

Role of Employee Attitude in Shaping Brand Perception: A Study of Aavin Customers in Villupuram District

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Abstract

This study is based on the project titled "**Impact of Showcasing Employee Attitude Towards Work on Aavin's Brand Perception Among Customers at Villupuram District Cooperative Milk Producers' Union Ltd.**" The research examines how employees' attitudes and workplace behavior influence customers' perceptions of the Aavin brand. It analyzes the critical elements—such as service quality, personnel responsiveness, professionalism, and customer engagement experiences—that influence brand perception, client loyalty and satisfaction. 117 respondents provided primary data via a methodical survey form. Through percentage analysis of the collected data, consumer perceptions of employee attitude, customer satisfaction, service quality, and brand image were investigated. In order to comprehend the connection between staff attitude and consumer impression of the brand, the results offer insights into how employee behavior affects customer trust and loyalty towards the Aavin brand. The results offer insightful information about customer behavior, satisfaction levels, and the contribution of employee attitudes to enhancing customer trust and brand image. In order to improve brand perception, the study highlights the significance of cultivating positive employee attitudes and customer-oriented service methods, enhance client loyalty and keep a competitive edge in the dairy sector. Additionally, the study makes suggestions for management to create plans that match organizational branding goals with worker performance.

Keywords: cooperative, Milk Products, Aavin, Employee Attitude

1. Introduction

The Tamil Nadu Cooperative Milk Producers' Federation's well-known dairy brand, Aavin, is important to the state's dairy industry. Established in **1958**, it functions under a cooperative framework that supports dairy farmers and ensures the supply of quality milk and milk products to consumers across the state. Milk is procured from village-level cooperative societies twice daily and undergoes stringent quality testing based on **Fat and Solid Non-Fat (SNF)** content. Payments to milk producers are made according to the quality of milk supplied, ensuring transparency and fair compensation. Aavin operates through **17 Milk Procurement Unions** spread across **30 districts** of Tamil Nadu and is connected with nearly **12,000 Milk Producers' Cooperative Societies**. The federation handles an average daily milk procurement of approximately **25 to 30 lakh litres**, making it one of the largest dairy cooperative networks in the state.

Greenhaus and Powell emphasized that work–life balance helps employees effectively manage their professional and personal responsibilities, thereby reducing role conflict and stress. Employees who achieve a strong equilibrium among work then individual lifetime tend to exhibit higher job satisfaction, improved well-being, and increased productivity Kotler, P., & Keller, K. L. (2016). These positive outcomes contribute to a favorable organizational image and enhanced stakeholder perceptions. Promoting work-life balance among staff members at

Aavin can lower stress-related problems and enhance service quality Grönroos, C. (2007). Better work-life balance increases the likelihood that employees will engage favorably with clients, enhancing the company's reputation Luthans, F. (2011).

Keller, K. L. (2013) argued that brand trust extends beyond product quality and is significantly influenced by a company's values, ethical practices, and treatment of employees. Consumers tend to develop stronger trust in brands that demonstrate fairness, responsibility, and concern for their workforce. Communicating Aavin's commitment to employee welfare and fair employment practices can strengthen customer trust in its dairy products and reinforce the brand's credibility in the marketplace.

2. Review of Literature

Employee attitude shows crucial protagonist cutting-edge persuading customer satisfaction and structural enactment. Positive employee behavior contributes to better service delivery, stronger customer relationships, and improved brand perception.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988) proposed the SERVQUAL exemplary and identified responsiveness, dependability, pledge, responsiveness, and tangibles as important scopes influencing customer perceptions about facility excellence.

Bitner, M. J. (1990) observed that employee behavior during service encounters significantly affects customer evaluations of organizations and their services.

Keller, K. L. (2013) emphasized that customer experiences and interactions with employees contribute significantly to brand image and brand trust.

Employees with positive attitudes are more likely to exhibit dedication, professionalism, and customer-focused conduct, according to Robbins, S. P., & Judge, T. A. (2019).

According to Armstrong, M. (2020), customer satisfaction and service quality are directly impacted by employee motivation and engagement.

Table of Literature Reviews

Author	Year	Major Findings
Bitner	1990	Employee behavior affects customer perception
Keller	2016	Brand image depends on customer experience
Robbins & Judge	2019	Positive attitudes improve performance
Armstrong	2020	Employee engagement improves service quality

3. Research Gap

Several studies have examined facility excellence, client fulfilment, besides employee performance in amenity organizations. The impact of staff attitudes on brand impression in cooperative dairy enterprises, however, has not received much attention. Additionally, there are very few research that focus on Aavin clients in the Villupuram District. Thus, the determination of the scholar output stands toward find how consumer views about Aavin brand are influenced by employee attitudes.

4. Aim of the Scholar Work

Main Aim

- The study the bearing of showcasing employee attitude towards work on Aavin's brand perception among customers.

Secondary Objectives

1. To analyze the relationship between employees' attitudes at work and Aavin's overall brand perception among customers.
2. To assess the influence of employee behavior, communication, besides amenity excellence on client fulfilment then trustworthiness toward Aavin.
3. To evaluate customers' perceptions of Aavin's brand image based on their interactions with its employees.
4. To identify the key dimensions of employee attitude, such as friendliness, responsibility, professionalism, and responsiveness, that contribute to customer trust and brand reputation.
5. To examine the extent to which positive employee attitudes enhance customers' confidence in Aavin's products and services.
6. To offer recommendations for enhancing interactions between staff and clients in order to boost Aavin's reputation and client loyalty.

5. Methods of Research

The current study uses a descriptive research approach to investigate how employee attitudes affect consumers' perceptions of Aavin's brand.

Data Sources

Customers provided primary data via a standardized questionnaire.

Books, journals, websites, and earlier research investigations were the sources of secondary data.

Sampling Design

Particular	Description
Study Pattern	Expressive Study
Specimen Method	Expediency Specimen
Specimen Count	117 Respondents
Study Area	Villupuram District
Respondents	Aavin Customers
Data Collection Instrument	Structured Questionnaire

Statistical Tool Used

The received information was investigated by means of Percentage Analysis.

6. Data Analysis and Interpretation

Particulars	Category	Percentage
Age	20–25 Years	31.4
Gender	Female	62.4
Residence	Urban	43.2

Table 1: Demographic Profile

Interpretation

The majority of respondents belong to the age group of 20–25 years. Female respondents constitute a larger proportion of the sample, and most respondents reside in urban areas.

Statement	Percentage
Employees respond promptly	66.9
Employees are dedicated	62.4
Employee attitude influences brand image	60.7
Employees handle complaints effectively	66.7

Table 2: Perception of Employee Attitude by Customers

Interpretation

Most respondents concur that Aavin's brand image is positively impacted by personnel responsiveness, devotion, and complaint-handling skills.

7. Findings:

According to the study, most respondents (31.4%) belong to the age group of 20–25 years, with female respondents constituting a significant share (62.4%). Most respondents (43.2%) reside in urban areas and purchase Aavin products on a daily basis (37.1%), with milk being the most preferred product (48.7%). More than half of the respondents (52.1%) expressed satisfaction with the overall quality of Aavin products. The findings also indicate that a majority of customers (54.7%) interact directly with Aavin employees, while 33.3% became aware of Aavin through social media platforms.

The study further highlights the importance of employee attitude in shaping customer perceptions. A majority of respondents (66.9%) believe that Aavin employees respond promptly to customer queries and complaints, and 62.4% feel that employees demonstrate dedication and commitment in their work. Additionally, 60.7% of respondents agree that satisfied employees contribute to customer satisfaction and consider employee attitude to be an important factor influencing brand image. In terms of employee behavior, 45.3% of respondents are extremely content with workplace discipline, 46.2% value the professionalism demonstrated by employees, and 38.5% are satisfied with the courtesy and respect shown by employees. Additionally, 46.2% of respondent express moderate satisfaction with staff behavior and service quality, and 40.2% are satisfied with teamwork among employees.

The findings also reveal that Aavin enjoys a favorable competitive position, with 47.5% of respondents preferring the brand due to its dependability and reliability. A substantial majority

(66.7%) agree that employees handle customer complaints politely and effectively. Most importantly, 63.7% of respondents believe that showcasing positive employee attitudes has a strong influence on Aavin's brand perception. Overall, the study concludes that employee dedication, professionalism, responsiveness, and customer-oriented behavior show a vigorous part in improving client satisfaction, trust, loyalty, besides the total brand image of Aavin.

8. Discussion

The study reveals that employee attitude significantly contributes to positive customer perceptions of the Aavin brand. Customers appreciate employees who demonstrate professionalism, responsiveness, and commitment while providing services.

The findings support the observations of Bitner (1990), who reported that employee behavior during service encounters significantly influences customer evaluations of service organizations. Similarly, Parasuraman et al. (1988) emphasized that responsiveness and reliability contribute to client fulfillment then positive structural image.

The learning further suggests in which positive employee attitudes help strengthen customer trust, satisfaction, and loyalty towards the organization. Therefore, employee behavior should be considered a strategic factor in brand-building initiatives.

9. Managerial Implications

1. Aavin should organize regular customer service training programs for employees.
2. Employee recognition and reward systems should be strengthened.
3. Customer complaints should be addressed promptly and professionally.
4. Employee welfare initiatives should be enhanced to improve motivation and commitment.
5. Management should encourage customer-oriented work practices.
6. Positive employee contributions should be communicated through branding and promotional activities.

10. Conclusion

The study concludes that employee attitude plays a significant role in shaping customers' perceptions of the Aavin brand. The findings indicate that customers generally hold a positive opinion regarding the dedication, commitment, professionalism, responsiveness, and discipline exhibited by Aavin employees. A majority of respondents believe that satisfied employees contribute to customer satisfaction and that employee attitude is an important determinant of brand image. The research also reveals that positive interactions between employees and customers enhance trust, satisfaction, and loyalty toward Aavin. Customers appreciate employees who respond promptly to queries, handle complaints politely, and maintain professional conduct while delivering services. These employee behaviors create favorable impressions that strengthen Aavin's reputation and differentiate the brand from its competitors.

Furthermore, the study highlights that showcasing positive employee attitudes and welfare practices can enhance Aavin's brand perception among consumers. As a cooperative organization, Aavin can leverage its employee-centered culture to build stronger emotional connections with customers and reinforce its image as a trustworthy and socially responsible brand. Therefore, continuous investment in employee motivation, training, welfare, and

customer service development is essential for sustaining customer loyalty and keeping a durable variety image cutting-edge the competitive dairy market.

In conclusion, the study establishes that positive employee attitudes not only improve service quality but also serve as a valuable strategic asset in enhancing Aavin's overall brand perception and long-term customer relationships.

11. Confines of the Research

1. The learning remains limited toward Villupuram District.
2. The sample size is restricted to 117 respondents.
3. Only customer opinions were considered.
4. Time and resource constraints limited broader data collection.
5. The findings may not be generalized to all dairy organizations.

12. Future Research Directions

1. Similar studies may be conducted in other districts of Tamil Nadu.
2. Comparative studies may be undertaken between Aavin and private dairy brands.
3. Future research may include employee perspectives.
4. Larger sample sizes may be adopted.
5. Additional variables like customer faithfulness, amenity excellence, then employee engagement may be examined.

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