

# ANALYZE THE INFLUENCE EMPLOYEE PERFORMANCE TOWARD WORD OF MOUTH INTENTION IN HIGHER EDUCATION SERVICE ENVIRONMENT THROUGH PERCEIVED SERVICE QUALITY AND VALUE

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**Abstract:** *This study examines various employee performance's effect on word-of-mouth intention in a higher education service environment through perceived service quality and value as intervening variables. This study's population was University of Islamic Sultan Agung students who had received services from various employee cues. The number of samples is 100 students from the Faculty of Economics. All variables are measured using a 5-point Likert scale criteria. The questionnaire was distributed online and offline using Google form. This study uses the path coefficient test using SmartPLS 4 software. The path coefficient result indicates that the employee performance variables (security and educational support) are significantly affected toward PSQ, except for the cleaning service employee performance variable. Perceived service quality (PSQ) successfully mediated employee performance (security and educational support), and Perceived service value (PSV) successfully mediate employee performance (administrative office, educational support, and security). However, the performance of cleaning service employees did not have a significant effect on word-of-mouth intention even though it was through perceived service quality and value. Through this research initiated numerous suggestion for a practical solution to improve operational performance and service quality in higher education.*

**Keywords:** *Supply Chain, Employee Performance, Word of Mouth Intention, Perceived Service Quality, Perceived Service Value, VUCA*

## INTRODUCTION

Recently business around the world have been faced with very complex challenges characterized by VUCA (Volatility, Uncertainty, Complexity, & Ambiguity) (Sutawidjaya & Nawangsari, 2018). This phenomenon created an environment that is difficult to predict and complex, thus requiring adaptation and rapid response from business actors to remain relevant and sustainable in rapidly changing conditions. In the realm of education, the concept of sustainability and supply chain is a global concern that currently requires significant changes in educational institutions, in terms of facilities, learning structures, curriculum, research activities, and community services. According to (Sutawidjaya & Nawangsari, 2018), supply chain theory can be understood as a series of activities involving various operational, administrative, and academic aspects. Although more commonly applied in the business sector, this concept is relevant in the University context to improve employee performance and ensure

student satisfaction. Good service quality is crucial in meeting expectations and ensuring customer satisfaction, which in turn affects WoM intention. WoM is defined as a form of communication between customers, friends, family, and advisors about specific products and services (Silverman, 2001: 22). Students who are satisfied with the services received from educational institutions are likely to recommend these services to other prospective students, which in turn to effectively increase the reputation and attractiveness of the institution.

Perceived service quality and perceived service value are the main factors that influence satisfaction and intention to recommend others. According to Zeithaml et al. (1990), service quality is measured through a comparison between student expectations and the experience received. Perceived value refers to consumers' perception of whether a product or service will meet their expected needs (Gulam B et al., 2023). The higher the service quality and value perceived by student, the more likely their intention to give positive recommendations. Customer satisfaction is influenced by employee performance, where positive work results will increase student satisfaction and their perceptions of quality and service (Violin et al., 2022).

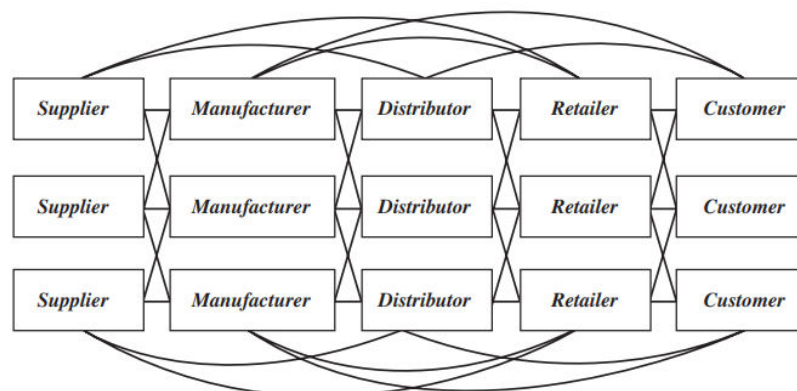
The phenomenon of study is the decrease in regular new student admissions in recent years by numerous private universities in Indonesia. Thus, WoM intention is believed to effectively increase students' perception of the institution as well as affect society and prospective students' decisions regarding their study plan. This study intends to identify internal factors that influence positive WoM intentions and propose service quality improvements to strengthen the college's position in the fierce competition. This study draws on the SERVQUAL model and supports previous findings that service quality, while important yet requires a mediator such as customer satisfaction to have a significant impact on WoM. Finally, improved internal performance is expected to create a positive impact on the external aspects, strengthening the institution's reputation through student's WoM.

To sum up, this study focuses on the relationship between employee performance, perceived service quality, perceived service value, and their impact on students' word-of-mouth (WoM) intentions at the Faculty of Economics of University.

## LITERATURE REVIEW

### Supply Chain

The supply chain is the integration of several entities that work together to obtain raw materials, convert them into finished products, and deliver them to retailers and consumers. Apart from being a unity of supplier, manufacturing, retailers, and delivery process, the supply chain is also a system where the organization distributes its production goods and services to its customers (Muhammad Yusuf et al., 2022).



(Source: Chopra, 2011)

Figure 1. Supply Chain Stages

Supply chain in the context of the university environment refers to a series of processes covering the journey of students from the starting point of entering the campus to returning to their residence. Based on Figure. 1, this process covers every stage of students receiving services by service providers from start to finish in a variety of conditions and places according to the needs of the students. This includes a variety of services and experiences they have while on campus, including but not limited to registration, academic advising, access to academic, and

non-academic facilities, interactions with staff and lectures, and occupational services such as health and security. Thus, the supply chain in this context describes a holistic and complex flow that spans the entire student experience in accessing and utilizing the resources and services available in the university environment. At this stage, employee performance in the field of service quality is very influential on every aspect of acceptance and assessment of consumers (student's university).

### **Employee Performance**

Quality is a condition that is constantly changing (Tjiptono, 2001). Therefore, the notion of service quality can be determined as an effort to provide satisfaction to the needs and desires of customers and the provision of delivery that meets customer expectations (Tjiptono, 2007). To improve service quality, it must meet or even exceed customer target service expectations in the beginning. Service quality is said to be satisfactory and good if it's felt or received as expected (perceived service). In this case, if the service meets or exceeds their expectations, the service is considered very high quality and very good (Mardah, 2021). Perceptions of quality and value are often formed by organizational effectiveness and consumer behavior. In this research, Hartline (1996) identified the total service process which is formed in the following order;

### **Performance of service cues → Overall service quality/value → Consumer's behavior (Hartline, 1996)**

In the service industry essentially in higher education, employee performance plays a major role in organizing this perception. The definition of employee performance as a process in testing service quality (Karyono & Parman, 2016) explains that service quality can be seen from the following five dimensions: Tangibility, which includes things like employees, equipment, and communication facilities; Reliability, the capacity to deliver promised services in a timely and satisfactory manner; Responsiveness, is the coverage of staff in providing assistance to customers and serving responsively; Assurance, the ability, courtesy, and trustworthiness of staff, free from danger, risk, or doubt; Empathy, includes the ability to communicate effectively with others and understand customer needs, where this aspect can significantly affect the quality and value perceived by students.

### **Perceived Service Quality**

Fitria & Yulianti (2020) characterize this in their study as an emotion that a person has when they compare the expectations with the actual performance of a good or service and decide whether to feel disappointed or satisfied (Fitria & Yulianti, 2020). Another argument was put forward by Stefano et al, (2015) that the difference between what customers expect from a company and what they get is called perceived service quality. Service quality is mainly a result of what customers see and what they expect from a company (Tania et al., 2021). In short, perceived service quality is a reflection of the ability of employees to meet or exceed the expectations of students. Combining expectations and perceptions into one measure is often suggested of the problems associated with using different scores in service quality measurement (Babakus and Boller, 1992; Carman, 1990; Parasuraman, Berry, and Zeithaml, 1990).

### **Perceived Service Value**

According to Kotler and Keller (2008), the difference between a potential customer's evaluation of each benefit and cost offered with alternatives is the definition of a customer's perceived value. Roig et al. (2006) identify the following two important components of consumer value: 1) The value obtained from using the product; 2) The value experienced by the customer and the seller cannot objectively assess, in other words, only the customer can judge whether a good service is valuable. In his research, Kotler (1995) explains the aspects of value formation that are prepared, as follows: Features, performance quality, conformity to specifications, durability, and product design (aesthetics) all contribute to the value of a product; delivery of capacity to provide services (reliability), customer training, and upgrades constitute service value; personal value includes components, politeness, trustworthiness, and reliable; brand, employee characteristics, and company programs all contribute to image value. Tjiptono (2016; 141) in (Partomuan & Haholongan, 2020) the four indicators used to measure perceived value are as follows: Value at an emotional level, moral principles, quality or performance value, cost or value of money.

### **Word of Mouth**

WoM can be assumed as an interpretation of consumer responses, in this case of students, toward the form of satisfaction from the service received. From various cues from employee performance, it is hoped that this form

of satisfaction can be well-received by students. Since each student will receive a diverse of services, word-of-mouth recommendations will be strongly influenced by several factors, especially value and quality. WoM is defined as a type of correspondence between an individual and another person, between a beneficiary and a communicator that is not business in nature concerning a brand, item, or administration. Direct or face-to-face communication, as well as electronic media such as the Internet, can be used for communication between communicators and recipients (Buttle dalam Stiokes dan Lomax, 2001). WoM is seven times more effective than newspaper and magazine advertising, four times more efficient than sales personnel, and twice as impressive as radio advertising, Harrison (2001). According to research conducted by Fakhryan et al, high-quality service affects communication in the form of WoM itself. Word-of-mouth communication can be evaluated using various metrics, such as the relationship between the speaker and product X and the actions taken after discussing product X (Rangkuti, 2009).

## **THEORETICAL FRAMEWORK AND HYPOTHESES**

### **The effect of employee performance on perceived service quality**

The term employee performance describes how well or poorly employees carry out their responsibilities in serving customers or service users. This study explores the effect of employee performance in the fields of security, administrative office, educational support, and cleaning services on the view of quality service felt by students. Where students have a direct interaction in experiencing these services. Research shows that the quality of service provided by staff on campus greatly influences student satisfaction, which in turn will improve overall service quality perceptions (Gabbianelli & Pencarelli, 2023).

H1: Security performance of the Faculty affects perceived service quality

H2: Cleaning service performance of Faculty affects perceived service quality

H3: Administrative office performance of Faculty affects perceived service quality

H4: Educational support performance of Faculty affects perceived service quality

### **The effect of employee performance on perceived service value**

The quality of interactions and employee performance in these various areas directly influences how students perceive the value they receive relatively. The effective performance of security staff increases customers' sense of security, which has a positive impact on their perception of the perceived value provided (Suryani et al., 2023). In the context of education, quality academic support from education staff is essential to increase students' value of the education they have received. This support helps create a high-value learning experience. A clean and beautiful environment is a supporting factor that provides comfort to the internal campus including students. The performance provided by the cleaning staff will gain the perception of professionalism and attention to detail, which in turn increases perceived value in the eyes of customers.

H5: Security performance of the Faculty affects perceived service value

H6: Cleaning service performance of the Faculty affects perceived service value

H7: Administrative office performance of the Faculty affects perceived service value

H8: Educational support performance of the Faculty affects perceived service value

### **The effect of perceived service quality on perceived service value**

The study by Parasuraman, Zeithaml, and Berry (1988) suggests that customers value high-quality service more than low-quality service. The relationship between perceived value and perceived service quality was found to be significant and positive in research conducted in comparable industries. Good service quality makes recipients of these services feel that they get more benefits compared to the costs they incur, thus increasing their perceived value (Zeithaml, 1988). Research indicates that customer perceived value is influenced by high service quality. The better the quality of the service, the greater the value perceived by the customer or recipient of the service, leading to a higher level of satisfaction (Rimba et al., 2022).

H9: Perceived service quality affects perceived service value

### **The effect of perceived service quality on word-of-mouth intention**

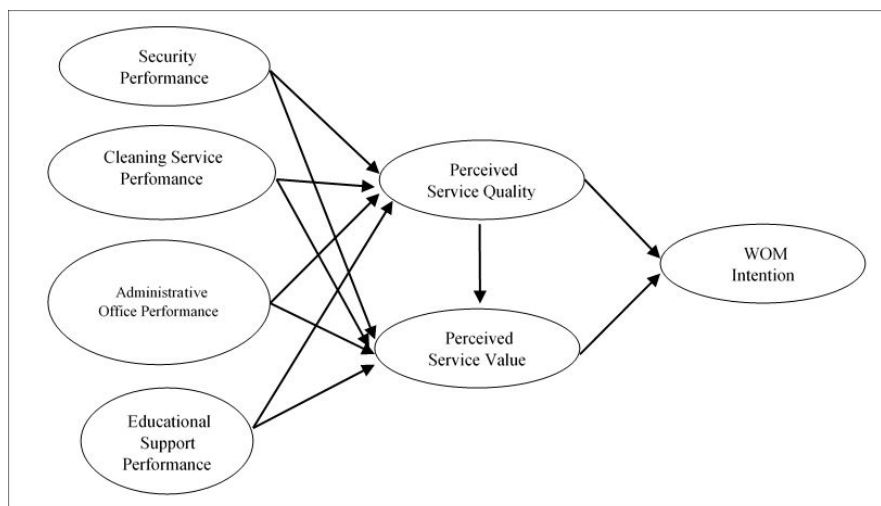
According to research customers' intention to spread good recommendation services to others is driven by increased perceived value and customer satisfaction (Nisa, 2024). Customer loyalty is reinforced by the positive and significant impact of perceived high service quality on the willingness to recommend to others (Bernanto, 2022). H10: Perceived service quality affects word-of-mouth intention.

#### The effect of perceived service value on word-of-mouth intention

Recent research shows that the perceived value of a service has a significant impact on customers' likelihood to share positive experiences through word-of-mouth, either directly or indirectly, including through social media. This effect is as important as the mediating variables influencing these intentions. A study in the journal Sustainability (2022), revealed how perceived value affects customer satisfaction and intention to spread the word of information (WoM). The research found that perceived value directly increases customer satisfaction, which has a positive impact on word-of-mouth intentions. Customers who perceive a product or service as having high value tend to be more satisfied and are likely to share positive feedback with others. This influences the intention to spread the information (WoM) (Lin et al., 2022).

H11: Perceived service value affects word-of-mouth intention

#### Empirical Model



(Source: Data Processing, 2024)

Figure 2. Empirical Model

## RESEARCH METHODS

The focus of this research is on quantitative explanatory methods that analyze employee performance in various fields. Additionally, it explores the impact of word-of-mouth (WoM). This study used non-probability sampling to represent different segments of the population. The convenience sampling technique was used to select a sample based on its accessibility and affordability. The main method of data collection involved distributing questionnaires through both online and offline media. The population is students of the Faculty of Economics in Universitas Islam Sultan Agung, Indonesia, as one of the private universities in Indonesia with Superior Accreditation yet still face the decrease of new student. The respondent was selected based on: Having received services from various departments, including security, administrative office, cleaning services, and educational support. The data analysis technique in this study uses SEM (Structural Equation Modeling) based on Partial Least Squares (PLS) with the SmartPLS 4 software application.

Table 1. Summary of Operational Variables

Type of Variable	Name	Measurement	Assessment
<b>Dependent</b>	Word of Mouth Intention	Responsiveness, Assurance, Empathy, Reliability (Karyono & Parman, 2016)	Likert scale 1-5 Very poor to excellent
<b>Intervening</b>	Perceived Service Quality	Service Quality (Hartline & Jones, 1996) Based on indicators: Responsiveness, Assurance, Empathy, and Reliability.	Likert scale 1-5 Worse than I expected to better than I expected
	Perceived Service Value	Service Value (Cahyono, 2008) Based on indicators: Responsiveness, Assurance, Empathy, and Reliability.	Likert scale 1-5 Very poor to excellent
<b>Independent</b>	Employee Performance	Recommendations to others (Babin et al., 2005) Based on indicators: Responsiveness, Assurance, Empathy, and Reliability.	Likert scale 1-5 Very unpleasant to very pleasant

(Source: Data Processing, 2024)

## RESULTS AND DISCUSSION

### Results

#### 1. Constructs validity and reliability

Convergent validity is used to explain the relationship between the variables that are being measured in the questionnaire. The test is deemed successful if the loading factor value is greater than 0.70, signifying that all indicators effectively measure each created item. The results in Table 2 indicate that all indicators of the research latent variable meet the criteria, as they exceed 0.70, demonstrating their validity and high quality. Additionally, all variables meet the criteria of AVE > 0.50 and the testing of composite reliability and Cronbach's alpha, with all variables exceeding 0.60.

#### 2. Discriminant validity

Based on the result of Table 3, the Fornell-Larcker criterion shows that the loading value of each indicator item on its constructs is greater than the cross-loading value. So, it can be concluded that all constructs already have good discriminant validity values

Table 2. Construct Reliability and Validity

Variable	Indicator	Convergent Validity	Reliability
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		Outer Loadings (> 0.7)	AVE (> 0.5)	Composite Reliability (> 0.7)	Cronbach's Alpha (> 0.6)
<b>Employee performance</b>	AOP.1	0.851	0.69	0.899	0.852
	AOP.2	0.809			
	AOP.3	0.841			
	AOP.4	0.82			
	CSP.1	0.85	0.639	0.876	0.812
	CSP.2	0.816			
	CSP.3	0.767			
	CSP.4	0.763			
	ESP.1	0.814	0.68	0.895	0.843
	ESP.2	0.825			
	ESP.3	0.815			
	ESP.4	0.844			
	SP.1	0.766	0.629	0.872	0.804
	SP.2	0.817			
	SP.3	0.807			
	SP.4	0.782			
<b>Perceived service quality</b>	PSQ.2	0.852	0.722	0.886	0.809
	PSQ.3	0.854			
	PSQ.4	0.843			
<b>Perceived service value</b>	PSV.2	0.825	0.668	0.858	0.752
	PSV.3	0.799			
	PSV.4	0.827			
<b>Word of Mouth Intention</b>	WOM. 1	0.841	0.644	0.863	0.761
	WOM.3	0.843			
	WOM.4	0.783			

(Source: Primary data processed, 2024)

Table 3. Discriminant Validity

	AOP	CSP	ESP	PSQ	PSV	SP	WOM Intention
<b>AOP</b>	<b>0.83</b>						
<b>CSP</b>	0.518	<b>0.8</b>					
<b>ESP</b>	0.512	0.648	<b>0.825</b>				
<b>PSQ</b>	0.542	0.575	0.734	<b>0.85</b>			
<b>PSV</b>	0.592	0.532	0.719	0.698	<b>0.817</b>		
<b>SP</b>	0.555	0.523	0.689	0.738	0.704	<b>0.793</b>	
<b>WOM Intention</b>	0.554	0.552	0.663	0.665	0.706	0.621	<b>0.823</b>

(Source: SmartPLS 4 Algorithm Output, 2024)

### 3. Model Test

The effect of employee performance on all employee performance groups with perceived service quality (PSQ) has a positive and significant coefficient, except the relationship between administrative office employee performance variables with a path coefficient value of 0.095 and p-value of 0.165 > 0.05, as well as the relationship between cleaning service employee performance with a path coefficient value of 0.088 and p-value of 0.206 > 0.05.

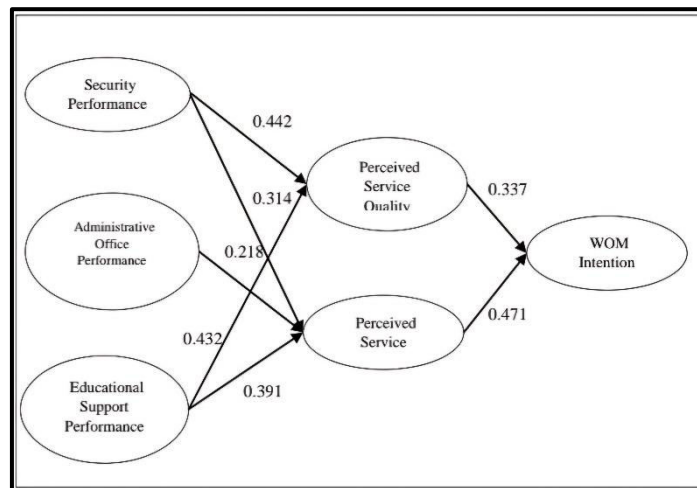
Therefore, H1 and H4 are acceptable because they indicate that the performance of educational support and security employees significantly and positively impacts perceived service quality. However, the performance of cleaning service and administrative office employees has a positive but insignificant effect on perceived service quality, leading us to reject H2 and H3. Employee performance in all cues toward perceived service value (PSV) has a positive coefficient value and is also significant, except for the relationship between the cleaning service employee performance variable with a path coefficient value of -0.013 and p-value (0.461) or more than 0.05. Based on these values, H5, H7, and H8 are accepted whereas H6 is rejected, showing that the performance of cleaning service employees does not have a significant effect on perceived service value (PSV). Perceived service quality (PSQ) on perceived service value (PSV) with (coef. 0.178, p-value: 0.121 > 0.05), indicating that PSQ does not have a significant effect on PSV. Perceived service quality (PSQ) on Word-of-Mouth intention (coef. 0.336, p-value: 0.001 < 0.05), indicating that PSQ has a positive and significant effect on WoM intention. Likewise, perceived service value (PSV) on Word-of-Mouth intention (coef. 0.471, p-value: 0.000 < 0.05), indicates that PSV has a positive and significant effect on WoM. Some employee performance indicators cannot be mediated by administrative office and cleaning service cues as measured by PSQ and PSV. The coefficient test results show that several relationships have no significant effect. As a result, some paths have been removed from the original analysis, such as the performance of cleaning service employees on PSQ and PSV.

Table 4. Hypothesis Direct and Indirect Effect

Hypothesis	Path	Hypothesized Model			Trimmed Model			Decision
		Original sample (O)	P values	R <sup>2</sup>	Original sample (O)	P values	R <sup>2</sup>	
H1	SP -> PSQ	0.392	0.000	0.64	0.442	0.000	0.642	Supported
H2	CSP -> PSQ	0.088	0.206					Not Supported
H3	AOP -> PSQ	0.095	0.165					Not Supported
H4	ESP -> PSQ	0.359	0.001		0.432	0.000		Supported
H5	SP -> PSV	0.243	0.012	0.622	0.314	0.002	0.615	Supported
H6	CSP -> PSV	-0.013	0.461					Not Supported
H7	AOP -> PSV	0.2	0.01		0.218	0.003		Supported
H8	ESP -> PSV	0.327	0.014		0.391	0.000		Supported
H9	PSQ -> PSV	0.178	0.121					Not Supported
H10	PSQ->WOM Intention	0.336	0.001	0.547	0.337	0.001	0.548	Supported
H11	PSV->WOM Intention	0.471	0.000		0.471	0.000		Supported
	AOP -> PSV -> WOM Intention	0.102	0.02		0.103	0.021		Supported
	AOP -> PSQ -> WOM Intention	0.102	0.187					Not Supported
	CSP -> PSV -> WOM Intention	0.032	0.492					Not Supported
	CSP -> PSQ -> WOM Intention	0.001	0.228					Not Supported
	ESP -> PSV -> WOM Intention	0.03	0.007		0.184	0.008		Supported
	ESP -> PSQ -> WOM Intention	0.184	0.007		0.146	0.004		Supported
	SP -> PSV -> WOM Intention	0.121	0.007		0.148	0.008		Supported
	SP -> PSQ -> WOM Intention	0.148	0.009		0.149	0.007		Supported

(Source: Data processing, 2024)





(Source: Data processing, 2024)

Figure. 3 Trimmed Model

## Discussion

### Effect of Employee Performance on Perceived Service Quality

The results of the study show that the quality of employee performance is an important element that can increase student satisfaction in experiencing the services they receive. In this research, it appears that the performance of security and educational support employees has a positive effect on student responses regarding perceived service quality. The alertness, friendliness, and responsiveness of security employees in providing information and assistance to students was well received by the students and also proved that security employees were reliable in their responsibilities. Likewise the performance of educational support employees whose responsibilities are to be facilitators for matters related to classroom facilities, air conditioning, etc. Significant test results show that students are satisfied with the performance of employees in the field of educational support. The performance of administrative office and cleaning service employees, although showing positive results, does not have a significant influence on students' perceived service quality.

Administrative office or administration employees are employees who have the potential to have the greatest frequency in providing services to students. This can be interpreted as meaning that the services provided are not appropriate or cannot provide uniform satisfaction according to the hopes and expectations of the service recipients or students. Another possibility that could arise is that the performance of employees in the administration sector has entered a satisfactory range based on perceived service quality benchmarks from the student side. Meanwhile, the performance of educational support employees has a positive influence but does not affect the perceived service quality of the service recipients (students). This discrepancy may occur because employee performance might be seen as beneficial for the student environment, or students may not be particularly attentive to the performance of cleaning service employees. Based on the study above, it shows that employee performance which is based on the quality of service provided by employees will increase perceived service quality. These results align with a study conducted by (Gabbianelli & Pencarelli, 2023), which shows that the quality of service provided by staff on campus has a great influence on student satisfaction, which in turn will increase the perception of overall service quality.

### Effects of Employee Performance on Perceived Service Value

In the study, the results revealed that employee performance in certain groups (security, administrative office, and educational support) positively and significantly affected the perceived service value, supporting hypotheses H5, H7, and H8, while rejecting H6. This suggests that employees in these groups influence the perceived service value. In real-world scenarios, it is evident that employees' performance in each of these areas is perceived positively by students. In addition, it can also be interpreted that support for students from various aspects starting from academics reflected in qualified education staff to the environment is well implemented in the form of employee

performance. This study conducted by (Suryani et al., 2023) suggests that the effective performance of security staff increases customers' sense of security, which positively impacts their perceived value.

In this study, the performance of cleaning service employees does not seem to have a significant effect on their relationship with perceived service value. However, based on the results of open-ended questions to students, several possibilities emerge. First, students feel that the performance of cleaning service employees has met the needs and provided good enough satisfaction to the recipients, as seen from the facilities and employees who are consistent in carrying out their responsibilities. Second, students feel that there is no main awareness related to the environment so this makes employee performance here not the main focus of students in providing an assessment of what has been felt from this service. This can also be seen from previous studies which state that although employee performance is important for overall service quality, its impact on perceived service value is not always significant (Tedja et al., 2024).

#### **Effect of Perceived Service Quality on Perceived Service Value**

According to the study, it was discovered that perceived service quality does not have a significant impact on perceived service value. This implies that good perceived service quality may not always lead to a substantial increase in perceived service value under certain circumstances. Referring to the previous statement, employee performance received by students partly influences perceived service quality but has no impact on perceived service value. This result contradicts previous studies which say that receiving positive and high-quality service will provide value perceived by consumers or service recipients which in turn will increase positive perceived value (Rimba et al., 2022).

#### **Effect of Perceived Service Quality on Word-of-Mouth Intention**

The study conducted shows that perceived service quality has a positive influence on intentions in word of mouth. It can be interpreted that the perceived service quality felt by students is a positive support for student satisfaction, and becomes a factor that raises the desire or intensity in providing recommendations to others or the closest relatives. This is also in line with studies that state that perceived service quality significantly affects the image of the company, and customer satisfaction, which in turn has a positive effect on word of mouth (Khoo, 2022). And is also by studies that say that perceived service quality increases perceived value and customer satisfaction which then increases customers' intention to speak positively about the service to others (Nisa, 2024). In higher education, students are key consumers who significantly contribute to enhancing the resilience and value of a university or college. Therefore, it is crucial to provide excellent performance and necessary services to build students' intention to share positive information with others, including their closest relatives.

#### **Effect of Perceived Service Value on Word-of-Mouth Intention**

The resulting study that perceived service value has a significant effect on word-of-mouth intention as a mediating variable. This reveals that perceived service in the form of assessment by students based on the form of satisfaction with employee performance in each group increases students' intention to spread information (WoM). This can be adjusted to the statement that customers who consider products or services to have high value tend to be more satisfied and then share positive feedback with others, thus influencing the intention to spread information (Lin et al., 2022). These findings show the importance of understanding and enhancing the perceived value of services to promote positive word-of-mouth behavior, which can help universities maintain stability and sustainability in the higher education sector.

#### **Conclusion**

This study found that employee performance in the security and educational support groups had a significant influence on perceived service quality and perceived service value, which in turn increased students' intention to spread word-of-mouth (WoM). However, the performance of administrative office employee did not have significant influence on perceived service quality but positively significant on perceived service value. Meanwhile, cleaning service employees did not have a significant influence on perceived service quality or service value either. Perceived service quality and service value successfully mediate the effect of employee performance in the security, educational support, and administrative office groups on WoM intention, but not the effect of cleaning service

employees. The higher the employee performance perceived by students, the greater their encouragement to provide positive recommendations through WoM.

### Implications

The implication of this result in form of recommendations and suggestions to universities related to efforts to increase word-of-mouth intention through employee performance. First, employee performance has a big role in maintaining the sustainability of universities internally. An employee in the field of educational support needs to increase their level of responsiveness and proficiency when carrying out their responsibilities. In this case, the Faculty can provide a contact person or quick contact in each classroom who can be contacted if students face a problem with class facilities, so, that students can summarize time and continue classes effectively and efficiently. Second, it's important to pay attention to perceived service as a mediator to maintain and increase student satisfaction. Students expect fast and accurate service, while still maintaining friendly and welcoming interactions to ensure they feel comfortable and satisfied. Third, the faculty should assess and evaluate feedback to identify any needs and values that could negatively impact the quality of service students expect from staff.

### Limitations and Future Research Agenda

This study has some limitations. The mediating variables, perceived service quality, and perceived service value, were not successful in mediating some employee performance cues on WoM. In addition, the study found that the r-square of WoM was 54.7%. This means 45.3% of the variation still needs to be explained through variations in other moderating or exogenous variables outside the model. Thus, future research should include updating mediating variables like service experience (Rimba et al., 2022) to deepen the understanding of factors that encourage consumers or students to engage in WoM. Further research can also be conducted by expanding the scope of research with similar performance categories.

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