

THE INFLUENCE OF EMPLOYEE PERFORMANCE AND SERVICE QUALITY ON CUSTOMER SATISFACTION OF PT CITRA BUANA ADI IN EAST JAKARTA

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Abstract

The aim of the research is to determine the influence of Employee Performance and Service Quality on customer Satisfaction at PT Citra Buana Adi workshop in East Jakarta. The method used was quantitative, through collecting questionnaire data on a sample of 35 respondents. From the results of the multiple linear regression test, there is a constant value of 4.170, a regression value for the employee performance variable of 0.260 and a regression value for the service quality variable of 0.288. This means that all independent variables have a direct influence on variable Y. The results of the calculation of the coefficient of determination show that there is an influence of 54.6%, meaning that Employee Performance and Service Quality have an influence of 54.6%. Meanwhile, the remaining 45.3% was influenced by other variables not included in this research. This proves that there is an influence of Employee Performance and Service Quality on Customer Satisfaction at PT Citra Buana Adi workshop in East Jakarta

Keywords: *Employee Performance, Service Quality, Customer Satisfaction*

1. INTRODUCTION

In the repair shop industry, customer satisfaction plays an important role in maintaining and developing business. Factors such as employee performance and the quality of service provided by the company can influence the level of consumer satisfaction. Research conducted at workshops in Indonesia and elsewhere shows that the quality of service provided by workshops influences the level of consumer satisfaction. The quality of service provided by a workshop can be seen from various aspects, such as cleanliness and tidiness of the workshop, comfort of the workshop, adequate workshop facilities, timeliness promised in solving problems, understanding of the workshop management and staff towards consumer needs, results in accordance with consumer wishes, trust and honesty of workshop managers and staff, as well as concern of workshop managers and staff towards customer satisfaction (Izogo & Ogba, 2015).

Employee performance also influences the level of consumer satisfaction. Employees who have good abilities and willingness to provide services can increase customer satisfaction. Effective employee performance can be seen from indicators such as reliability,

quick response, and understanding of workshop managers and staff towards consumer needs (Hasan, 2020).

In several studies, the results show that the quality of service provided by workshops influences the level of consumer satisfaction. For example, research at the Semarang Semarang CS Exhaust Workshop found that the workshop had not been able to meet consumer expectations, with an average gap score of -0.02 (Putranda, 2017). This research also found that the indicators in quadrants A and B in the Cartesian diagram, such as cleanliness and tidiness of the workshop, comfort of the workshop, adequate workshop facilities, timeliness promised in solving problems, understanding of workshop managers and staff regarding consumer needs, results in accordance with consumer desires, trust and honesty of workshop managers and staff, as well as concern of workshop managers and staff towards customer satisfaction, are important indicators in determining customer satisfaction (Delima & Puspitasari, 2017).

In another study, at Sugeng Jaya Motor Workshop, the results showed that the facilities provided by the workshop were very adequate and good, and the availability of easy access enabled good connectivity and made it easier for consumers to access the workshop without having to worry about distance or remoteness from public places. The facilities and ease of access provided by Sugeng Jaya Motor Workshop are efforts made to provide a quality service experience for consumers (Rahmad et al., 2023). In another study, at Bandung Motoartz Workshop, the results showed that the quality of service provided by the workshop influenced the level of consumer satisfaction. This research also found that indicators such as service quality, customer satisfaction, and the magnitude of the influence of service quality on customer satisfaction are important indicators in determining customer satisfaction (Putranda, 2017). In other study, at Aji Motor Workshop, the results showed that the quality of service provided by the workshop influenced the level of consumer satisfaction. This research also found that indicators such as tangible, reliability, responsiveness, assurance, and empathy are important indicators in determining customer satisfaction (Ningsih & Yudisha, 2022).

Numerous research studies have demonstrated that the level of consumer satisfaction is significantly impacted by the quality of service offered by repair workshops. This quality can be assessed through various factors such as the cleanliness and organization of the workshop, its amenities, promptness in addressing issues, attentiveness to customer needs, adherence to customer preferences, trustworthiness, and customer-centricity of the workshop staff. Employee competence and willingness to deliver satisfactory services also play a crucial role in enhancing customer satisfaction. As a result, repair shop must prioritize the quality of service and employee performance in order to bolster customer satisfaction levels and ensure the longevity of their business.

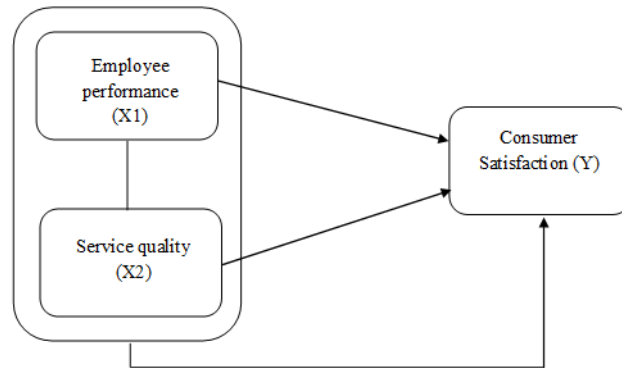


Figure 1. Framework of thinking

Hypothesis

Hypothesis is a temporary assumption regarding the research objectives derived from the framework of thought that has been created. Based on theoretical studies, the hypotheses in this research are:

1. There is an influence of employee performance (X1) on customer satisfaction (Y) at PT Citra Buana Adi
2. There is an influence of service quality (X2) on customer satisfaction (Y) at PT Citra Buana Adi
3. There are influences of employee performance and service quality together on consumer satisfaction (Y) at PT Citra Buana Adi

2. RESEARCH METHOD

In order to investigate the impact of employee performance and service quality on customer satisfaction at PT. Citra Buana Adi Workshop in East Jakarta, the appropriate research method that can be utilized is descriptive survey research. The purpose of this descriptive survey research is to elucidate a specific condition or phenomenon without selecting specific factors or variables. In this study, data was collected through interviews, observations, and documentation, and performance indicators such as quality, quantity, timeliness, effectiveness, and commitment as outlined by Robbins were used. The survey results can also be utilized to understand the quality of service provided by employees at the PT. Citra Buana Adi Workshop in East Jakarta to consumers, as well as the efforts that will be made by the organization to improve service quality and employee performance. Therefore, this descriptive survey research can help explain the relationship between employee performance and service quality with consumer satisfaction, and provide recommendations for enhancing service quality and employee performance.

3. RESULTS AND DISCUSSION

3.1 RESULTS

a. Normality Test

Table 1. Normality tes

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,44627770
Most Extreme Differences	Absolute	,123
	Positive	,083
	Negative	-,123
Test Statistic		,123
Asymp. Sig. (2-tailed)		,197 ^c

a. Test distribution is Normal.
b. Calculated from data.

Based on the normality test, it can be concluded that the data is normally distributed for Employee Performance, Service Quality and Consumer Satisfaction data with a significant level of $0.197 > 0.05$.

b. Multicollinearity Test

Table 2. Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,170	2,844		1,466	,152		
	Kinerja Karyawan	,260	,124	,380	2,091	,045	,404	2,474
	Kualitas Pelayanan	,288	,124	,424	2,331	,026	,404	2,474

Based on table 2, it can be seen that there is no independent (free) variable that has a tolerance value of less than 0.10 and the VIF results also show the same thing where there is not a single independent (free) variable that has a VIF higher than 10. Independent variables Employee Performance is at a tolerance value of 0.404, the Service Quality variable is at a tolerance value of 0.404. This is also the same as the Employee Performance variable is at a VIF value of 2.474, the Service Quality variable is at a VIF value of 2.474 so that in this analysis there are no symptoms of multicollinearity or independent variables. (Employee

Performance and Service Quality) show different influences on the variability of the dependent variable (Customer Satisfaction).

c. Multiple Linear Regression

Table 3. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,170	2,844		1,466	,152
	Kinerja Karyawan	,260	,124	,380	2,091	,045
	Kualitas Pelayanan	,288	,124	,424	2,331	,028

From calculations using the SPSS computer program, namely:

$$a = 4.170$$

$$X1 = 0.260$$

$$X2 = 0.288$$

So the multiple linear regression equation for the two predictors (Employee Performance and Service Quality) is:

$$Y = 4.170 + 0.260 X1 + 0.288 X2$$

The equation above shows that all independent variables (Employee Performance and Service Quality) have positive coefficients, a constant value of 4.170, a regression value of the employee performance variable of 0.260 and a regression value of the Service Quality variable of 0.288. This means that all independent variables have a unidirectional influence on variable Y (Consumer Satisfaction).

d. Heteroscedasticity Test

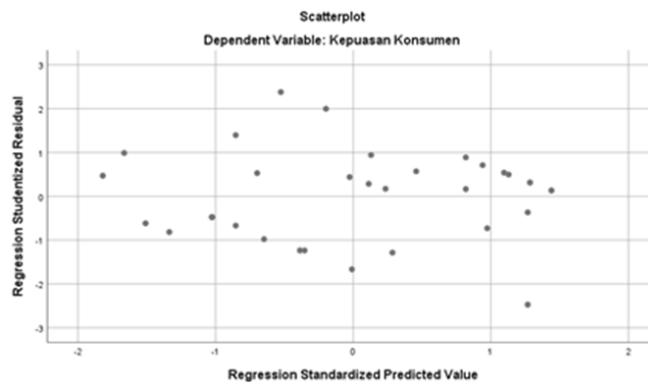


Figure 2. Heteroscedasticity Test

The image above shows that the points are spread randomly, do not form a clear/regular pattern, and are spread both above and below 0 on the Y axis. Thus "heteroscedasticity does not occur" in the regression model.

e. Coefficient of Determination Test (Adjusted R²)

Table 4. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,757 ^a	,573	,546	1,49079

a. Predictors: (Constant), Kualitas Pelayanan, Kinerja Karyawan
 b. Dependent Variable: Kepuasan Konsumen

From the table above, it can be seen that the Adjusted R-Square value is 0.546 or equal to 54.6%, meaning that Employee Performance and Service Quality have an influence of 54.6%. Meanwhile, the remaining 45.3% was influenced by other variables not included in this research.

f. F Test (Simultaneous)

Table 5. F Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95,282	2	47,641	21,436	
	Residual	71,118	32	2,222		
	Total	166,400	34			

a. Dependent Variable: Kepuasan Konsumen
 b. Predictors: (Constant), Kualitas Pelayanan, Kinerja Karyawan

The results of the F Test using the SPSS application showed the following results:

$$F \text{ count} = 21,436$$

$$F \text{ Table} = 3.29$$

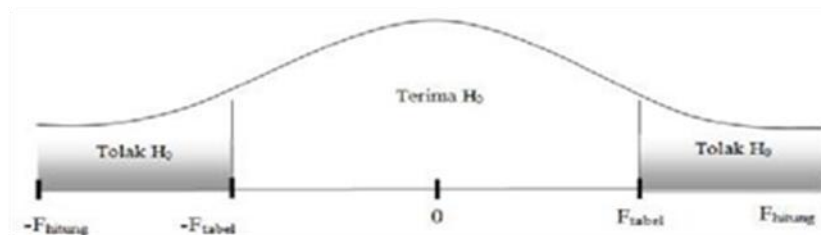


Figure 3. Hypothesis Testing Criteria

Based on the table above, it is known that F_{count} is 21.436 while F_{table} is 3.29. This means that $F_{count} > F_{table}$ is $21.436 > 3.29$, so it can be concluded that there is a joint influence of Employee Performance and Service Quality on Customer Satisfaction.

g. Partial Test (T Test)

Table 6. Persial test (t test)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,170	2,844		1,466	,152
	Kinerja Karyawan	,260	,124	,380	2,091	,045
	Kualitas Pelayanan	,288	,124	,424	2,331	,026

Employee Performance (X1) on Customer Satisfaction (Y) is obtained with a significance level of 0.45 > probability 0.05. From these results it can be concluded that H1 is rejected. This means that Employee Performance (X1) does not partially have a significant influence on Customer Satisfaction (Y).

DISCUSSION

This research aims to determine the influence of Employee Performance variables on Customer Satisfaction, the influence of Service Quality on Customer Satisfaction and the influence of Employee Performance and Service Quality together on Customer Satisfaction at PT Citra Buana Adi workshop in East Jakarta.

Effect of Employee Performance (X1) on Customer Satisfaction (Y)

Achieving customer satisfaction is also largely determined by employee performance, because it is the key to success in satisfying customers. In this research we will find out whether there is an influence of employee performance on customer satisfaction. Based on the results of hypothesis testing, it is known that there is an influence or no influence on Employee Performance on Consumer Satisfaction, where the hypothesis states that there is a positive or negative influence on Employee Performance on Consumer Satisfaction.

The results of this research are in line with Rivai's theory which suggests that low employee performance in a company can cause obstacles to the organization in achieving its stated goals. Because employees who are less skilled and do not have high dedication in serving the company are problems that occur in companies today.

Effect of Service Quality (X2) on Customer Satisfaction (Y)

Hypothesis testing proves that service quality is negative and not significant to customer satisfaction, with the results of the service quality t test = 2.331 with sig. $0.26 < 0.05$. This means that the Service Quality aspect does not partially have a significant effect on customer satisfaction at PT workshops. Citra Buana Adi. The implementation aspect of Service Quality does not have a positive impact on customer satisfaction. The results of this research are in line with the theory of (Tjiptono, 2008) which explains that consumer needs for both products and services as well as accuracy of delivery are to balance consumer expectations. However, this is not in line with research conducted by I Wayan Gede Antok Setiawan Jodi (2018) entitled The Influence of Service Quality and Employee Performance on Customer Satisfaction at PT. BPR Artha Adyamurthi in Kediri Tabanan. The results of the research are that there is a positive and significant relationship between Service Quality and Customer Satisfaction.

Improving the quality of service by a company is a real way to win competition and retain customers. So customer satisfaction in the service sector is an important and determining element in growing a company so that it continues to exist in the face of competition.

Influence of Employee Performance (X1) and Service Quality (X2) on Customer Satisfaction (Y)

The next hypothesis test is the influence of Employee Performance and Service Quality together on Customer Satisfaction. Based on the R² coefficient of determination test, it shows that there is a percentage of Employee Performance and Service Quality related variables to Customer Satisfaction. These results are based on a coefficient of determination test of 0.546 or equal to 54.6%, meaning that Employee Performance and Service Quality have an influence of 54.6%, while the remaining 45.4% is influenced by other variables not included in this research. Apart from that, researchers also carried out multiple linear

regression tests and simultaneous hypothesis tests (F Test) to find out whether these two variables had an effect on customer satisfaction.

Based on the results of the multiple linear test, the multiple linear equation $Y = 4.17 + 0.260 + 0.288$ was obtained, which means it has a positive coefficient, a constant value of 4.170, a regression value of the employee performance variable of 0.260 and a regression value of the service quality variable of 0.288. This means that all independent variables have a unidirectional influence on variable Y. Meanwhile, the f test obtained a significance value of calculated $f > f$ table ($21.436 > (3.29)$), so it can be concluded that this hypothesis test is acceptable.

4. CONCLUSION

After conducting research and analyzing the data obtained regarding "The Influence of Employee Performance and Service Quality on Customer Satisfaction of PT. Citra Buana Adi in East Jakarta". So, it can be concluded that the data obtained gives the following results: 1) There is a positive influence of employee performance on customer satisfaction. These findings provide confidence that employee performance has an influence on consumer satisfaction; 2) There is a positive influence of Service Quality on Consumer Satisfaction. These findings provide confidence that service quality has an influence on consumer satisfaction; 3) There is a positive influence of Employee Performance and Service Quality together on Consumer Satisfaction. These findings provide confidence that employee performance and service quality have a joint influence on consumer satisfaction.

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