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## **Impact of Employee Engagement on Customer Satisfaction**

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### **ABSTRACT**

Employee engagement is a critical factor that directly affects customer satisfaction in any organization, especially in service-oriented sectors like retail. Engaged employees are motivated, committed, and proactive, which enables them to interact positively with customers, understand their needs, and provide high-quality service. When employees feel valued and connected to their organization, they are more likely to go beyond routine duties to ensure a satisfying customer experience. This proactive behavior not only increases customer loyalty but also promotes repeat business and positive word-of-mouth, which is crucial for organizational growth. Additionally, high employee engagement reduces absenteeism, staff turnover, and workplace stress, creating a stable and productive work environment that further enhances service quality. Retail organizations that implement strategies such as recognition programs, skill development, participative decision-making, and effective communication often observe higher levels of engagement, which in turn reflects in customer satisfaction. Studies consistently show that customer perception of service quality is strongly influenced by the enthusiasm, responsiveness, and commitment of employees.