



The Relationship between Employee Roles and Service Quality

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The purpose of this study is to investigate the correlation between employees' roles and service quality. Descriptive method design and stratified random sampling techniques were used to select 15 restaurant establishments into three categories, which are snack bar/café, canteen/cafeteria style, and catering cuisine restaurants in Bislig City during the school year 2022-2023. Two questionnaires were used to collect data through the face-to-face survey. Mean, standard deviation, and Pearson product-moment correlation analysis were also used to analyze the data collected. Results revealed that the canteen/café restaurant had the highest mean in job satisfaction in terms of employee benefits, while empathy had the highest mean in service quality. Employee benefits represent job satisfaction/recreation leaves, health protection benefits, and flexible working hours, while quality represents reliability, responsiveness, assurance, empathy, Empathy and tangibles. The results proved that the relationship between employment benefits and service quality among restaurant staff indicates a moderately positive correlation.

Keywords: *Employees benefits; service quality; quantitative; SERVQUAL.*

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1. INTRODUCTION

Service quality refers to the output of a service delivery system, which influences consumer satisfaction, perception, and views depending on numerous factors [1]. Service quality is an important component of customer perception since it leads to customer satisfaction. Perceptions are defined in a variety of ways, including customer perception as the process of receiving, organizing, and assigning meaning to information or stimuli detected by the customer's five senses and the belief that it lends meaning to the environment around the customer. Perceptions are also defined as the outcome of a series of observations by the client [2,3]. Service quality refers to the customer's impression of a company's overall service performance over time. Even if it is evident what service quality comprises, the challenge is how to correctly measure whether a given service is of high quality, as it is based on perceptions, which are very subjective.

Service quality was defined as the difference between consumers' expectations of service and their opinion of the services they received. Furthermore, measuring service quality was a crucial step in the quality improvement process since it offered feedback on the sort of service delivered and how well it matched the needs of the clients [4]. Furthermore, service quality was frequently judged by customers rather than the organization itself, implying that a service was distinguished from a good by attributes such as intangibility, heterogeneity, perishability, and inseparability, complicating the evaluation of service performance [5]. Furthermore, according to the service quality model, Gronroos believes that service quality is a combination of technical and functional aspects, with functional service quality referring to the specification of getting service from the client and technical service quality referring to what the customer receives.

In addition, the demanding customers and increased sense of customer satisfaction led to the use of the new service parameters, making hoteliers implement quality management as an effective aid. Moreover, the quality of service was an essential tool used to achieve a competitive advantage. Quality was a difficult form to quantify; however, the ability to measure quality was a key to assessing whether or not the industry provided the service consumers desired, as consumers held the key to business survival and success.

1.1 Theoretical Background

Parasuraman, Berry, and Zeithaml (1985) established five particular aspects of service quality that apply to all service industries, viz. certainty, attentiveness, tangibility, empathy, and dependability. They have designed a scale called SERVQUAL since there were various models (scales) for the measuring of service quality and the happiness of customers, they are frequently too generic or ad hoc, and as such challenging to apply in the hospitality business. On the other hand, TQM, which began first and foremost in organizations that dealt with products, due to the specificities of services related to issues such as impalpability, inseparability from the supplier and receiver of service, and perishability [6]. In addition, SERVQUAL is an analytical tool that can assist managers find the gaps between variables impacting the quality of the giving services. This theory is measuring gaps at various levels. and has been modified throughout time, and some argue that just performance, as

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This notion was founded on the idea that customers may assess a company's service quality by comparing their impression of its service to their own expectations. The SERVQUAL was a common measurement technique used to assess service quality. The service quality measurement was required for the company to examine to obtain the customer's feedback on their service performance [9]. Sulieman [10] supports this approach, arguing that the customer's voice serves as a guide for the service provider by providing ideas and complaints. These suggestions enabled the provider to take precise measures in designing the operational procedure. To acquire a sense of perception, expectation was also taken into

account, as it is an important factor in determining service quality. Measurement of both expectations and perceptions was required before evaluating service quality [10].

1.2 Research Objectives

This study purposely examined the correlation between employees' roles and service quality among restaurants staffs in Bislig City. Specifically, it sought to answer the following question.

1. What is the level of employees' roles among the restaurant in terms of:
 - 1.1. Job Satisfaction and Recreation leaves
 - 1.2. Health protection benefits
 - 1.3. Flexible Working Hours
2. What was the level of service quality among the restaurant in terms of:
 - 2.2. Reliability
 - 2.3. Responsiveness
 - 2.3. Assurance
 - 2.4. Empathy
 - 2.5. Tangibility
3. Was there significant relationship between employees' roles and service quality among the restaurant staff in Bislig City.

1.3 Statement of Null Hypothesis

There was a significant between employees' roles and service quality among the restaurant staff in Bislig City. This was tested at 0.05 margin error

2. MATERIALS AND METHODS

2.1 Research Design

This study applied quantitative method and the researchers utilized a survey questionnaire in a form of survey to collect the data needed. The quantitative research methods were research methods dealing with numbers and anything that was measurable in a systematic way of investigation of phenomena and their relationships. It was used to answer questions on relationships within measurable variables with an intention to explain, predict and control phenomena. Furthermore, the quantitative research was an inquiry into an identified problem, based on testing a theory, measured

with numbers, and analyzed using statistical techniques. The goal of quantitative methods was to determine whether the predictive generalizations of a theory could hold true based on the data gathered [10].

2.2 Research Instruments

In achieving the objectives of this study, an integrated research questionnaire was adopted by the researchers and used as the research instrument. The questionnaire was adopted from existing materials produced and used by credible scholars and researchers on the topics were employment benefits and service quality. The questionnaire developed by the researcher was divided into two sections: employee role and service quality. There are three types of employee roles: job satisfaction and recreation leaves; health protection benefits; and flexible working hour [11]. There are five types of service quality: reliability, responsiveness, assurance, empathy, and tangibility [12]. For the gathering of data, there is a different set of statements to which the respondent must respond.

2.3 Research Respondents

The respondents of this study were the employees of the fifteen selected Food Establishments in Bislig City, Surigao del Sur. This study used purposive sampling which was a non-probability sampling that was selected based on characteristics of a population and the objective of the study. The total number of participants determined were based from the number of employees in these different restaurants that included supervisor receptionist, cashier, head waiter, waiters/waitress, kitchen porters, head cook, assistant cook, Friturier (Fry Chef), purchaser, stock man and dishwashers.

To be able to determine the sample size, the researchers categorized the 14 restaurant establishments into three categories, which are the snack bar/café, canteen/cafeteria style, and catering cuisine restaurants, with a total population of 165. To get the total sample size, the measurements or surveys need to have a confidence level of 95% with a 5% margin of error and 50% population proportion. Therefore, the researchers established that the total sample size was 116. Now, to get the sample size for each establishment, the researcher divided each respondent by the total population of 165, then multiplied the quotient by the total sample size of 116.

2.4 Research Procedure

The researcher considered this information as the steps and procedures on how they gathered data in this study. The researchers visited the different restaurants in Bislig City that operated during the pandemic. After the restaurants were identified, they wrote a letter of request to the owners/managers to get the data about the numbers of employees of the restaurant for the purpose of respondents' profiling. Afterward, the researchers conducted a pilot testing to the employees of the restaurants with in Mangagoy to test the reliability and consistency of the responses. The researchers distributed the sample survey questionnaires to the employee of Home slice, Jungle Bistro, Meriendas, The Rock Café and Zamz through survey form. Each Restaurants consist of 10 respondents to answer the questionnaire. After the respondents answered the survey questionnaire, the data was collected and with the help of the researcher's statistician the Reliability test had a result of 0.952 using the Cronbach alpha.

After the pilot testing, the researchers organized and provided the survey questionnaires to the panel members for final approval and distribution to the respondents. After it was accepted, the researchers went to the actual respondents and handed out the request letter for the survey to be conducted in the restaurants. The respondents were given the questionnaires, and the researchers had a discussion about the substance of the surveys. The surveys were hand-delivered to the respondents, with a one-week time limit for them to complete them. However, several employees refused to complete the questionnaires, so the researchers gave them another week to finish them.

Finally, once the respondents had completed the survey questionnaires, the researchers gathered all of the information for analysis, presentation, and interpretation. The researchers were always open to suggestions and comments in order to improve the study survey's outcome.

Data Analysis The information gathered from the survey were be tallied, calculated, and displayed in tables. The data were recorded based on the frequencies and percentages associated with them.

The researchers calculated the percentage by dividing the frequency of each element by the total number of respondents and multiplying by 100.

The formula used will be:

$$P = (f/n \times 100)$$

Where:

P= Percentage

f=frequency

n=number of respondents

100=constant number used as multiplier

The researcher computed the weighted average, the formula that will be used:

$$\mu = \sum fx / n$$

Where:

μ =weighted average

Σ =summation notation

f= number of responses under each scale

x=weight assigned to each scale

n=number of respondents

The proposed average range with the interpretation and equivalents will be used to gain a clear understanding of the weighted average.

The formula computed the standard deviation to determine how scattered the data and the formula to be used was:

S=Standard Deviation

Σ =Summation notation

x=Weight assigned to each scale

x= Mean

n=Number of respondents

Pearson's correlation coefficient was used to check the hypothesis testing with significance level of probability value (p) is less than 0.05 or $p < 0.05$ which meant there was significant relationship. The formula that used was:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

Where:

- N = number of pairs of scores
- $\sum xy$ = sum of the products of paired scores
- $\sum x$ = sum of x scores
- $\sum y$ = sum of y scores
- $\sum x^2$ = sum of squared x scores
- $\sum y^2$ = sum of squared y scores

List 1. Proposed guidelines for the Pearson coefficient correlation interpretation

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

3. RESULTS AND DISCUSSION

3.1 Employees` Roles

All employees' roles are to be consistent in providing the information. Employees` roles were the remuneration offered by the employer to an individual employee or a group of employees as part of the organizational membership. Employees` roles were distributed to all employees (unlike incentives, which are only given to exceptional performers) based on their participation in the organization. Employees` benefits were considered indirect pay since they were provided as a condition of employment and were not directly tied to performance [13]. Furthermore, employees` roles made up the majority of the company's compensation package. It was stated that organizations that offered appealing wage and benefits packages outperformed their competitors in terms of attracting and maintaining talented employees in the long run. The primary advantage of employees` roles was to inspire and motivate workers to produce more and with more coherence [14].

Employees` roles were types of indirect compensation supplied to a person or group of employees as part of organizational membership, and they were also characterized as a component of the entire reward package provided to employees in addition to basic or performance pay. Furthermore, fringe benefits were designed to sustain (or improve) employees' quality of life while also providing some level of protection and financial stability for them and their families. Like base pay plans, the primary goal of most corporate fringe compensation schemes was to attract, retain, and motivate [15].

The Table 1 showed the level of employees` roles among the restaurants in three categories: snack bar/café restaurant, canteen/cafeteria style restaurant and catering/cuisine restaurant. It resulted to an over-all mean of 3.52 with a high verbal description. Specifically, the Job satisfaction got a mean of 3.87 with a high verbal description. In addition, among the three categories, canteen/cafeteria restaurant got a highest over-all mean of 3.68 with a high verbal

description. On the other hand, the health protection benefits got the lowest over-all mean of 3.18 with a moderate verbal description, where catering/cuisine got the lowest mean of 2.84 with a moderate verbal description. Among the three categories, snack bar/café restaurant got a lowest over-all mean of 3.40, still, with a high verbal description.

3.2 Service Quality

Service quality is defined to satisfy customer needs and desires and the accuracy in its delivery in balancing customer expectations. Service quality is an effort made by the company to meet customer expectations for the services it receives so that the company can survive in the market and gain customer trust [16]. Service quality affects guest happiness by offering service and performance. Guest pleasure had numerous benefits, including the establishment of a strong relationship between the hotel and its guests as well as the development of guest loyalty. Service quality was a method that improved the hotel's effectiveness, competitiveness, and adaptability. It was a strategy for ensuring the guest's complete contentment. Guest service was one of the most important business procedures in the hospitality industry, allowing it to thrive and attract potential guests. Furthermore, providing high-quality services that resulted in visitor pleasure was critical to increasing service quality, sales, development, and profits, as well as maintaining a competitive advantage [17,18].

One of the most successful tools for hotel industry success was providing high-quality service to all guests. Service quality was defined as the difference between consumers' expectations of service and their opinion of the services they received. It was regarded as subjective because it was based on the customer's judgment. However, it was an important concept in influencing the extent and nature of customer satisfaction experienced after service delivery. As a result, service quality has often been defined as the perceived gap between expected and actual service performance. Service quality offered several benefits, such as giving a business a competitive advantage, fostering customer satisfaction and loyalty, and adding to its image [19].

The Table 2 showed the level of service quality among the restaurants with an over-all mean of 3.71 and a 0.090 standard deviation with a verbal

description of high, where the empathy got a highest mean of 4.05 with a high verbal description. In addition, catering/cuisine restaurant got a highest over-all mean of 3.82 with a high verbal description. Meanwhile, the responsiveness got the lowest over-all mean of 3.03 with a high verbal description, where snack bar/cafe restaurant got a lowest mean of 3.12 with a moderate verbal description. Among the three categories, snack bar/cafe restaurant got a lowest over-all mean of 3.59 with a high verbal description.

The Table 3 shows the relationship between employees' roles and service quality among restaurants staff in Bislig City. It has a Pearson's r value of 0.645 that indicates a moderate positive correlation. The p – value is less than .001 that indicates that there is a significant relationship between the two variables. Thus, the null hypothesis is rejected at 0.05 level of significance.

These result supported the study entitled "impact of fringe benefits on quality service that the effect of fringe benefits on quality service has empirically been proven. Posits that praise and recognition are effective ways of motivating employee behavior in the organization as they are considered the most important rewards. In addition, that examined the impact of fringe benefits for food sectors in the central Anatolian region in Turkey and found that both financial and non-financial benefits are important elements of quality service. Nonetheless, monetary rewards are considered more important in terms of motivating workers to increase their performance compared to non-monetary rewards. Data collected from 200 full time employees from public sector schools show that there is a strong relationship of fringe rewards with job satisfaction. Also the satisfaction increases with the age, and the older employees are more satisfied with retirement benefits than younger employees [20].

Employees' roles has a significant effect on perceived service quality. Service delivery entails interaction between consumers and employees. When employees are motivated, they are loyal and engaged and deliver quality services; however, when they are demotivated, the quality of services might be low. In addition, that the level of employees' roles can help determine whether employees can do things correctly by the first time and be helpful to clients. This

Table 1. Level of employees` roles among the restaurants

Employees' Benefits	Snack Bar/Cafe		Canteen/ Cafeteria		Catering/ Cuisine		Over-All		
	Mean	VD	Mean	VD	Mean	VD	Mean	SD	VD
Job Satisfaction/ Recreation leaves	3.79	High	3.79	High	4.03	High	3.87	0.909	High
Health Protection Benefits	3.16	Moderate	3.54	Moderate	2.84	Moderate	3.18	1.089	Moderate
Flexible Working Hours	3.25	Moderate	3.70	High	3.58	Moderate	3.51	1.013	High
Over-All	3.40	High	3.68	High	3.48	High	3.52	0.090	High

Table 2. Level of service quality among the restaurants

Benefits	Snack Bar/Cafe		Canteen/Cafeteria		Catering/Cuisine		Over-all		
	Mean	VD	Mean	VD	Mean	VD	Mean	SD	VD
Reliability	3.43	High	3.64	High	3.78	High	3.61	0.906	High
Responsiveness	3.12	Moderate	3.34	Moderate	3.45	High	3.03	1.108	High
Assurance	3.40	High	3.45	High	3.72	High	3.52	1.083	Moderate
Empathy	3.91	High	4.17	High	4.09	High	4.05	0.982	high
Tangibility	4.10	High	4.99	High	4.10	High	4.03	0.906	High
Over-All	3.59	High	3.72	High	3.82	High	3.71	0.00	High

Table 3. 3. Significant relationship between employees` roles and service quality among restaurants

Relationship	Pearson R value	Interpretation	Decision
Employment Benefits and Service Quality	0.645 P- Value <0.001	Moderate Positive Correlation	Reject H ₀ , Accept H ₁ .

means that when employees are benefited, they are ready to help and contribute towards good service delivery, impacting the quality of services provided. Furthermore, when employees are benefited at work, their commitment, engagement and involvement will be dedicated to meeting customer satisfaction by delivering high-quality services. In addition that employees benefited are loyal, eager and capable of delivering quality services. When employees are motivated in an organization, they are devoted to achieving organizational objectives and strive to deliver high-quality services.

4. CONCLUSION

The researchers studied employees' roles and service quality among the restaurant staff in Bislig City, assessing the employees' benefits and how they provided service quality to the guests. This study came up with the following conclusions:

The level of employees' roles in three categories in a restaurant in Bislig City in terms of their job satisfaction and recreation leaves gathered a total mean of 3.87, which resulted in a high verbal description and a 0.067. All three categories were satisfied with the kind of work they do. However, the snack bar/café and the catering/cuisine restaurant felt sometimes that their positions contributed to pressure and anxiety in their personal lives.

Regarding the Canteen/Cafeteria Restaurant in Bislig City in terms of their health protection benefits, they accumulated a total mean of 2.84 with a moderate verbal description and showed a response of 1.229 standard deviation. They preferred to be assisted with their medical assistance by their organization or company. However, sometimes they are not satisfied with their Pag-ibig contribution. They are also not satisfied with their paid sick leave, dental plan option, or short-term and long-term disability insurance. Regarding their 15 day sick leave that is convertible to cash, it came with a moderate result, which means that they sometimes experience it.

The three categories in the restaurant's level of employee benefits on flexible working hours got a high verbal description result with a total mean of 3.80 and a standard deviation of 0.275, which means that they were given scheduled shifts for my duty hours on daytime and graveyard schedules. However, the snack bar and café

sometimes felt that they could not afford the loss of pay associated with most flexible work options. They also felt sometimes that flexible work options did not suit them because they tended to make them feel disconnected from the workplace. Same thing with the working hours; they also felt that working shorter hours would negatively impact their career progress within the organization, and they sometimes used flexible working arrangements and had less commitment to their work roles.

Finally, based on the results, the employees' roles has a moderate and significant effect on service quality. This shows that employee benefits will increase service quality for customers, and five indicators can be determined to determine the scope of service quality. First, tangibles are material things that describe the physical form and services received by customers, and companies need to give a positive impression on the quality of services provided. Second, reliability is the ability to provide the promised service reliably and accurately. Third, responsiveness is an awareness or desire to help customers and provide services quickly, and this dimension underscores the accuracy of responding to customer requests. Fourth, safety is courtesy, knowledge, and the ability to create trust, including employee knowledge and employee behavior towards customers. Fifth, empathy is a personal concern for customers, which is shown to customers through special services.

5. RECOMMENDATION

It recommended that the owners must attend seminars for benefits of their employees, so they will be able to relay information about quality service in order for them to apply the benefits that's the employees deserve. Furthermore, owners must encourage their employees to be more active in customers. Resulting to get good feedback by the customers and employees. Employees should attend seminars and training that can help them improved their skills and knowledge about quality service particularly in new normal operation. After all, they're the ones who are directly interacting with customers and hearing their criticisms and compliments firsthand.

CONSENT

As per international standards or universities standard, respondents' signed consent was the author(s) collected and preserved the materials.

ETHICAL APPROVAL

The researchers followed and adhered to all of the criteria for conducting the study, including the assessment methodology and standardized criteria. Voluntary participation, privacy, confidentiality, and permission. The De La Salle John Bosco College Ethics Review Committee's requirements for organizational/location and technology issues were strictly adhered to. The researchers gained certification for carrying out the investigation.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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