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CUSTOMERS' PERCEPTION OF EMPLOYEES' ATTITUDES AND BEHAVIORS: IMPACT OF CUSTOMERS PERCEIVED VALUE

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ABSTRACT
Employees of any organization play an important role in ensuring the satisfaction and loyalty of the consumer. Employee's behavior and attitude towards service delivery has an influence on customer perceived value. Thus, this work was done to investigate the impact of employee's attitude and behavior on customer perceived value in a private university at Saudi Arabia. This work has examined the effect of employee job satisfaction, ethical value and altruism, extra role performance and affective commitment on customer perceived. This study consisted of 211 students as test sample. Data was collected through a structured questionnaire. The outcome of this work has shown that employee's attitude and behavior are directly related to customer's perceived value. The results have shown that employees are averagely satisfied with their jobs, thus this has resulted in average outcome in terms of job satisfaction, extra role performance, affective commitment, ethical value and altruism. Overall, the student demonstrated an average customer perceived value.

INTRODUCTION
Customer perceived value is a strategic imperative that organizations must pay attention to, and has become a major focus of interest in marketing [1]. Perceived value is defined as the consumer's general evaluation of the usefulness and benefit of a product based on the conception of what the customer has received [2]. However, perceived value from the customer point of view is the service impression that occurred during the service encounter. Thus, service quality has a significant effect on customer's perceived value [3]. In addition, service quality is judged based on consumer correlations of

their postulations regarding on the service provided by an organization [4]. The reputation of a service provider is determined by service quality and this influences customer's perceived value on the organization and its services [5].

Customer evaluation of service quality is greatly impacted by the service provider employee's job satisfaction [6]. The extent of such relation can be determined in two contexts; business to customers (organization marketing to consumers) and business to business (organization marketing to other organizations) [7]. Business related services, which mostly use business to customers relation and job satisfaction has experience tremendous growth over the years. In addition, investigation into a business to business (B2B) context showed a positive relationship between the employee's job satisfaction and customer satisfaction [8]. Factors that ultimately influence service quality improvements are inclusive of job satisfaction, staff empowerment and sustaining high service quality [9].

Employee's job satisfaction and customer satisfaction are the two most widely studied elements of marketing research. Previous studies have shown that there is a significant and positive relationship between job satisfaction and service value. Lee et al. [10] evaluated the effect of employee job satisfaction on customer satisfaction in the casino industry and found that job satisfaction has significant influence on consumer's satisfaction. Jeon et al. [11] inspected the association between employee's fulfillment and consumer loyalty and found that employees fulfillment prompts a good service quality and satisfied consumer. Lee et al. [12] examined the impact of worker's demeanor on administration quality and purchaser fulfillment, and found that representative commitment to service quality can improve client's fulfillment. Abraham et al. [13] examined the impact of occupation fulfillment on worker commitment and consumers satisfaction, and found that fulfilled representatives were increasingly connected to their work and this has enhanced service output and satisfied consumers. Hur et al. [14] explored on how representatives work execution and occupation fulfillment affects customer's fulfillment and found that consumer satisfaction is critically affected by the job output from the employee. Gounaris et al. [15] explored the role of workers job fulfillment in fortifying client repurchase expectations and found that representative job fulfillment impacts clients view on service quality and satisfaction. Jung et al. [16] investigated the relationship of representative job satisfaction and consumers fulfillment in a family eatery business and discovered positive connection between workers' fulfillment and consumer loyalty. Frey et al. [17] investigated how consumer loyalty influences representative occupation fulfillment and found that customer's fulfillment has roused workers to perform the job outstandingly better. Zablah et al. [18] studied the relationship between consumer loyalty and representative occupation fulfillment in terms of administration connections, and found that purchaser fulfillment is overwhelming influenced by workers job satisfaction. Namasivayam et al. [19] analyzed the impact of worker fulfillment on buyer fulfillment, and found that representative's job satisfaction expands organization commitment and enhances customer satisfaction.

In recent times, the competition is becoming very aggressive and companies need to find strategy to stand out among their competitors to satisfy their customers. Moreover, companies need to look at novel ways to market their service and to evaluate the role of employees in marketing. This trend is also applicable in the education industry. Thus, this work has examined the impact of employee satisfaction on customer perceived value. This work has examined employee attitudes and behaviors from the customer perspective rather than the employee perspective. This work has focused on employee satisfaction, employee affective commitment, ethical value/altruism, extra-role performance and their relation to customer perceived value. This work was conducted in the higher educational institution in Kingdom of Saudi Arabia.

METHODOLOGY
This work was done based on quantitative and descriptive method. This method was utilized to evaluate the relationship that exists between the different variables of this work. This work has focused on employee satisfaction, employee affective commitment, ethical value/altruism, extra-role performance and its relation to customer perceived value. Thus, the following hypotheses were developed and are stated as follow:

H1: The degree to which extra role performance are exhibited by employees working in a service organization will be positively related to customers' perceptions of the service they receive and produce customer satisfaction. H2: The greater the employee's job satisfaction, the greater is his or her performance and organizational commitment resulting to greater levels of customer satisfaction. H3: A friendly and enjoyable interpersonal relationship adds value to the employee, which in turn enhances customer satisfaction and shows affective commitment in professional services. Thus, the more organization empowers their employees, the greater are employee's perceptions of being treated fairly, resulting to positive customer perceived value. H4: Ethical values improve the quality of service and foster employee-customers relationships resulting to customer satisfaction. H5: Employees job satisfaction will positively influence customers' perceptions of employee service quality. For example, employee effort results to job satisfaction, and job satisfaction results to customer perceived value. Figure 1 shows the conceptual framework of this study. Thus, based on Figure 1, the relationship of extra role performance, affective commitment, job satisfaction, and ethical value and altruism on customer perceived value was analyzed.

This work has focused on impact of employee's attitudes and behaviors on customer perceived value. Students of Effat University from all departments were the population of this work. In addition, a structured online based questionnaire was designed to collect data from customers. A quantitative approach was used to explore 'customer perception of employee's attitudes and behaviors. The questionnaire focused on employee's attitudes and customer perceived value at Effat College of business
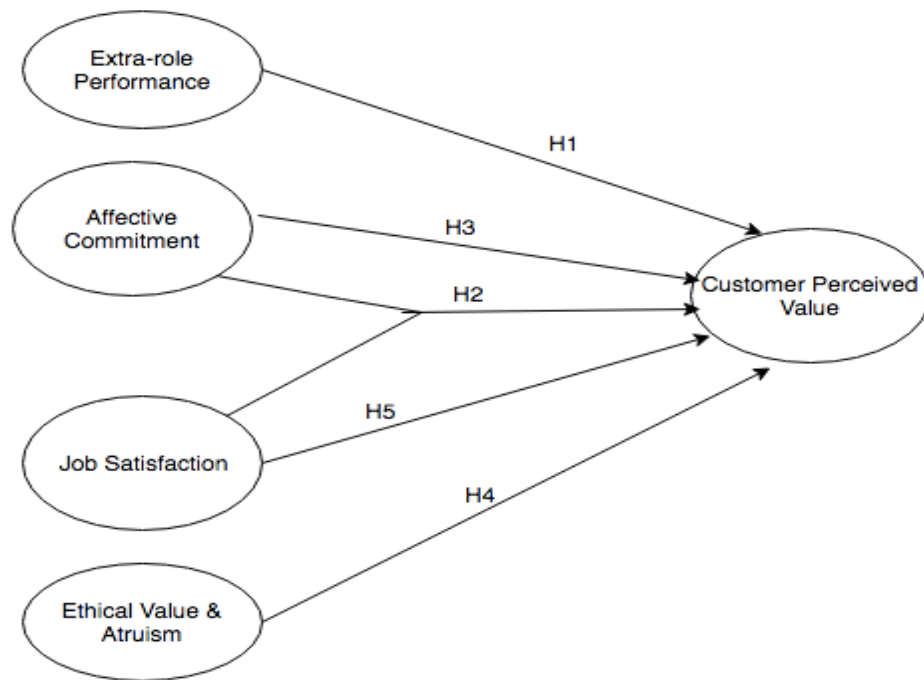
Figure 1: Conceptual Framework of Study

A total of 30 valid questions were obtained for analysis. It was organized in two sections to collect data from the customers. Section one consisted of 2 questions regarding personal details of respondents. On the other hand, the second section consisted of 28 questions which were used to know the employee's attitudes and behaviours. Questions for customer perceived value was taken from Ruiz et al. [20]. Ethical value question was obtained from Sánchez-Fernández et al. [21]. Extra-role customer service questions were rooted from Bettencourt et al., [22]. Job satisfaction measurement questions were taken from Lucas et al. [23]. Affective commitment related question was adapted from was obtained from Vandenberghe et al. [24] and finally altruism measurement questions was taken from Mowen et al. [25]. All the questions use a seven-point Likert-type scale, which anchors on strongly disagree (1) and strongly agree (7) and data were analyzed accordingly. While this scale has been widely used in marketing and management research, some items were rephrased to make them compatible with the setting and objectives of this study.

RESULT AND DISCUSSION

Demographic Characteristics

Table 1 tabulates the respondent's level of study. Based on Table 1, the number of freshmen was 26, the number of sophomores was 32, the number of juniors was 49 and the number of seniors was 104.

Table 1: Respondent's Level of Study

Level of study	Numbers
Freshmen	26
Sophomore	32
Junior	49
Senior	104

Table 2 shows the age distribution of the respondents. Based on Table 2, 64.5% of the respondents were in age range of 21-25. 31.3% were in the age range of 15-20. The remaining 4.3% were in the age range of 26-30.

Table 2: Respondent's Age Distribution

Age	Frequency	Percent (%)
15 - 20	66	31.3
21 - 25	136	64.5
26 - 30	9	4.3

Questionnaire Analysis

This section presents the employee's attitudes and behaviors leading to customer perceived value in terms of job satisfaction, affective commitment, extra role performance and ethical value and altruism. Figure 2 shows the respondents response on employee satisfaction. Thus, based on Figure 2, the majority of the respondents voted for neutral response, where for question 1, 2 and 3, the percentage of neutral response were 53.6%, 51.7% and 53.1%, respectively. Only a minimal number of respondents strongly agreed on employee satisfaction where for question 1, 2 and 3, the percentage of response were 2.4%, 2.4% and 5.2% respectively.
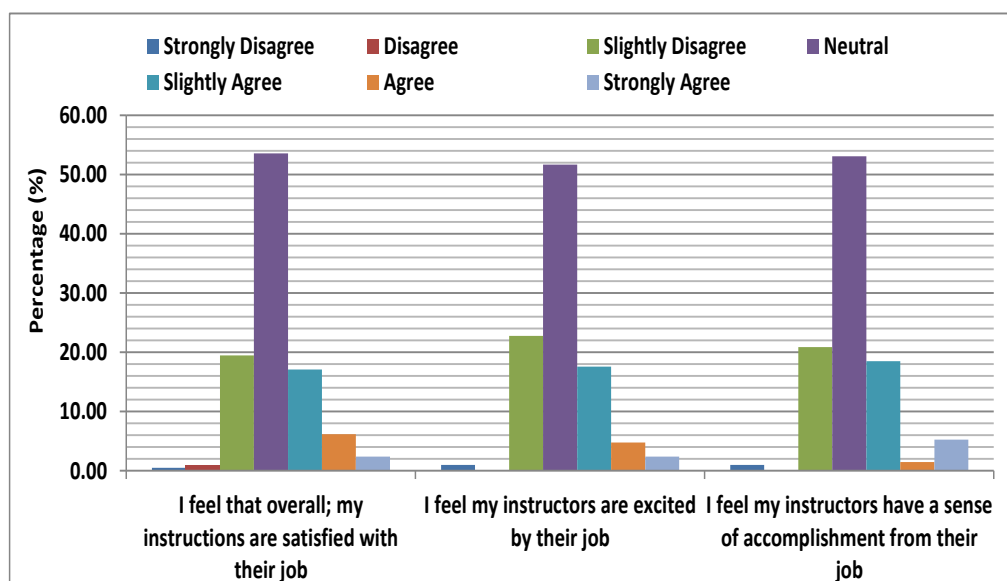
Figure 2: Employee Job Satisfaction Response

Figure 3 shows the respondents response on employee affective commitment. Based on Figure 3, the majority of the respondents voted for neutral response, where for question 1, 2, 3, and 4, the percentage of neutral response were 52.6%, 51.7%, 50.7% and 53.6%, respectively. On the other hand, only a minimal number of respondents strongly agreed on employee affective commitment where for question 1,2,3, and 4 the percentage of response were 3.3%, 3.8%, 4.3% and 3.8%, respectively. Thus, based on the responses received, it is observed that most of the university students are being neutral with the perception of employee affective commitment attitude of instructors.
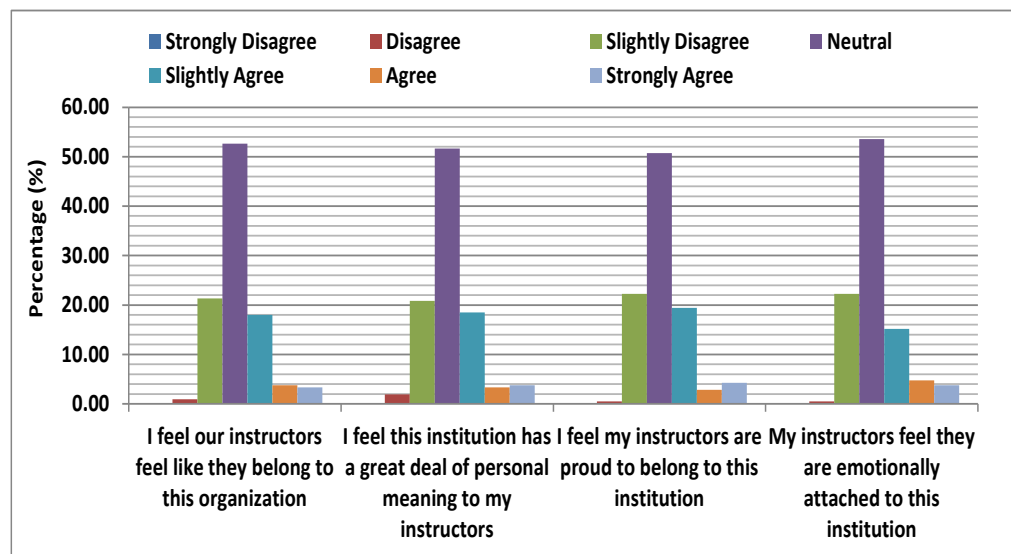

Figure 3: Employee Affective Commitment

Figure 4 shows the respondents response on extra role performance. Based on Figure 4, the majority of the respondents voted for neutral response, where for question 1, 2 ,3, 4, and 5 the percentage of neutral response were 47.4%, 50.7% , 49.8%, 51.2% and 50.7%, respectively. In addition, only a minimal amount of respondents strongly agreed on extra role performance where for question 1,2,3,4 and 5, the percentage of response were 2.8%, 3.3%, 2.4%, 1.4% and 1.9%, respectively. Hence, based on the responses attained, it is seen that most of the university students are being neutral with the perception of extra role performance of their instructors
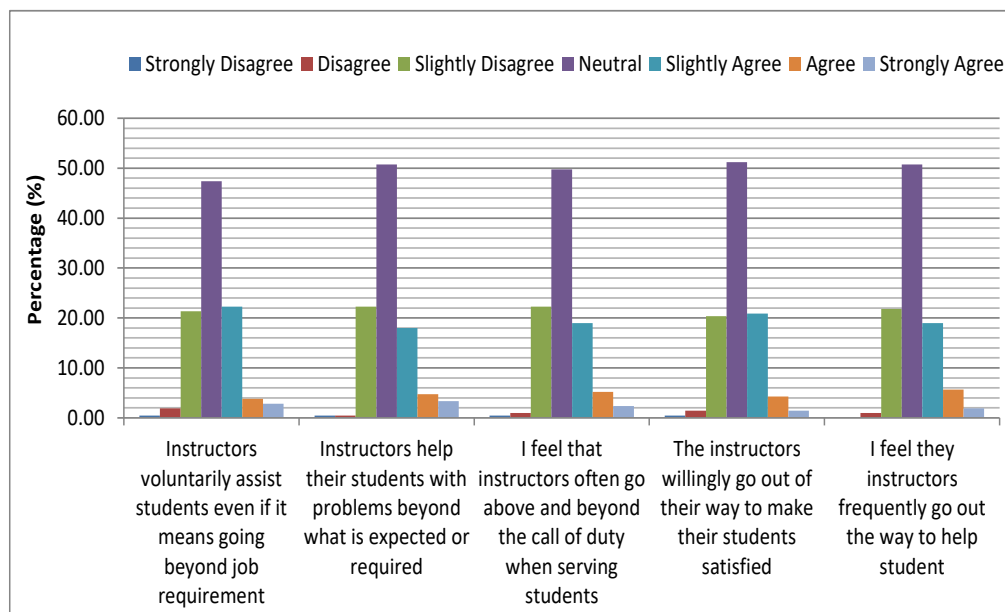
Figure 4: Extra Role Performances

Figure 5 shows the respondents response on ethical value. Based on Figure 5, the majority of the respondents voted for neutral response, where for question 1, 2, 3, and 4, the percentage of neutral response were 55%, 55.5%, 54% and 54%, respectively. On the other hand, only a minimal number of respondents strongly agreed on ethical value where for question 1, 2, 3, and 4, the strongly agree response were 3.3%, 3.3%, 2.8% and 3.3%. Hence, based on the responses attained, majority of the university students are being neutral with perception of having ethical value concerning on the services offered to them.

Figure 6 shows the respondents response on altruism. Based on Figure 6, the majority of the respondents voted for agree response, where for question 1, 2, 3, 4 and 5, the percentage of agree response were 62.6%, 65.4%, 63.5%, 46.9% and 29.4%, respectively. On the other hand, only a substantial number of respondents strongly agreed on altruism where for question 1,2,3,4 and 5, the strongly agree response were 23.2%, 22.3%, 19.4%, 38.4% and 0.9%. Hence, based on the responses attained, majority of the university students agree with perception of having high altruism towards the services provided to them.
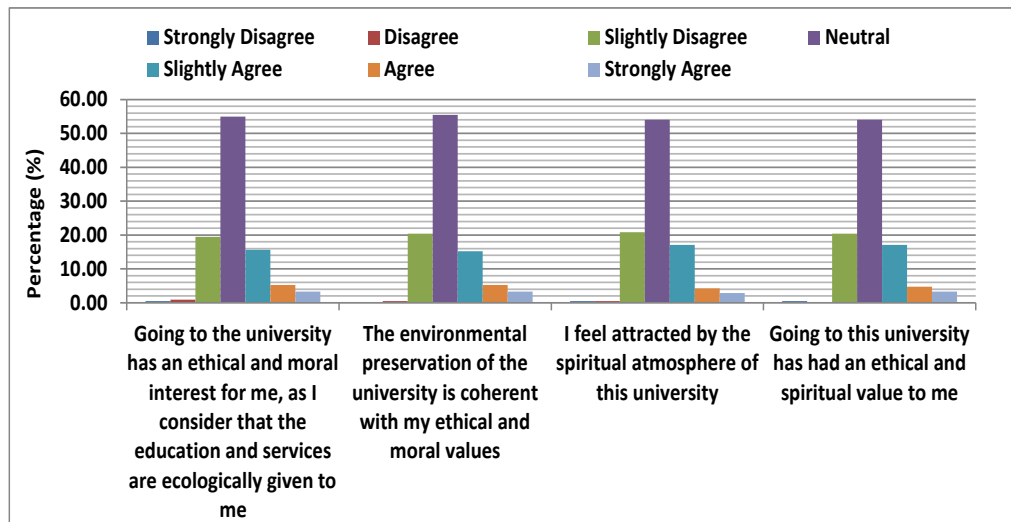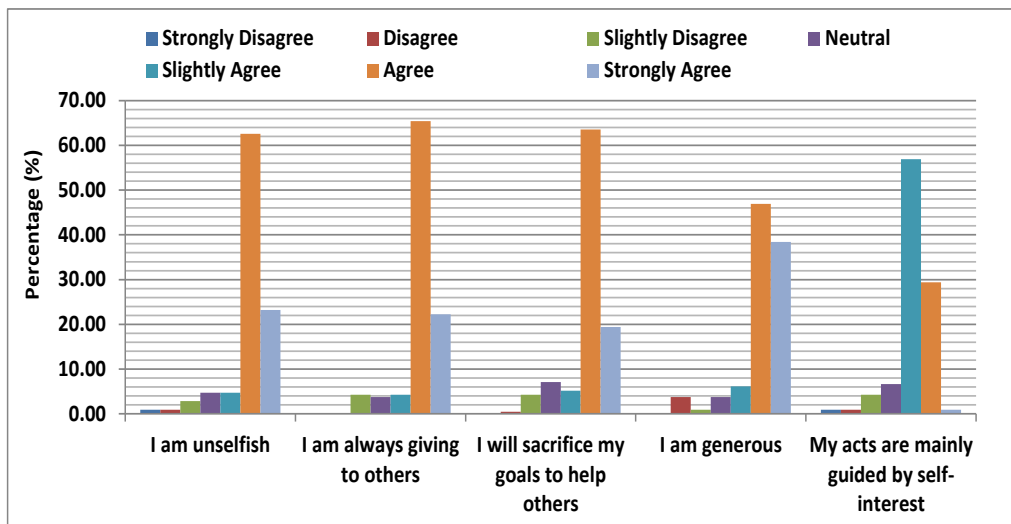
Figure 5: Ethical Value

Figure 6: Altruism

Figure 7 shows the respondents response on customer perceived value. Based on Figure 7, the majority of the respondents voted for neutral response, where for question 1, 2, 3, 4, 5, 6 and 7 the percentage of neutral response were 51.2%, 53.6%, 51.7%, 49.8% 52.1%, 14.7% and 53.1%, respectively. On the other hand, only a fair number of respondents agreed on customer perceived value where for question 1, 2, 3, 4, 5, 6 and 7, the agree response were 4.7%, 4.3%, 3.8%, 5.7%, 4.7%, 2.4% and 3.8% respectively. Therefore, based on the responses received, majority of the university students are being neutral with the perception of the value they perceive from the university.
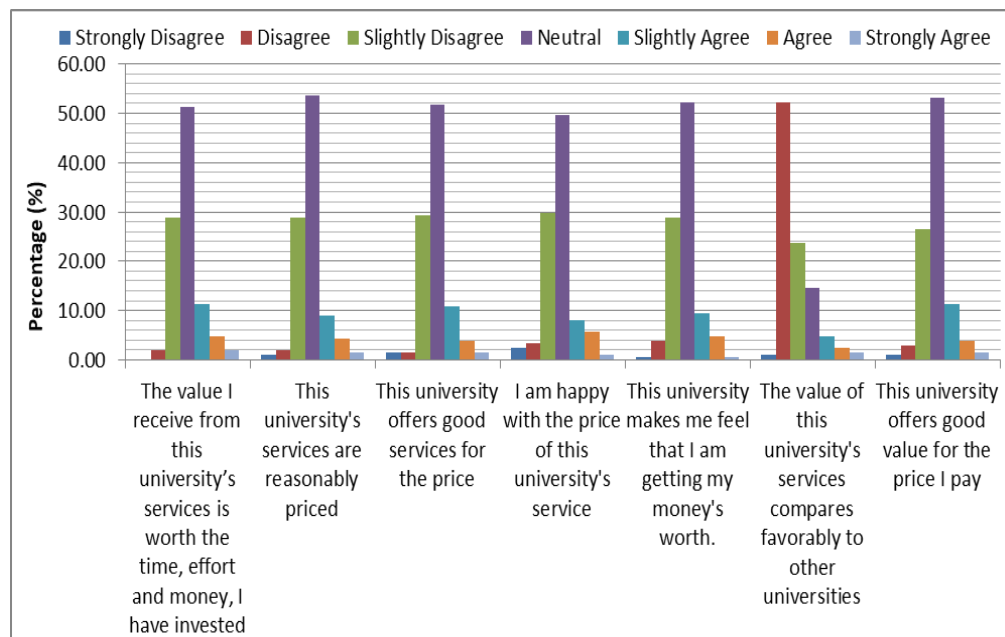
Figure 7: Customer Perceived Value

OVERALL DISCUSSION
The result of this work has demonstrated that employee's attitude and behavior in terms of employee job satisfaction, employee affective commitment, extra role performance, ethical value and altruism is related to customer perceived value. Based on the outcome of this work, students in this university perceived that employees are averagely satisfied with their jobs. Thus, hypothesis H2 is averagely accepted as the students stated their satisfaction was in average level.

In addition, the student has perceived that have moderate affective commitment towards their job and performance, thus this explains the average response given the students and they do not perceive much value to customer satisfaction, in this case it was connected to hypothesis H2, H3 and H5 respectively. On the other hand, majority of the student perceived that instructors put average effort in the extra role behaviors and thus, the student has also had average perceived value of the service, which is related to hypothesis H1. Based on hypothesis H4, result shown that a large number of students perceived that instructors have a relatively average behavior when it comes to ethical value, thus this has result to moderate customer perception value. On the other hand, the results have also shown that the students agree that is high level of altruism and this has resulted in positive customer perceived value, which is also related to hypothesis H4.

Thus, the outcome of this work has confirmed that employee satisfaction, extra role performance, affective commitment, ethical value and altruism are related to customer perceived value. Thus, the general outcome of this work is in line with work of Hassan et al. [26] where it was stated that when an employee demonstrates job satisfaction, it will directly reflect on the company performance and this will enable consumer to be satisfied with the service

provided. In addition, Song et al. [27] reported that employee's attitude and commitment to work is directly related to consumer's satisfaction. Work of Barnes et al. [28] has also discovered that worker impression of consumer perceived value leads to workers positive effect, which thus emphatically impacts responsibility and occupation fulfillment and quality service conveyance from the employee.

CONCLUSION

This work has analyzed the influence of employee satisfaction on customer perceived value at a higher educational institution in Kingdom of Saudi Arabia. The employee's attitude and behavior in terms of employee job satisfaction, employee affective commitment, extra role performance, ethical value and altruism on customer's perceived value was analyzed through questionnaire response. The outcome of this work has demonstrated that customer perceived value is related to employee job satisfaction, employee affective commitment, extra role performance, ethical value and altruism. For future works, the authors will analyze the effects of other factors that related to customer perceived value.

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