

# Customer Satisfaction within the Rapid Product Consumption Industry: A Case Study of Woodmead Pick n Pay, Gauteng (South Africa)

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## Abstract

In the midst of fierce competition and increased number of retail outlets providing a variety of products, customers have become accustomed to patronizing multiple outlets and keeping customers satisfied has never been more important than currently. Retailers have recognized this trend and are of the view that customer satisfaction plays a role in the success of business strategies. Retailers need to understand how to satisfy their customers in order to enhance their appeal and increase consumer loyalty. The aim of this study was to evaluate customer satisfaction within the fast moving consumer goods industry at Pick n Pay Woodmead in Gauteng Province in the Republic of South Africa.

**Keywords:** customer satisfaction, consumption, product, industry, retail outlets, consumer loyalty, and competition

## 1. Introduction

Good customer service is the life blood of any business. Although new customers are important, good customer service will help generate customer loyalty and repeat business. With each satisfied customer a business is likely to win many more customers through recommendations. If a business does not take care of its customers, competitors will. It is important that organisations understand that it is during the first contact that customers begin to develop their level of satisfaction. The first contact can be through a website advertisement or the recommendation of a friend. An organisation can build a higher level of satisfaction among customers by comparing customer expectation and customer services.

### 1.1 The Objectives of the Study

The objectives of the study are as follows:

- To determine if the organisation's customers are satisfied with the company's products and service.
- To determine the factors that affect customer satisfaction.
- To make recommendations to the management of the organisation under study on how ensure that their customers remain satisfied.

## 2. Literature Review

Reviewing the literature provides a foundation on which the research is built (Saunders, Lewis, & Thornhill, 2009, p. 61). The purpose of the literature review is not to provide a summary of everything that has been written, but to review the most relevant and significant research on the topic that is being researched (Saunders et al., 2009, p. 61). For organisations, the threat of customers switching to a competitor is always present. To address this threat, an organisation must identify customer needs and expectations. Additionally, an organisation should not misunderstand sales, as successful sales numbers does not necessarily mean that customers are satisfied. In certain markets, a customer may be forced to buy products even when they are not satisfied (Chiou, 2004, p. 685).

According to Ramirez (2012, p. 1), the importance of customer satisfaction is apparent when an organisation realizes that, without customers, there is no business. Ramirez (2012, p. 1) adds that a single unsatisfied

customer can send more business away from an organisation than ten satisfied customers. Hence, the more an organisation's focus is on customer retention and customer support, the more long-term business an organisation will receive.

This chapter reviews literature that supports the topic and the research objectives formulated for this study. This chapter gives a theoretical background of customer satisfaction, outlines service quality and customer behaviours. In addition measuring customer satisfaction, customer retention and loyalty is discussed. This chapter also distinguishes between a supermarket and hypermarket.

### *2.1 Distinguishing between a Supermarket and Hypermarket*

According to the Webster International dictionary (1993), a supermarket is a self-service store or independent retail market offering a wide variety of food and household merchandise, organized into departments. It is larger in size and has a wider selection than a traditional grocery store and it is smaller than a hypermarket or superstore. A hypermarket, according to the Webster dictionary is a superstore which combines a supermarket and a department store (where usually are sold products like apparel, furniture, appliances, electronics, and additionally select other lines of products such as paint, hardware, toiletries, cosmetics, photographic equipment, jewelry, toys, and sporting goods), being the result a very large retail facility which carries an enormous range of products under one roof, including full lines of groceries and general merchandise.

### *2.2 Factors that Affect Customer Satisfaction in the Fast Moving Consumer Goods Industry*

According to Hokanson (1995, p. 16) there are numerous factors or dimensions that affect customer satisfaction. These factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service. The study concentrates on eight factors of customer satisfaction which are location, additional services, facilities, product and service quality, reliability, value for money (price of product), process and staff service

### *2.3 Using the SERVQUAL Model in Customer Satisfaction*

In order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organizations. Service can be defined in many ways depending on which area the term is being used. An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2009, p. 789). In addition, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure. Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon, 2009, p. 413). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler & Keller, 2009, p. 831). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

One of the most useful measurements of service quality is the dimensions from the SERVQUAL model. SERVQUAL was developed by Parasuraman, Berry and Zeitham in the 1980s. SERVQUAL is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses (Parasuraman, Berry, & Zeithaml, 1990). The scale breaks down the notion of service quality into five dimensions which were derived from five years of qualitative and quantitative customer service quality research (Parasuraman et al., 1990). The five service quality dimensions (also used as guide to design the research instrument for this study) identified through this process are:

- Tangibles - physical facilities, equipment and staff appearance;
- Reliability - ability to perform service dependably and accurately;
- Responsiveness - willingness to help and respond to customer need;
- Assurance - ability of staff to inspire confidence and trust; and
- Empathy - the extent to which caring individualized service is given.

The SERVQUAL scale which is also known as the gap model by Parasuraman et al. (1988) has been proven to be one of the best ways to measure the quality of services provided to customers). The aggregated sum of difference between perceptions and expectations from the five dimensions forms the global perceived quality construct (Laroche et al., 2004, p. 363).

Following this view, customers' expectations were met through the outcome dimension (reliability) and exceed it by means of the process dimension (tangibility, assurance, responsiveness, and empathy).

To confirm the validity of SERVQUAL model in the evaluation of service quality, Zeithaml et al. (2006, p. 106)

stated that “service quality is a focused evaluation that reflects the customer’s perception of reliability, assurance, responsiveness, empathy, and tangibles”. They added that among these dimensions, “reliability” has been shown consistently to be the most important dimension in service quality (Zeithaml et al., 2006, p. 106).

The SERVQUAL model was used to guide the design of the research instruments utilized for this study.

#### *2.4 Importance of Customer Satisfaction*

Turnover is achieved through customers and loyal customers that repurchase products or services (Szwarc, 2005, p. 28). Customers become loyal when they are satisfied and satisfied customers return with other customers. Satisfied customers spread a positive word of mouth, which brings more new customers, and then companies are able to sell more and gain high profits. According to Szwarc (2005, p. 28) the sequence that begins with the value that companies offer continuing to satisfied and loyal customer, and ending up to future profits is described in Appendix 1.

According to Szwarc (2005, p. 28) in order to get satisfied customers, different elements of business processes should be executed and maintained. A customer evaluates the recent contact experience and what kind of service or interaction she or he has received. Company’s complaint handling shows a customer that the company cares about its customers, and wants to do everything to keep them satisfied (Szwarc, 2005, p. 28). Customers also evaluate the overall quality of the product that affects to the overall buying experience. These elements form together an experience that satisfies the customer (Szwarc, 2005, p. 28). Customers may receive satisfying buying experience from other companies as well. That is why the company has to offer something beyond its competitors. It has to create a certain image in customer’s minds in order to get his or her commitment. The company has to also create a product that the customer expects and is worth of buying. If customers feel that they receive more than just the product bought, they are even willing to pay extra.

All the elements that were described above leads to continuous purchases and returning customers that ensure profit for the company in the future. A customer will spread positive information of the company if the customer has received what is expected and is satisfied with the service experience. However, if a customer is dissatisfied, a negative word of mouth will most likely be spread even more. This will cause much more challenging consequences to companies.

#### *2.5 The Benefits of Customer Retention*

Boshoff and Du Plessis (2010, p. 315) identified some benefits for customer retention in an organisation:

- Customer retention brings about profitability in an organisation. It is claimed that an organisation that is able to increase its customer retention by 5% can increase its profitability by between 15% and 125%, depending on the type of industry.
- Customer retention helps reduces costs. It is cheaper to retain existing customers than to continually attract new customers. Existing customers cost less as they are already aware of the processes of the organisation.
- Loyal customers tend to spend more money on a firms product and brands than those that are not loyal and some sources estimate that loyal customers spend up to four times more than those who are not loyal.
- Customer retention increases brand equity. Brand equity refers to the customers’ objective and intangible evaluation of the brand. Customers who have longer association with the organisation are more likely to view the brand in a positive way, since they have has more opportunities to experience the products and services and the range of benefits offered.
- Improved customer retention can lead to increase in employee satisfaction which leads to increased employee retention and which feeds back to even greater customer longevity.
- Efforts to retain customers make it difficult for competitors to enter the market or increase their share of the market.

### **3. Research Methodology**

#### *3.1 Target Population*

According to Fischler (2012, p. 5) a population is a group of individuals that have the same characteristic(s). The target population for a study is the entire set of units for which the survey data are to be used to make references. Therefore, the target population defines those units for which the findings of the survey are meant to generalize (Lavrakas, 2008, p. 17). Kumar (2005, p. 87) points out that the target population must be specifically defined and that the geographic and temporal characteristics of the target population need to be delineated. Castillo (2009, p. 1) states that a research population is usually a collection of those individuals that are known to have similar

characteristics and because a general population is quite large researchers rely on sampling techniques to focus on a certain target group to avoid expenses and the length of time it would take to test every individual or object. The target population for this study was the customers of Pick n Pay Woodview. The study was conducted over a week. During a normal week there are approximately 20 000 customers that visit the store.

### *3.2 Sampling*

To answer the research questions and objectives, data needs to be collected. However, Shajahan (2009, p. 45) mentions that it is impossible to collect all the data available due to time, money or access restrictions. It is for this reason that a sampling strategy is used. By considering the amount of data from a sub-group rather than all possible cases, sampling is used to reduce the amount of data

### *3.3 Sample Size*

The following guide as proposed by Leedy and Ormrod (2010:213) help select a sample size:

- Where  $N = 100$  or fewer, the whole population should be surveyed;
- Where  $N$  is around 500, 50% should be sampled;
- Where  $N$  is around 1500, 20% should be sampled; and
- Where  $N$  is greater than 5000, the population size is almost irrelevant and a sample size of 400 will be adequate.

Therefore, based on the proposed guide by Leedy and Ormrod (2010:213) 500 participants (customers) were selected to participate in this study.

### *3.4 Data Analysis*

Data analysis is a way of gathering, modeling and transforming data with the aim of highlighting information (Ader, Mellenbergh, & Hand, 2008, p. 236). It is a practice in which raw data is ordered and organized so that useful information can be extracted from it. Charts, graphs, and textual write ups formed part of the data analysis for this study.

The primary findings for this study was entered into Microsoft excel, and exported into IBM SPSS19. For the purpose of this study both descriptive and inferential statistics were used. Simple descriptive statistics using ratios, proportions and percentages was used. Inferential statistics is concerned with inferences that are made about population indices on the basis of the corresponding indices obtained from samples drawn randomly from the population (McDaniel & Gates, 2010, p. 554).

The primary findings were aligned and discussed with the secondary data gathered for this study. Measures of central tendency such as the median and mean were conducted in the findings. The Chi-Square which is one of the most commonly used non-parametric statistical tests was used for comparing sets of data that are in the form of frequencies.

### *3.5 Limitations of the Study*

Due to time constraints it was not possible to gather data from customers from other Pick n Pay branches; therefore this study was limited to the Woodmead branch. The closed ended structured questionnaire is also another limitation as respondents are only allowed to rate their level of satisfaction and are not given a chance to discuss any opinions they may have with regard to the study.

## **4. Results, Discussion and Interpretation and Findings**

The aim of this section is to present the primary findings from this study and to address the research questions that were formulated for the study. Data was analyzed to explore the customers' level of satisfaction with Pick n Pay customer service, products, the relationship between the perceived levels of service offered at the company, the level of service expected by the customers and recommendations for possible avenues of improvement.

### *4.1 Response Rate*

The sample size selected for this study was 500 respondents. Five hundred questionnaires were distributed and 500 responses were received ( $n = 500$ ). Hence for this study a response rate of 100% was achieved.

## 4.2 Demographics

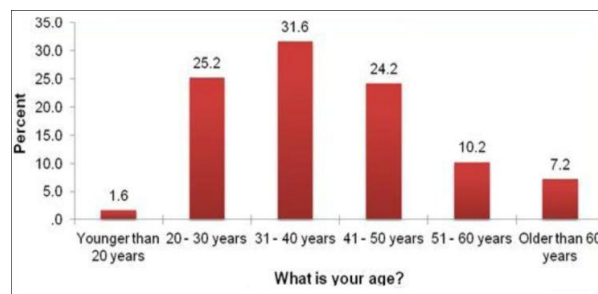


Figure 1. Age of respondents

Figure 1 illustrates that 1.6% of respondents were younger than 20 years old, 25.2% between 20 to 30 years, the majority of respondents, at 31.6%, fell into the 31 to 40 age group. According to Figure 1, 24.2% of the respondents were in the 41 to 50 year age group, 10.2% in the 51 to 60 age group and 7.2% fell into the older than 60 age group.

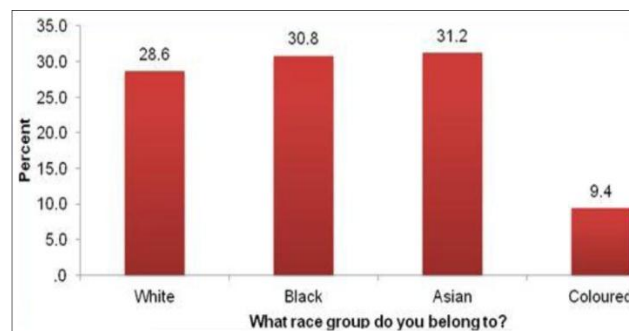


Figure 2. Race group of respondents

According to Figure 2, 28.6% of respondents were white, 30.8% black, 31.2% Asian and 9.4% coloured. The findings indicate that the ethnic groups that visit the store are quite diverse. The management of Pick n Pay should therefore ensure that every race group is catered for in order for their store to be the one stop store for their customers. The Research and Development department should be involved in research as to what each race group prefer to buy and this should be communicated to management and the buyers, thereby retaining their customers.

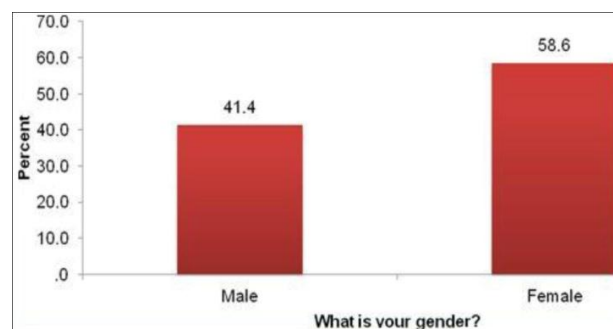


Figure 3. Gender of respondents

The findings in Figure 3 indicate that the majority (58.6%) of the respondents were female while 41.4% of the respondents were male. The findings concur with Brennan (2013, p. 1) in that in almost every society in the world, women do the buying for their homes as they are the primary care-givers for their families. In addition,

for most men, shopping is a mission. Therefore, the management of Pick n Pay should ensure that their store becomes a one stop shopping as many women also have to pick or drop their kids as well as do the shopping for the family.

#### 4.3 Analysis of Data

Descriptive statistical analysis was largely used, producing descriptive statistics, frequency bar charts, frequency tables, and pie charts. Inferential statistics were run using Spearman's Rho Correlational analysis, with significance level set at 0.05 and 0.01 (two tailed).

#### 4.4 Statistical Analysis of the Research Instrument (Questionnaire)

The research instrument consisted of 26 items with a level of measurement at a nominal and ordinal level. The descriptive statistics which includes the mean and standard deviation for each test item is attached (refer to Annexure C). Cronbach's Alpha equaled to 0.854 which indicates a good reliability.

#### 4.5 Correlations

According to Annexure D, the Spearman's Rho correlation provides the following significant relationships exist:

Table 1. Significant correlation relationships (age and race)

	1. What is your age?	2. What race group do you belong to?
4. Store is always clean	-.114*	-.070
6. The store has visually appealing physical facilities	.130**	.004
8. I shop at this store because they have membership cards	-.250**	-.118**
11. Products sold is of the highest quality	-.140**	-.075
12. The product I am looking for is always available	-.157**	.006
13. I can rely on the store to keep prices affordable	.145**	-.011
14. Advertised products are always in stock	-.241**	.020
15. Queues are well managed during peak hours	.243**	.038
18. Store always operates in the time advertised	-.115*	.016
19. Employee behavior instills confidence	.234**	.097*
20. Employees are consistently courteous	.151**	.082
21. Employees are knowledgeable in directing customers to what they are looking for	.187**	.069
23. Stores are conveniently located	-.122**	.043
24. Store hours are convenient for my shopping needs	-.128**	-.047

Note. \*\*, Correlation is significant at the 0.01 level (2-tailed); \*. Correlation is significant at the 0.05 level (2-tailed).

#### 4.6 Cross Tabulations

The following cross tabulations were extracted based on feedback from respondents where the disagree and the strongly disagree options were chosen.

##### 4.6.1 Tangibility Dimension

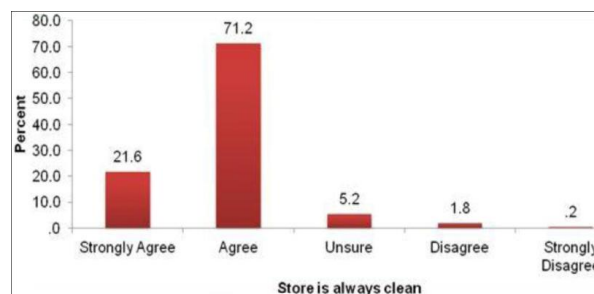


Figure 4. The store is always clean

According to Figure 4, 21.6% strongly agree that the store is always clean, 71.2% agree, 5.2% are unsure, 1.8% disagree and 0.2% strongly disagree. Customer satisfaction can be achieved by improving service quality. Ciavolino and Dahlgaard (2007) agree that one of the factors that contribute to service quality is a clean environment which customers seek in order to remain satisfied and loyal.

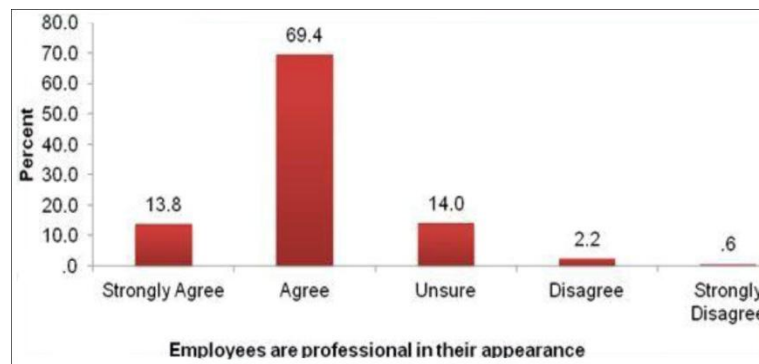


Figure 5. Employees are professional in their appearance

Figure 5 indicates that 13.8% of the respondents strongly agree that employees are professional in their appearance, 68.4% agree, 14% are unsure, 2.2% disagree and 0.6% strongly disagree. Frost (2012:1) believes that first impressions are the most important and that uniform standards and personal appearance are still of the utmost importance in the world of the front line customer service professional. The majority of the respondents indicated their agreement to the statement; however a small number of respondents remained unsure which should be a cause for concern by Pick n Pay management.

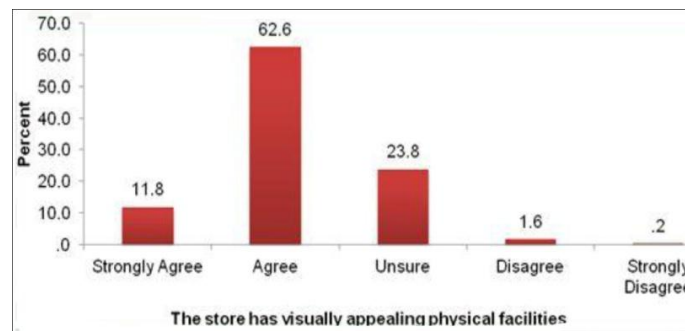


Figure 6. The store has visually appealing physical facilities

According to Figure 6, 11.8% of the respondents strongly agree that the store has visually appealing physical facilities, 62.6% agree, 23.8% are unsure, 1.6% disagree and 0.2% strongly disagree. A large collective percentage agreed to the statement. The 23.8% of the respondents who remained unsure are probably those respondents who were in a hurry to complete the questionnaire or probably are not concerned with the physical facility of the store. According to Inman et al. (2009) argue that some customers use the in-store stimuli as cues to remind them of what groceries they need and also assert that certain consumers enter shops without the intention of buying certain goods but end up buying a particular set of goods because the in-store stimuli has triggered unrecognized needs and desires leading to in store decision making. The design characteristics of a store visibly reflect its image and can dramatically influence patronage. Many consumers appear to size up a store based on its outward appearance of architecture and signs and hence are drawn to the store or repelled by it, based on their perception of whether the store looks right for them.

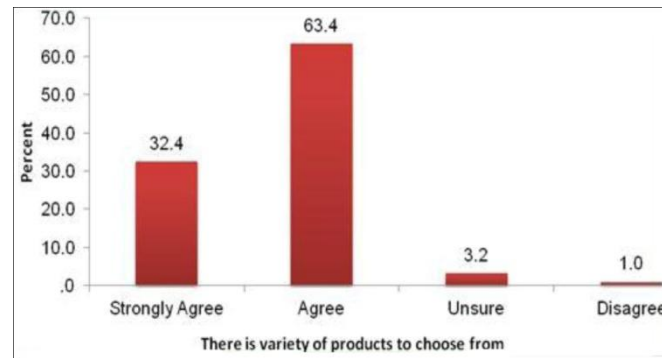


Figure 7. Variety of products

Figure 7 reveals that 32.4% of the respondents strongly agree that there is a variety of products to choose, 63.4% agree, 3.2% are unsure, 1% disagree. The results reveal that Pick n Pay has a variety of products to choose from (a collective majority of 95.8% who have agreed to the statement). Ciavolino and Dahlgaard (2007) mention that when a customer has a variety of products to choose from it contributes significantly to service quality and customer satisfaction and retention.

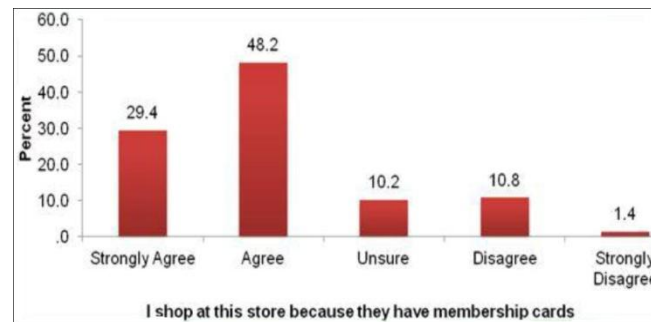


Figure 8. Membership cards / loyalty cards give me access to promotional items or discounts

According to Figure 8, 29.4% of the respondents strongly agree that the store has membership cards which give them access to promotional items or discounts 48.2% agree, 10.2% are unsure, 10.8 % disagree and 1.4% strongly disagree. Organisations looking for an edge to stand out from competitors and sustain business growth need to find new formulas for attracting and retaining customers (Tschohl, 2011, p. 1). Additional services are essentially important in the retail business and play a role in determining customer satisfaction through creation of convenience.

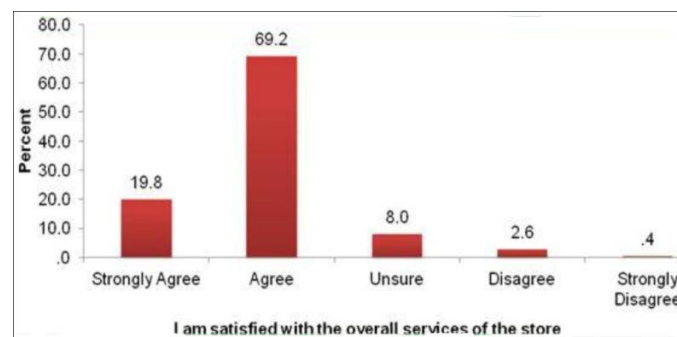


Figure 9. Overall satisfaction with the services of the store

Figure 9 illustrates that 19.8% of the respondents strongly agree that they are overall satisfied with the service of the store, 69.2% agree, 8% are unsure, 2.3% disagree and 0.4% strongly disagree. Customer satisfaction can only



be achieved when customers are provided with the products and services they expect and have been promised. Organisations should also remember that the needs and wants of customers are not stable and that needs change with technology, fashion, experience and a host of other factors (Lin & Wang, 2006, p. 220).

According to Chiou (2004, p. 687) service quality, customer satisfaction and consumer loyalty are also linked to each other. Pick n Pay should take cognisance of the fact that one of the very important concepts for business is customer satisfaction, because customers come back when they are highly satisfied.

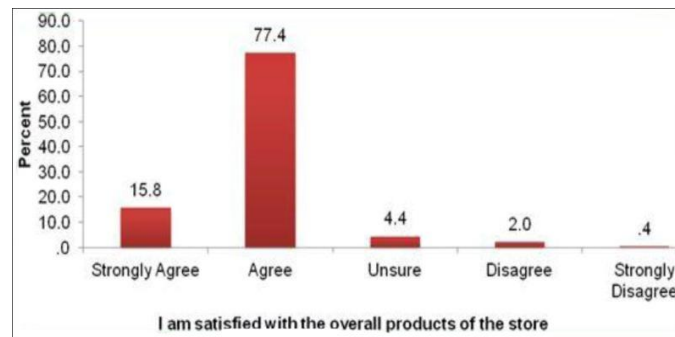


Figure 10. Overall product satisfaction

According to Figure 10, 15.8% of the respondents strongly agree that they are overall satisfied with the product of the store, 77.4% agree, 4.4% are unsure, 2.0% disagree and 0.4% strongly disagree. One important component for successful business is product quality within every organisation. Caruana (2002, p. 815) states that the quality of any product is evaluated first before the overall satisfaction of the customer. Hence, quality should be maintained continuously. Quality as well as proper customer service is a tool for companies to take advantages over their competitors (Schneider & White 2004, p. 17). Customers have individual expectations on how they product quality and their satisfaction level but also their perceptions of product quality vary.

Fen and Lian (2005, p. 59) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market.

#### 4.6.2 Reliability Dimension

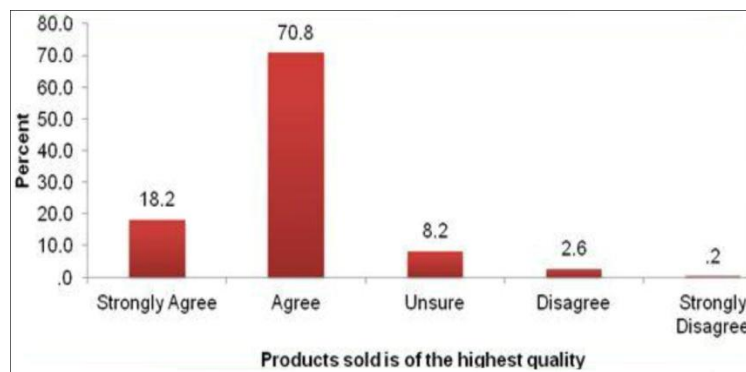


Figure 11. Products sold is of the highest quality

According to Figure 11, 18.2% of the respondents strongly agree that product sold is of the highest quality, 70.8% agree, 8.2% are unsure, 2.6% disagree and 0.2% strongly disagrees. Wicks and Roethlein (2009, p. 87) highlight that the definition of quality is evolving, but that the common factor throughout the evolution process is a focus on both the technical and functional aspects of quality and that in order to become world-class, organisations need a user-based definition that is more important to the customer, and a process-based definition that is more important to the manufacturer or service provider.

Kotler and Keller (2009, p. 169) describe quality as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. The impact of quality, be it product or service

quality, has a profound effect on the organisations profitability in both the long and short run (Kotler & Keller, 2009, p. 169). Service quality is different from product quality because goods are consumed and services are experienced (Maister, 2003, p. 71).



Figure 12. Availability of product

Figure 12 reveals that 11.8% of the respondents strongly agree that the product they are looking for is always available, 70.2% agree, 8.8% are unsure, 8.8 % disagree and 0.4% strongly disagrees. The majority of the respondents agreed to the statement which indicates that Pick n Pay is in a position to satisfy and retain their customers. Hoyer and Macinnis (2009, p. 349) confirm that the customer will not be disappointed or inconvenienced due to the unavailability of products. When the store has the product that a customer is always looking for it is a sign of responsibility and reliability on the side of the service provider.



Figure 13. I can rely on the store to keep prices affordable

According to Figure 13, 11% of the respondents strongly agree that the store can keep prices affordable, 37.2% agree, 34.6% are unsure, 16.6% disagree and 0.6% strongly disagree. The results indicate that even though a collective majority of the respondents (48.2%) agreed to the statement, a large percentage remained unsure. The unsure response could indicate that respondents were eager to complete the questionnaire or it is possible that they only shop at Pick n Pay; hence they have no idea of comparative prices. According to Kotler and Armstrong (2010) price is the amount of money charged for a product or service, or the sum of the values that customers exchange for the benefits of having or using the product or service. Value for money refers to consumers' assessments of whether a seller's price is reasonable, acceptable or justifiable According to Kukar-Kinney, Xia and Monroe (2007, p. 1) value for money is a very important issue that leads toward satisfaction as customers are always concerned with the cost factor. Hence, charging a fair price helps to develop customer satisfaction and loyalty. In addition, when service providers offer value for money products it results in competitive advantages as the consequence of customer satisfaction.

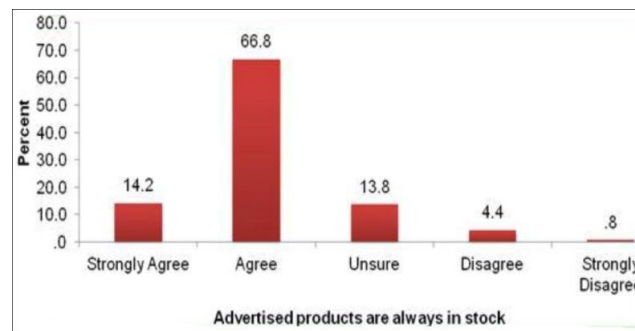


Figure 14. Advertised products are always in stock

Figure 14 indicates that 14.2% of the respondents strongly agree that advertised product are always in stock, 66.8% agree, 13.8% are unsure, 4.4% disagree and 0.8% strongly disagree. According to Srinivasan (2005, p. 29) the customer is unlikely to purchase without adequate information on the services, and the service provider is expected to make the intangible aspects of the service tangible through proper communication and promotion. Panda (2008, p. 301) cautions the service provider against inconsistency in advertising as it results in loss of customers. Pick n Pay should ensure that the store is always stocked with products that have been advertised as a collective 5.2% of the respondents disagreed to the statement and 13.8% remained unsure.

#### 4.6.3 Responsiveness Dimension

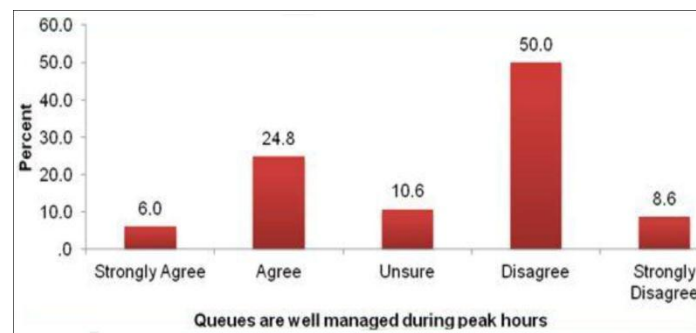


Figure 15. Queues are well managed during peak hours

According to Figure 15, 6% of the respondents strongly agree that queues are well managed during peak times, 24.8% agree, 10.6% are unsure, 50% disagree and 8.6% strongly disagree. Process is measured using three elements such as number of checkout counters/ express checkout counters, opening hours and queue waiting time at counters. It is important to manage these elements of process in service delivery as they can make or break customer satisfaction. Greater consumer satisfaction is obtained with shorter waiting periods (Ciavolino & Dahlgaard, 2007). The results reveal a large percentage of disagreement which is a cause for concern to Pick n Pay. Therefore, there is a need for the long queues to be managed effectively especially during peak hours or when the queues are long.

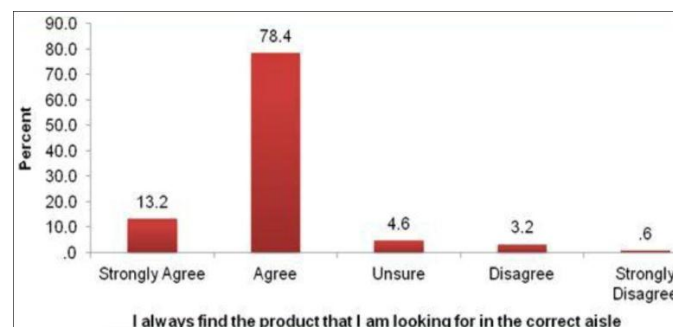


Figure 16. Products are in the correct aisle

According to Figure 16, 13.2% of the respondents strongly agree that they always find the product they are looking for in the correct aisle, 78.4% agree, 4.6% are unsure, 3.2% disagree and 0.6% strongly disagree. Burke (2005) asserts that aisle management involves the effective placement of categories in the store aisles to improve customers' shopping experience. According to Dioiri (2007, p. 1) the sales outlets/supermarkets facilities are very important since they have the ability to influence or change the purchasing behavior of consumers. Therefore, extreme care has to be observed when making a decision on merchandising because 70% of purchase decisions are made during shopping. Increased competition in the market has driven retailers to improve their aisle and display management strategies.

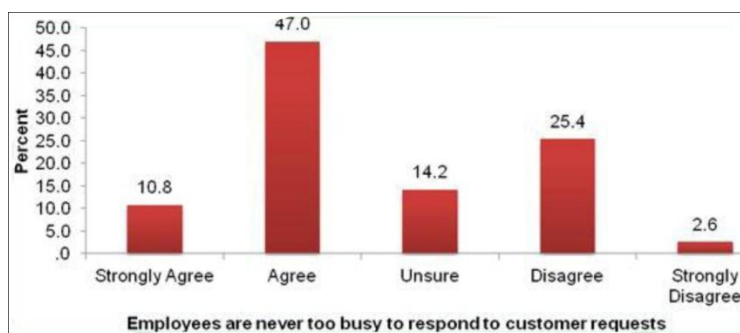


Figure 17. Employees are never too busy to respond to customer requests

Figure 17 illustrates that 10.8% of the respondents strongly agree that employees are never too busy to respond to customer requests, 47% agree, 14.2% are unsure, 25.4% disagree and 2.6% strongly disagree. The large collective percentage of those respondents who disagreed or remained unsure are a cause for concern as "employee satisfaction is significantly related to service quality and to customer satisfaction, while the latter in turn influences firm profitability which leads to satisfaction quality profit cycle" (Yee et al., 2008, p. 651).

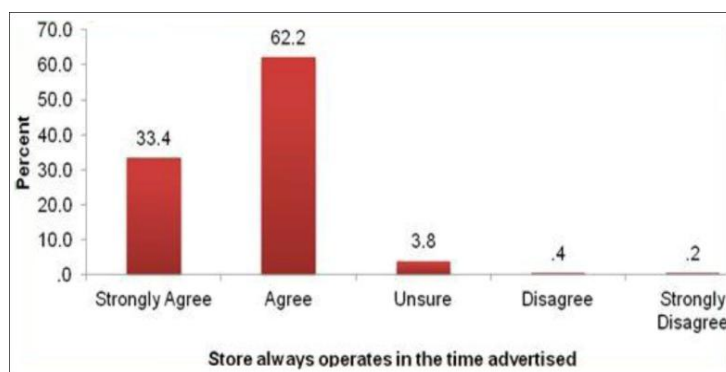


Figure 18. Store always operates in the time advertised

Figure 18 indicates that 33.4% strongly agree that the store operates in the time advertised, 62.2% agree, 3.8% are unsure, 0.4% disagree and 0.2% strongly disagree. The majority of the respondents agreed that the store operates in the time advertised. If customers come to the store as per the advertised times and the store is unopened, it could lead to dissatisfaction due to the fact that the customer feels that they have wasted their time and effort in coming all the way. This could also result in eventual loss of customers. According to Martinez and Hobbi (2008, p. 41) customer service is a series of activities designed to enhance and increase the level of customer satisfaction which includes Pick n Pay operating in the times advertised.

#### 4.6.4 Assurance Dimension

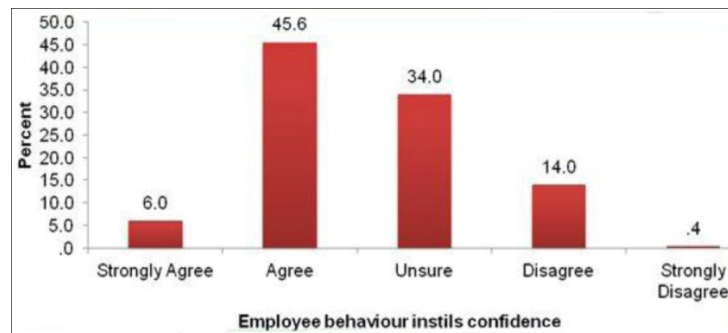


Figure 19. Employee behaviour instills confidence

According to Figure 19, 6% strongly agree that employee behaviour instills confidence, 45.6% agree, 34% are unsure, 14% disagree and 0.4% strongly disagree. The large percentage of the respondents that indicated their disagreement or remained unsure is indicative that they probably walk into the store and do not require the assistance of any employee. This also indicates that the store has its products correctly placed and hence there is no reason for customers to request the assistance of staff.

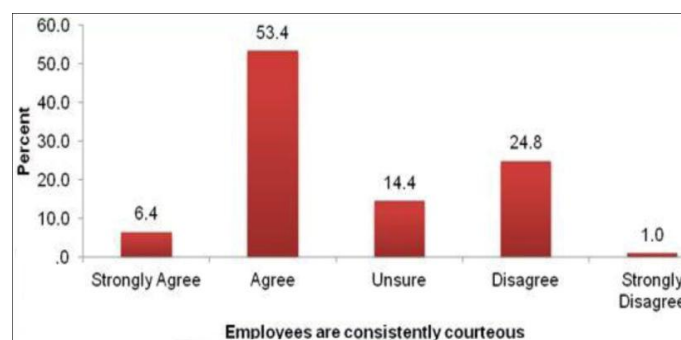


Figure 20. Employees are consistently courteous

Figure 4.20 has revealed that 6.4% of the respondents strongly agree that employees are consistently courteous, 53.4% agree, 14.4% are unsure, 24.8% disagree and 1% strongly disagree. Although the majority of the respondents agreed to the statement, there is a large percentage that has disagreed or remains unsure. This is a cause for concern, as being courteous to customers is one of the ways to retain customers. According to Patterson (2012, p. 76) courteous staff service providers keep customers coming back for more.

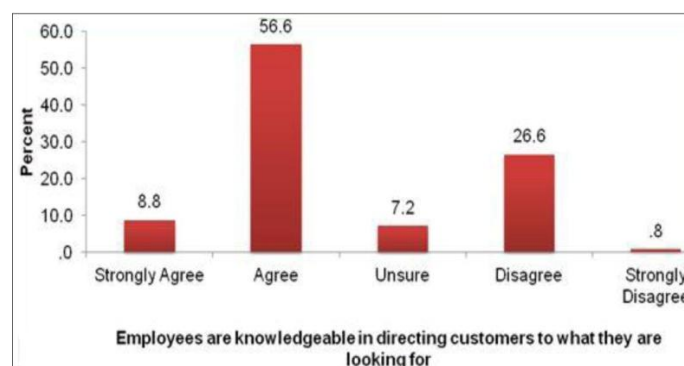


Figure 21. Employees are knowledgeable in directing customers to what they are looking for

According to Figure 21, 8.8% of the respondents strongly agree that employees are knowledgeable in directing customers to what they are looking for, 56.6% agree, 7.2% are unsure, 26.6% disagree and 0.8% strongly disagree. The large percentage of those respondents who disagreed and remained unsure to the statement is a cause for concern. Shanker (2001, p. 184) state that staff competence is crucial in any organisation and should be the goal of human resources to ensure that staff are trained in the areas of incompetence.

#### 4.6.5 Empathy Dimension

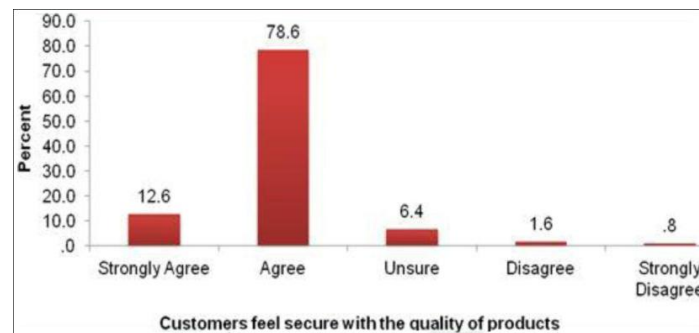


Figure 22. Customers feel secure with the quality of products

Figure 22 indicates that 12.6% of the respondents strongly agree that customers feel secure with the quality of products, 78.6% agree, 6.4% are unsure, 1.6% disagree and 0.8% strongly disagree. The majority of the respondents have indicated their agreement to the statement. Although a small percentage of the respondents indicated their disagreement, Pick n Pay should take cognisance of the fact that the impact of quality, be it product or service quality, has a profound effect on the organisations profitability in both the long and short run (Kotler & Keller, 2009, p. 169). Quality is one of the things that consumers look for in an offer (Solomon, 2009, p. 413). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

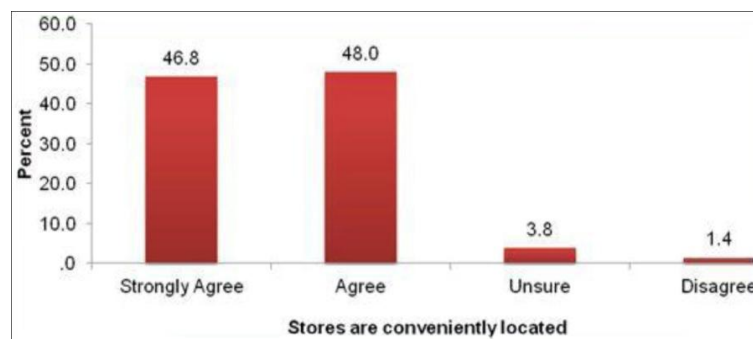


Figure 23. Stores are conveniently located

Figure 23 reveals that 46.8% of the respondents strongly agree that the stores is conveniently located, 48% agree, 3.8% are unsure, 1.4% disagree. Martinez-Ruiz, Jimenez-Zarco and Yusta (2010, p. 280), suggest that once a location is near to home then transaction costs associated with purchase such as transport costs and time spent are likely to be reduced. According to Kotler and Keller (2009, p. 495) the three keys to retail success are “location, location and location”. According to Clarkson, Clark-Hill and Robinson (1996, p. 25), in general, the greater the population density around a store, the more convenient that store becomes to a larger number of people.

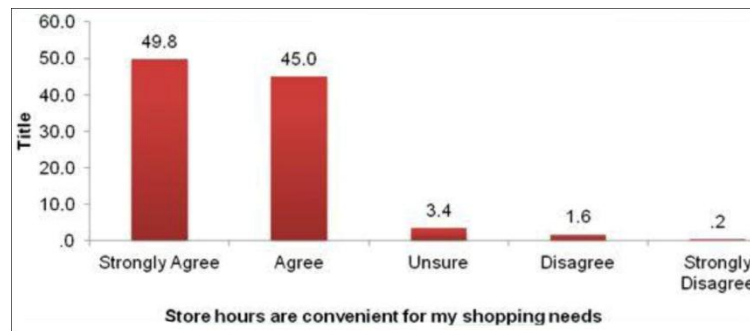


Figure 24. Convenient store hours

According to Figure 24, 49.8% of the respondents strongly agree that the store hours are convenient for their shopping needs, 45% agree, 3.4% are unsure, 1.6% disagree and 0.2 strongly disagree. The results indicate that the majority (94.8%) of the respondents agree that the store hours are convenient for their shopping needs. According to the Convenience Guru (2014, p. 1) retailers that are paying attention to their customers' needs understand that many of their current customers are in great need for time and are always seeking for ways to ensure that their shopping, their errands and their life become easier and more hassle-free.

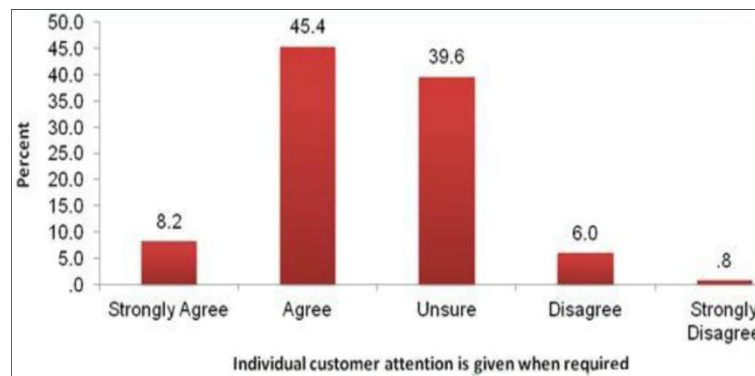


Figure 25. Individual customer attention is given when required

Figure 25 illustrates that 8.2% of the respondents strongly agree that individual customers attention is given when required, required, 45.4% agree, 39.6% are unsure, 6% disagree and 0.8 strongly disagree. Every customer is unique and should therefore be treated accordingly (Thomas & Applegate, 2010, p. 1). This will result to customer loyalty and satisfaction. It is possible that the large percentage of the respondents who have remained unsure have never required assistance.

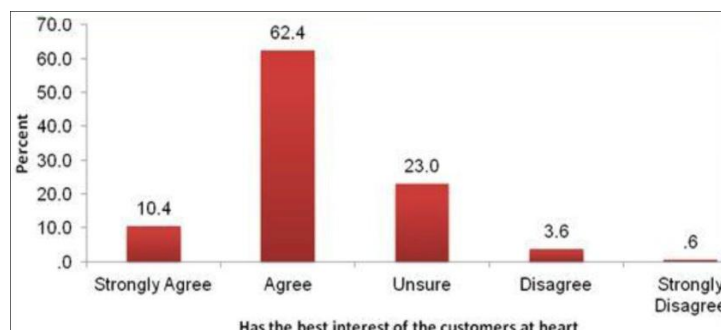


Figure 26. Has the best interest of the customers at heart

According to Figure 26, 10.4% of the respondents strongly agree that the store has the best interest of the customers at heart, 62.4% agree, 23% are unsure, 3.6% disagree and 0.6 strongly disagree. There is a large



percentage that remained unsure which is a cause for concern as every retail store should ensure that they have the best interest of the customer. The collective majority of the respondents who have agreed to the statement indicate that Pick n Pay is in a position to remain competitive, to satisfy and retain customers.

## 5. Conclusion

The results obtained from the questionnaire corroborate the aspects obtained from the literature review that the range of products on offer, the price and the customer service play a vital role in customer satisfaction. The results have revealed that Pick n Pay has good customer service. However, Pick n Pay needs to maintain this service in order to retain their customers. The majority of the respondents have indicated that they are satisfied with the range of products that Pick n Pay stocks. The literature review and the primary findings have indicated that the retention of customers is very important for the store's survival and the results show that customers are indeed loyal to Pick n Pay. Hence, there is ample evidence from the primary findings that indicate that Pick n Pay is indeed being able to retain customers and in future, every effort must be made not only to satisfy the customer but also retain them in the fold of the organisation.

### 5.1 Key Findings from the Literature Review

The findings from the literature review are discussed in line with the research objectives:

In order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organisations. Service can be defined in many ways depending on which area the term is being used. Kotler and Keller (2009, p. 789) defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" In addition, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure. Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon, 2009, p. 413). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler & Keller, 2009, p. 831). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

One of the most useful measurements of service quality is the dimensions from the SERVQUAL model. SERVQUAL was developed by Parasuraman, Berry and Zeithaml in the 1980s. SERVQUAL is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses (Parasuraman et al., 1990). The scale breaks down the notion of service quality into five dimensions which were derived from five years of qualitative and quantitative customer service quality research (Parasuraman et al., 1990). The five service quality dimensions include: Tangibles, Reliability, Responsiveness, Assurance and Empathy

The SERVQUAL scale which is also known as the gap model by Parasuraman et al. (1988) has been proven to be one of the best ways to measure the quality of services provided to customers). The aggregated sum of difference between perceptions and expectations from the five dimensions forms the global perceived quality construct (Laroche et al., 2004, p. 363).

Following this view, customers' expectations are met through the outcome dimension (reliability) and exceed it by means of the process dimension (tangibility, assurance, responsiveness, and empathy).

To confirm the validity of SERVQUAL model in the evaluation of service quality, Zeithaml et al. (2006, p. 106) state that "service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy, and tangibles". They added that among these dimensions, "reliability" has been shown consistently to be the most important dimension in service quality (Zeithaml et al., 2006, p. 106).

Wicks and Roethlein (2009, p. 87) highlight that the definition of quality is evolving, but that the common factor throughout the evolution process is a focus on both the technical and functional aspects of quality. In addition, organisations should take cognisance that in order to become world-class, organisations need a user-based definition that is more important to the customer, and a process-based definition that is more important to the manufacturer or service provider.

According to Kotler and Keller (2009, p. 161) customer-perceived value is the difference between the prospective customer's evaluation of all the benefits and all the costs of an offering and the perceived alternatives. Recently marketing researchers and managers are focusing on value perceptions as a key strategic component to explain customer satisfaction and loyalty (Lin & Wang, 2006, p. 277). To assess value perception customers consider perceived benefits relative to sacrifice (Lee et al., 2007, p. 210).

The specific relationship between employee satisfaction, service quality and customer satisfaction is often described as the 'satisfaction mirror' reinforcing the idea that business success results from employee satisfaction



being 'reflected' in terms of customer satisfaction (Voss, Roth, Rosenzweig, Blackmon, & Chase, 2004, p. 1). Whilst Silvestro and Cross (2000, p. 30) doubts the strength of the relationship, evidence suggests that employee satisfaction is a key driver of service quality (Voss et al., 2004, p. 1). Voss et al. (2004, p. 1) for example, find that employee satisfaction directly affects both service quality and customer satisfaction, whilst Vilares and Coehlo (2003, p. 15) are convinced about the relationship that they recommend changes to one of the existing customer satisfaction indexes to recognise the 'cause and effect relationship between employee behaviour and customer satisfaction'.

### *5.2 Findings from the Primary Research*

The primary findings revealed the following:

With regard to the store being always clean a collective majority of 92.8% of the respondents agreed to the statement, while only 2.8% of the respondents disagreed to the statement that "employees are professional in their appearance".

The results also reveal that a collective 74.4% of the respondents agreed that the store has visually appealing physical facilities, 89% of the respondents agreed that the product sold at the store is of the highest quality, while only 3.2% of the respondents remained unsure that the store has a variety of products to choose from.

The primary findings also indicates that only 77.6% of the respondents utilized the store's membership cards which give them access to promotional items or discounts and an overall 89% agreed that they are overall satisfied with the service of the store. Organisations looking for an edge to stand out from competitors and sustain business growth need to find new formulas for attracting and retaining customers (Tschohl, 2011, p. 1). Additional services are essentially important in the retail business and play a role in determining customer satisfaction through creation of convenience. According to Chiou (2004, p. 687) service quality, customer satisfaction and consumer loyalty are also linked to each other. Pick n Pay should take cognisance of the fact that one of the very important concepts for business is customer satisfaction, because customers come back when they are highly satisfied.

Panda (2008, p. 301) cautions the service provider against inconsistency in advertising as it results in loss of customers, especially since a collective 5.2% of the respondents disagreed to the statement that the store is always stocked with products that have been advertised and 13.8% remained unsure.

The results reveal 58.6% of the respondents disagree that queues are well managed during peak time which is a cause for concern to Pick' n Pay. Process is measured using three elements such as number of checkout counters/ express checkout counters, opening hours and queue waiting time at counters. It is important to manage these elements of process in service delivery as they can make or break customer satisfaction. Greater consumer satisfaction is obtained with shorter waiting periods (Ciavolino & Dahlgaard, 2007). Therefore, there is a need for the long queues to be managed effectively especially during peak hours or when the queues are long.

The majority of 91.6% of the respondents agreed that they always find the product they are looking for in the correct aisle. Burke (2005) asserts that aisle management involves the effective placement of categories in the store aisles to improve customers' shopping experience which in addition retains customers.

Although the majority of the respondents agreed to the statement that staff are courteous to the customers, a collective 40.2% of the respondents have disagreed or remain unsure. This is a cause for concern, as being courteous to customers is one of the ways to retain customers. According to Patterson (2012, p. 76) courteous staff service providers keep customers coming back for more.

A large percentage of respondents (39.6%) remained unsure to the statement that individual customer attention is given when required. Every customer is unique and should therefore be treated accordingly (Thomas & Applegate, 2010, p. 1). This will result to customer loyalty and satisfaction. It however may be possible that the large percentage of the respondents who have remained unsure have never required assistance.

A large percentage of the respondents (72.8%) agree that the store has the best interest of the customers at heart, however there is also a large percentage (23%) that remained unsure which is a cause for concern as every retail store should be ensure that they have the best interest of the customer. The collective majority of the respondents who have agreed to the statement indicate that Pick n Pay is in a position to remain competitive, to satisfy and retain customers.

## **6. Recommendations**

The following recommendations are made:

### *6.1 Intense Marketing Strategies Should Be Adopted*

The organisation should engage the services of marketing experts to re-evaluate the needs and wants of various consumer segments in order to ensure that the organisation stays competitive and sustainable. The use of e-Marketing should be considered in promoting new products or specials that are available. Pick n Pay can also be promoted in numerous different ways, for example via radio broadcasts, television campaigns, billboards. Pick n Pay need to manage the promotional mix and utilise one of these tools or a combination thereof to give effect to the firms' objectives. The management of Pick n Pay should detail a comprehensive plan of action with regards to finances and staff resources in order to affect the above strategies.

### *6.2 Training and Re-Training of Employees*

Each interaction between consumers and employees can be seen as a 'moment of truth' when judging the quality of a firm, whether it be through its service delivery or product quality. The selection, training, and motivation of the firms' employees are of decisive importance and can contribute to a significant extent in consumers' levels of satisfaction that is when employees are satisfied with the organisation they work in they tend to pass this on to the customers they deal with. Pick n Pay should consider regular training and re-training programmes to keep staff motivated and up to date with the latest offerings. The management of Pick n Pay needs to adequately budget for training of staff. Management should consider training and re-training staff in small groups on a weekly basis, in order to ensure minimum disruption to the work flow of the organisation.

### *6.3 Communicate Openly and Effectively to All Employees*

Generally employees always want to know what is going on in the organisation. Managers play a critical role as they must communicate effectively the company's mission statement to the daily objectives that the organisation needs to meet. Listening to employees views is equally important as this give them a sense of belonging in the organisation. Face-to-face communication is effective, however, with a large number of employees social media can be used to convey important and pertinent news about the company to all employees and electronic communication can be used to communicate information to smaller groups.

### *6.4 Customer Satisfaction Survey*

In order for Pick n Pay to remain competitive and sustainable in the market, it is suggested that a simple survey of approximately five questions on customer satisfaction be asked each time a customer visits the store. The questionnaire can be given at the till by the cashier, hence while the items are being cashed, the customer can quickly complete this survey. This will assist the store to reflect on their strengths and weaknesses and hence attend to accordingly.

### *6.5 Area for Further Study*

It is suggested that the same study be conducted on all Pick n Pay branches globally and the results should be compared. A qualitative study should be conducted with customers who volunteer to participate in order to find out directly from them on ways in which customers can be satisfied and retained. These ideas can then be discussed and brainstormed at management meetings and if possible to implement ideas given by customers. It is also suggested that after staff are trained or re-trained (which include but not limited to courteousness, friendliness towards customers and product knowledge), then a customer survey should be designed with a few questions in order to determine the impact of the training on staff.

## **7. Conclusion**

The primary findings have revealed that the majority of the respondents were overall satisfied with the way that the Pick n Pay store understudy conducts their business. Literature has revealed that when customers are content or satisfied with the quality of the products they will remain loyal.

The findings also indicate that customers are satisfied with the service they have been receiving. Hence, Pick n Pay is successful in retaining the customer as indicated by the overwhelmingly positive feedback from the respondents. With regards to the objectives of the study, the results show that a large percentage of respondents agreed that they are satisfied with the levels of customer service and product offerings by Pick n Pay Woodmead, therefore customer retention is not a challenge. However, regular reviews should be conducted to ensure that the retention strategies are current and competitive in order to sustain the organisation. Customer satisfaction is crucial to business success. Satisfied customers are more willing to pay premier prices for products and services.

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## Appendix A

### A customer satisfaction model

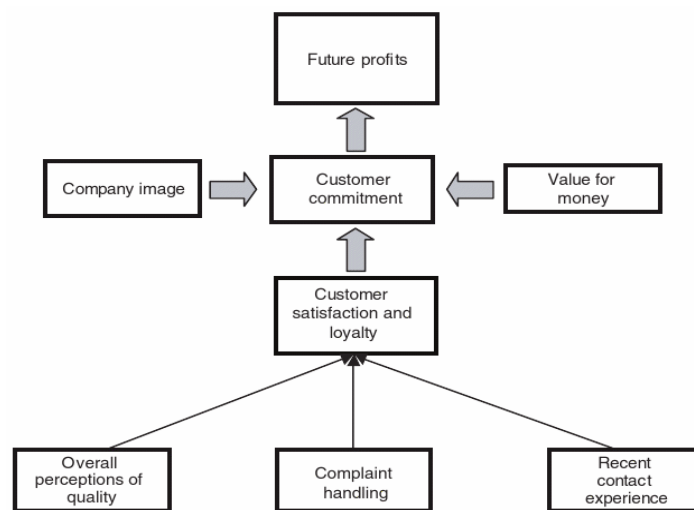


Figure A1. A customer satisfaction model

Source: Szwarc (2005, p. 28).

## Appendix B

### Questions

Question 13. I can rely on the store to keep prices affordable

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
13. I can rely on the store to keep prices affordable	Strongly Agree	Count	2	15	19	12	3	4	15	16	21	3	21	34	55
		% of Total	0.40%	3.00%	3.80%	2.40%	0.60%	0.80%	3.00%	3.20%	4.20%	0.60%	4.20%	6.80%	11.00%
	Agree	Count	4	51	63	47	18	3	55	59	54	18	83	103	186
		% of Total	0.80%	10.20%	12.60%	9.40%	3.60%	0.60%	11.00%	11.80%	10.80%	3.60%	16.60%	20.60%	37.20%
	Unsure	Count	2	43	50	45	18	15	46	47	63	17	74	99	173
		% of Total	0.40%	8.60%	10.00%	9.00%	3.60%	3.00%	9.20%	9.40%	12.60%	3.40%	14.80%	19.80%	34.60%
	Disagree	Count	0	15	26	17	12	13	26	30	18	9	29	54	83
		% of Total	0.00%	3.00%	5.20%	3.40%	2.40%	2.60%	5.20%	6.00%	3.60%	1.80%	5.80%	10.80%	16.60%
	Strongly Disagree	Count	0	2	0	0	0	1	1	2	0	0	0	3	3
		% of Total	0.00%	0.40%	0.00%	0.00%	0.00%	0.20%	0.20%	0.40%	0.00%	0.00%	0.00%	0.60%	0.60%
Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500	
	% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%	

Question 15. Queues are well managed during peak hours

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
15. Queues are well managed during peak hours	Strongly Agree	Count	1	13	11	3	2	0	5	16	7	2	9	21	30
		% of Total	0.20%	2.60%	2.20%	0.60%	0.40%	0.00%	1.00%	3.20%	1.40%	0.40%	1.80%	4.20%	6.00%
	Agree	Count	3	39	36	35	7	4	39	44	32	9	49	75	124
		% of Total	0.60%	7.80%	7.20%	7.00%	1.40%	0.80%	7.80%	8.80%	6.40%	1.80%	9.80%	15.00%	24.80%
	Unsure	Count	2	22	14	13	2	0	12	18	16	7	31	22	53
		% of Total	0.40%	4.40%	2.80%	2.60%	0.40%	0.00%	2.40%	3.60%	3.20%	1.40%	6.20%	4.40%	10.60%
	Disagree	Count	1	46	83	63	29	28	72	64	91	23	101	149	250
		% of Total	0.20%	9.20%	16.60%	12.60%	5.80%	5.60%	14.40%	12.80%	18.20%	4.60%	20.20%	29.80%	50.00%
	Strongly Disagree	Count	1	6	14	7	11	4	15	12	10	6	17	26	43
		% of Total	0.20%	1.20%	2.80%	1.40%	2.20%	0.80%	3.00%	2.40%	2.00%	1.20%	3.40%	5.20%	8.60%
Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500	
	% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%	

Question 17. Employees are never too busy to respond to customer requests

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
17. Employees are never too busy to respond to customer requests	Strongly Agree	Count	1	13	17	14	8	1	13	20	16	5	20	34	54
		% of Total	0.20%	2.60%	3.40%	2.80%	1.60%	0.20%	2.60%	4.00%	3.20%	1.00%	4.00%	6.80%	10.80%
	Agree	Count	5	59	77	62	15	17	67	69	77	22	98	137	235
		% of Total	1.00%	11.80%	15.40%	12.40%	3.00%	3.40%	13.40%	13.80%	15.40%	4.40%	19.60%	27.40%	47.00%
	Unsure	Count	1	16	26	16	9	3	28	21	17	5	26	45	71
		% of Total	0.20%	3.20%	5.20%	3.20%	1.80%	0.60%	5.60%	4.20%	3.40%	1.00%	5.20%	9.00%	14.20%
	Disagree	Count	0	32	34	28	19	14	32	37	43	15	58	69	127
		% of Total	0.00%	6.40%	6.80%	5.60%	3.80%	2.80%	6.40%	7.40%	8.60%	3.00%	11.60%	13.80%	25.40%
	Strongly Disagree	Count	1	6	4	1	0	1	3	7	3	0	5	8	13
		% of Total	0.20%	1.20%	0.80%	0.20%	0.00%	0.20%	0.60%	1.40%	0.60%	0.00%	1.00%	1.60%	2.60%
Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500	
	% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%	



## Question 19. Employee behaviour instills confidence

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
19. Employee behaviour instills confidence	Strongly Agree	Count	1	16	9	1	2	1	8	11	7	4	12	18	30
		% of Total	0.20%	3.20%	1.80%	0.20%	0.40%	0.20%	1.60%	2.20%	1.40%	0.80%	2.40%	3.60%	6.00%
	Agree	Count	6	65	73	58	19	7	71	81	59	17	89	139	228
		% of Total	1.20%	13.00%	14.60%	11.60%	3.80%	1.40%	14.20%	16.20%	11.80%	3.40%	17.80%	27.80%	45.60%
	Unsure	Count	0	29	62	44	19	16	47	41	62	20	79	91	170
		% of Total	0.00%	5.80%	12.40%	8.80%	3.80%	3.20%	9.40%	8.20%	12.40%	4.00%	15.80%	18.20%	34.00%
	Disagree	Count	1	15	14	18	11	11	16	20	28	6	27	43	70
		% of Total	0.20%	3.00%	2.80%	3.60%	2.20%	2.20%	3.20%	4.00%	5.60%	1.20%	5.40%	8.60%	14.00%
	Strongly Disagree	Count	0	1	0	0	0	1	1	1	0	0	0	2	2
		% of Total	0.00%	0.20%	0.00%	0.00%	0.00%	0.20%	0.20%	0.20%	0.00%	0.00%	0.00%	0.40%	0.40%
	Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500
		% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%

## Question 20. Employees are consistently courteous

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
20. Employees are consistently courteous	Strongly Agree	Count	1	16	8	4	2	1	8	15	7	2	10	22	32
		% of Total	0.20%	3.20%	1.60%	0.80%	0.40%	0.20%	1.60%	3.00%	1.40%	0.40%	2.00%	4.40%	6.40%
	Agree	Count	5	59	96	65	26	16	82	81	83	21	107	160	267
		% of Total	1.00%	11.80%	19.20%	13.00%	5.20%	3.20%	16.40%	16.20%	16.60%	4.20%	21.40%	32.00%	53.40%
	Unsure	Count	1	30	23	13	2	3	20	25	18	9	36	36	72
		% of Total	0.20%	6.00%	4.60%	2.60%	0.40%	0.60%	4.00%	5.00%	3.60%	1.80%	7.20%	7.20%	14.40%
	Disagree	Count	0	19	30	39	21	15	32	30	47	15	52	72	124
		% of Total	0.00%	3.80%	6.00%	7.80%	4.20%	3.00%	6.40%	6.00%	9.40%	3.00%	10.40%	14.40%	24.80%
	Strongly Disagree	Count	1	2	1	0	0	1	1	3	1	0	2	3	5
		% of Total	0.20%	0.40%	0.20%	0.00%	0.00%	0.20%	0.20%	0.60%	0.20%	0.00%	0.40%	0.60%	1.00%
	Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500
		% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%

## Question 21. Employees are knowledgeable in directing customers to what they are looking for

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
21. Employees are knowledgeable in directing customers to what they are looking for	Strongly Agree	Count	1	20	15	4	3	1	9	20	11	4	19	25	44
		% of Total	0.20%	4.00%	3.00%	0.80%	0.60%	0.20%	1.80%	4.00%	2.20%	0.80%	3.80%	5.00%	8.80%
	Agree	Count	5	72	89	75	26	16	89	88	83	23	109	174	283
		% of Total	1.00%	14.40%	17.80%	15.00%	5.20%	3.20%	17.80%	17.60%	16.60%	4.60%	21.80%	34.80%	56.60%
	Unsure	Count	1	12	14	5	2	2	8	12	12	4	18	18	36
		% of Total	0.20%	2.40%	2.80%	1.00%	0.40%	0.40%	1.60%	2.40%	2.40%	0.80%	3.60%	3.60%	7.20%
	Disagree	Count	1	20	39	37	20	16	36	31	50	16	60	73	133
		% of Total	0.20%	4.00%	7.80%	7.40%	4.00%	3.20%	7.20%	6.20%	10.00%	3.20%	12.00%	14.60%	26.60%
	Strongly Disagree	Count	0	2	1	0	0	1	1	3	0	0	1	3	4
		% of Total	0.00%	0.40%	0.20%	0.00%	0.00%	0.20%	0.20%	0.60%	0.00%	0.00%	0.20%	0.60%	0.80%
	Total	Count	8	126	158	121	51	36	143	154	156	47	207	293	500
		% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%

## Question 25. Individual customer attention is given when required

			1. What is your age?						2. What race group do you belong to?				3. What is your gender?		Total
			Younger than 20 years	20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	Older than 60 years	White	Black	Asian	Coloured	Male	Female	
25. Individual customer attention is given when required	Strongly Agree	Count	1	18	12	3	4	3	9	19	11	2	15	26	41
		% of Total	0.20%	3.60%	2.40%	0.60%	0.80%	0.60%	1.80%	3.80%	2.20%	0.40%	3.00%	5.20%	8.20%
	Agree	Count	2	62	61	67	27	8	65	68	68	26	84	143	227
		% of Total	0.40%	12.40%	12.20%	13.40%	5.40%	1.60%	13.00%	13.60%	13.60%	5.20%	16.80%	28.60%	45.40%
	Unsure	Count	3	40	69	48	18	20	63	54	65	16	96	102	198
		% of Total	0.60%	8.00%	13.80%	9.60%	3.60%	4.00%	12.60%	10.80%	13.00%	3.20%	19.20%	20.40%	39.60%
	Disagree	Count	2	3	15	3	2	5	5	10	12	3	11	19	30
		% of Total	0.40%	0.60%	3.00%	0.60%	0.40%	1.00%	1.00%	2.00%	2.40%	0.60%	2.20%	3.80%	6.00%
	Strongly Disagree	Count	0	3	1	0	0	0	1	3	0	0	1	3	4
		% of Total	0.00%	0.60%	0.20%	0.00%	0.00%	0.00%	0.20%	0.60%	0.00%	0.00%	0.20%	0.60%	0.80%
Total		Count	8	126	158	121	51	36	143	154	156	47	207	293	500
		% of Total	1.60%	25.20%	31.60%	24.20%	10.20%	7.20%	28.60%	30.80%	31.20%	9.40%	41.40%	58.60%	100.00%

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