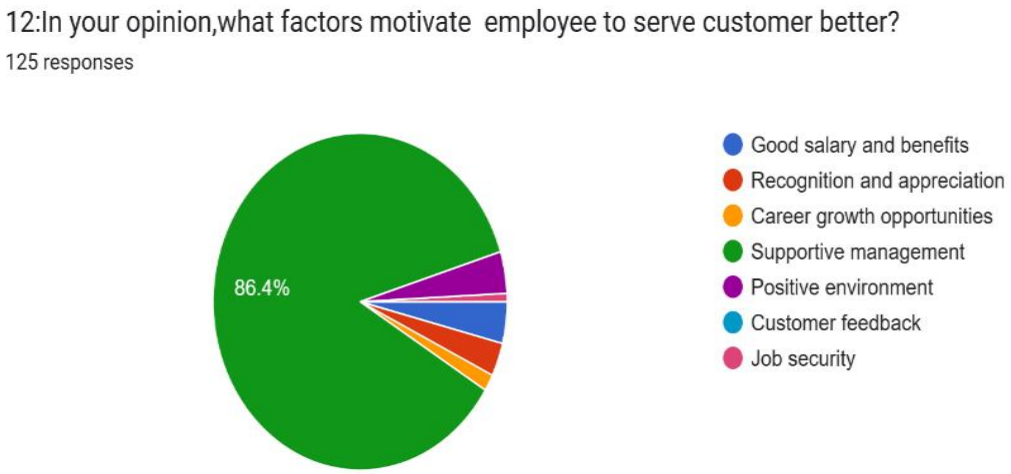

Figure10: Respondent motivation factor

The figure shows that supportive management is seen as the most important factor in motivating employees to serve customers better, as identified by 86.4% of respondents. Other factors such as a positive environment 4%, good salary and benefits 4%, recognition and appreciation 3.2%, career growth opportunities 1.6%, and job security 0.8% were mentioned far less, suggesting that leadership support plays a key role in employee motivation.

4.1.3.4 To know how does employee motivation affect respondent decision to continue using a service

Motivation Impact	No. of Respondents
Strongly Encourage	100
Somewhat Encourage	12
No Effect	4
Somewhat Discourage	4
Strongly Discourage	5
Total	125

Table 11: Respondents decision

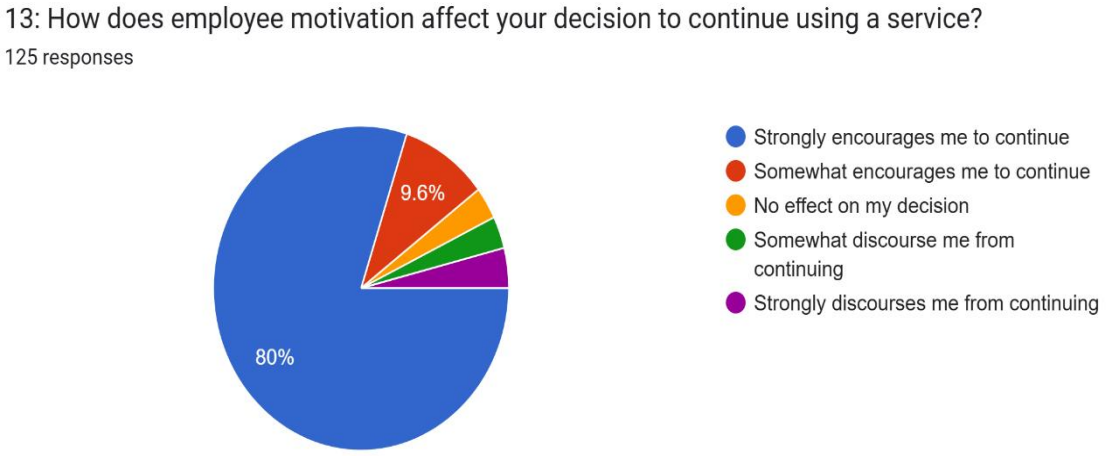

Figure11: Respondents decision

The figure shows that employee motivation has a strong impact on customer loyalty, with 80% of respondents saying it strongly encourages them to continue using a service. Another 9.6% are somewhat encouraged. In contrast, only a small portion said it has no effect 3.2% or that it discourages them 4% highlighting the positive influence of motivated employees on customer decisions.

Major findings

- Most respondents (71.8%) are between 26 and 35 years old, showing the survey mainly reflects the views of young adults.
- A majority of the participants are male (72.2%), while 27.8% are female.
- More than half of the respondents (64%) are currently employed, and the remaining 36% are students.
- Most people surveyed have a solid educational background, with 40.7% holding a bachelor's degree and 39.8% having completed high school.
- Nearly all respondents (89.3%) interact with service employees on a daily basis.
- Employee motivation matters to most, with 60.3% saying it's very important and 36.4% saying it's important.
- Interestingly, 86% of people said they rarely see employees looking motivated while serving customers.
- The most common sign of employee motivation noticed by respondents was a quick response (85.5%).
- Other signs like a positive attitude (6.5%) and friendly behavior (5.6%) were mentioned less often.
- Most people (93.6%) feel satisfied when employees seem motivated during service.
- Employee motivation plays a big role in loyalty 79.8% said it strongly encourages them to keep using the service.
- Supportive management was seen as the biggest driver of employee motivation, according to 86.1% of participants.
- Other motivators like good salary, appreciation, or career growth were noted by less than 5% each.
- Only a (0.8%) respondents felt that motivation doesn't matter when it comes to service.
- Very few respondents said they often (4%) or always (4%) see motivated employees, showing there's room for improvement.

CHAPTER- V: SUMMARY AND CONCLUSION

5.1 Summary and Conclusion

The survey reveals that employee motivation is highly valued by customers and has a significant impact on their satisfaction and loyalty. Most respondents reported feeling more satisfied and encouraged to continue using a service when employees appear motivated. However, despite this importance, many customers rarely observe motivated behavior during their interactions with service staff. Quick responses were the most common sign of motivation noticed, while other positive traits like friendliness, willingness to help, and product knowledge were less frequently observed. Supportive management was identified as the most influential factor in motivating employees, far outweighing salary or job security. These results highlight a clear gap between customers' expectations for motivated service and the reality they experience. To bridge this gap, businesses should prioritize fostering a positive and supportive work environment that encourages employee engagement and motivation. Doing so can lead to better customer experiences, higher satisfaction levels, and stronger loyalty in the long run.

5.2 Recommendation

Since employee motivation plays a key role in customer satisfaction and loyalty, businesses should prioritize building a supportive and positive work environment. This includes recognizing and appreciating employees' efforts, providing regular feedback, and offering opportunities for career growth. Additionally, investing in training to improve employees' skills, product knowledge, and responsiveness can enhance the overall service experience. By focusing on these areas, companies can motivate their staff to perform better, which will lead to higher customer satisfaction and stronger loyalty over time.

I would like to recommend some tips regarding employee motivation on customer service

- Creating a work environment where employees feel valued and supported.
- Offering regular training to help employees improve their skills and confidence.
- Recognizing and appreciating good work to keep employees motivated.
- Providing fair salaries and benefits that match the effort employees put in.
- Keeping communication open between management and staff.
- Encouraging managers to be approachable and actively involved with their teams.
- Making sure employees have clear goals and understand their role in customer service.
- Building a positive workplace culture that boosts both employee motivation and customer satisfaction

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APPENDIX

Survey Questionnaire

Dear respondent,

I am a BBA student at Nepal Tourism and Hotel Management College affiliated with Pokhara University. This questionnaire is designed to gather information about, **The impact Of Employee Motivation on Customer Satisfaction**. The survey aims to gain deeper insights into how employee motivation influences customer satisfaction Your responses will be kept confidential and used solely for academic purposes. Thank you for your cooperation in advance.

Regards,

Karishma Bk

NTHMC

BBA 6th sem.

Estimate time 8 to 10 min

Section A: Respondent Information

1: Name of the respondent

……

2: Age

- Under 18
- 18-25
- 3.26-35
- 36-45
- 45 Above

3: Sex

- Male
- Female
- Others

4: Education Level

- Below High School
- High School Graduate
- Undergraduate Student
- Bachelor's Degree
- Master's Degree
- Other…

5: Occupation

- Student
- Employed
- Self employed
- Unemployed
- Other…

Section B: Interaction with service employees

6: How often do you interact with employees in service roles?

- Daily
- Weekly
- Monthly
- Rarely

7: When you receive service, how important is employee motivation in your satisfaction?

- Very Important
- Important
- Neutral
- Not Important

Section C: Perception of employee motivation

8: How often do you observe employees being motivated while serving customers?

- Always
- Often
- Sometimes
- Rarely
- Never

9: What signs do you notice that show an employee is motivated?

- Friendly behavior
- Willingness to help
- Quick response
- Good knowledge of the product/service
- Positive attitude/body language
- Other.

Section D: Impact on customer satisfaction

10: How would you rate your satisfaction when employees are motivated?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

11: How would you rate your satisfaction when employees seem unmotivated?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

12: In your opinion, what factors motivate employee to serve customer better?

- Good salary and benefits
- Recognition and appreciation
- Career growth opportunities
- Supportive management
- Positive environment
- Customer feedback
- Job security

13: How does employee motivation affect your decision to continue using a service?

- Strongly encourages me to continue
- Somewhat encourages me to continue
- No effect on my decision
- Somewhat discourse me from continuing
- Strongly discourage me from continue