

Influence Service Quality to Performance Employee and Customer Satisfaction at PT. PBM Adhiguna Son

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ARTICLE INFO	ABSTRACT
<p>Keywords: Quality Service ; Performance Employee ; Satisfaction Customer.</p>	<p><i>This study investigates the impact of service quality on employee performance and customer satisfaction at PT. PBM Adhiguna Son, a company in the maritime logistics sector. The company, facing increased competition in the post-COVID era, strives to improve both its internal performance and customer satisfaction. The research uses a quantitative approach with a descriptive method, employing surveys and interviews to collect data from 75 consumers and various stakeholders. The results show a significant positive relationship between service quality and employee performance, with a coefficient of 0.790 and a p-value of 0.000. Additionally, service quality directly affects customer satisfaction, with a coefficient of 0.903 and a p-value of 0.000. Furthermore, employee performance is positively correlated with customer satisfaction, with a coefficient of 0.412 and a p-value of 0.038. The study also highlights that employee performance mediates the relationship between service quality and customer satisfaction. This research emphasizes the importance of improving service quality and employee performance to enhance customer satisfaction, thereby contributing to the company's long-term success in the competitive market.</i></p>

INTRODUCTION

Indonesia is country maritime which has archipelago the biggest And have line beach longest in the world (KJRI, 2019). That matter give condition positive for Indonesia which can develop various field. One of them that is field transportation transport sea and logistics. Transportation transport sea and logistics own a very important role important Because become tendon pulse Indonesian economy. If transportation sea disturbed, then economy national Also disturbed. By Because that, transportation sea must developed with Good And Correct For increase growth economy. With increasing economy And development national , on Finally will influential to prosperity Because has carry out and support policy government in the field of economy , so that public Certain feel impact from growth economy the (Direktorat Jenderal Perhubungan Laut, 2014).

The occurrence improvement in use service transportation sea post covid-19, so that make company in development business in transportation sea Keep going more and more grow and developing in Indonesia. This is naturally become challenge for every company in motion in field the No off with existence competition. The company will faced with on challenge For can maintain continuity life his company. One of companies whose core business *is transportation* sea is PT. Bongkar Company Load or PT. PBM Adhiguna Son. PT. PBM Adhiguna Son is Wrong One owned company by State - Owned Enterprises (BUMN). This company move in carry out And support wisdom government in the field of economy And development national at the port especially in the field of demolish load from And to ship, service boat enter And go out port, transportation from dock / truck to warehouse owner goods And to ships, and management port (*jetty management*).

Facing business competition in this era of globalization, precisely after Covid-19, PT. PBM Adhiguna Putera continues to compete to provide satisfactory service to its customers and is able to maintain the trust that has been given by customers. The company is also required to carry out efficiency, work effectiveness and risk and is managed to meet the quality of service and customer satisfaction. Therefore, PT. PBM Adhiguna Putera needs competent Human Resources or HR .

However , PT. PBM Adhiguna Putera still has many employees whose employment status is *outsourcing*. Employee *outsourcing* Not yet fulfil skills special in hold position said. Moreover company Also do efficiency in structure appropriate organization with regulation Ministry of State-Owned Enterprises. Then from that is, employees who have employment status still have burden high work

Then, the production performance of PT. PBM Adhiguna Putera is still categorized as far from good. This happened because of the disruption in coal handling (*Coal Handling*) in various locations of PT PLN (Persero) PLTUs. The disruption was caused by the limited number and condition of coal loading and unloading equipment and the maintenance or care of this coal loading and unloading equipment was also not good so that it hampered production activities in business activities carried out by the company. The disruption to business activities that occurred greatly affected the company's service performance. Even though PT. PBM Adhiguna Putera has implemented *excellent service* for its customers which is in accordance with the company's vision and mission, which aims to support production performance to increase after the Covid-19 pandemic. However, this has not been done optimally.

The financial performance of PT. PBM Adhiguna Putera also experienced a decline. This was due to disruptions in the production performance of the company's business activities. The company's management is only more focused on efforts to collect receivables to increase cash flow that can fund other operational activities properly and smoothly. It can be concluded that PT. PBM Adhiguna Putera has not worked optimally, so that its targets and realizations have not been achieved in accordance with the company's goals. Thus, PT. PBM Adhiguna Putera is expected to be able to work optimally to obtain measurable and structured performance measurement results so as to support the achievement of PT. PBM Adhiguna Putera's performance in 2023.

With the performance results of PT. PBM Adhiguna Putera, it can be seen that there are still many complaints felt by customers related to the services provided by PT. PBM Adhiguna Putera. The services provided are still not optimal with the expectations needed by customers. Therefore, one of strategies that can be done by PT. PBM Adhiguna Son focus on improvement performance employee and quality services provided in order to be able to satisfying Customer. Ability the good one to employee needed as effort push source Power humans to be able to contribute with Good to its performance, so that employee can fulfil need and desire consumer with balancing hope customer.

In order to achieve long-term success, it is essential for PT. PBM Adhiguna Son to continuously evaluate and improve its service delivery processes. Effective service quality management is not solely dependent on the services offered but also on the organizational culture that fosters continuous improvement. According to (Amin et al., 2023), an organization's culture, which emphasizes customer satisfaction and service excellence, plays a pivotal role in sustaining competitive advantages. For PT. PBM Adhiguna Son, aligning its organizational culture with customer-centric practices and encouraging innovation at all levels of operation can significantly improve its service quality, ultimately leading to higher customer loyalty and a stronger market position.

In recent years, the maritime logistics industry has experienced significant growth in Indonesia, propelled by the country's vast archipelagic geography and strategic location for international shipping routes. However, this sector also faces considerable challenges, such as maintaining consistent service quality amidst competition and economic fluctuations. Research by (Lestari, 2022) suggests that improving service quality is crucial for businesses to remain competitive, especially in industries like logistics, where customer expectations are high, and service delivery is integral to satisfaction. For PT. PBM Adhiguna Son, maintaining a high level of service quality while adapting to global market dynamics post-COVID-19 requires continuous internal improvements and a focus on customer-oriented operations.

In addition to enhancing service quality, the role of employee performance is equally important in determining organizational success. A company's service quality often hinges on the effectiveness of its workforce, making it essential to focus on employee training, motivation, and performance evaluation. According to (Robbins & Judge, 2015b), employee performance directly influences the quality of service provided, which in turn affects customer satisfaction. This relationship underscores the need for PT. PBM Adhiguna Son to not only focus on external service quality but also invest in internal resources, particularly human capital, to ensure that employees are equipped to meet the demands of the industry and contribute to improved customer experiences.

The maritime logistics industry, particularly in the post-pandemic era, must also navigate the complexities of supply chain disruptions, labor shortages, and the rising demand for digital transformation. The challenges faced by PT. PBM Adhiguna Son reflect these broader industry concerns, with the company struggling to maintain its service quality due to infrastructure limitations and high employee workload. Moreover, as businesses in this sector adapt to changing market dynamics, the integration of new technologies and efficient resource management systems has become vital for sustaining growth and competitiveness. As noted by (Naresh et al., 2017), organizations that successfully integrate technological advancements into their operations tend to have a competitive edge, as they are able to streamline processes, reduce costs, and enhance customer satisfaction.

Additionally, employee motivation and job satisfaction are essential in improving service quality. Research by (Robbins & Judge, 2015a) emphasizes that employees who are motivated and satisfied with their work are more likely to perform better and deliver higher quality service to customers. PT. PBM Adhiguna Son faces the challenge of balancing employee satisfaction with organizational goals, especially with the prevalence of outsourcing and the shifting workforce dynamics. By enhancing employee engagement and ensuring that staff members are aligned with the company's mission, PT. PBM Adhiguna Son can build a more committed workforce that directly contributes to improving service delivery and customer satisfaction.

The relationship between employee performance, service quality, and customer satisfaction in PT. PBM Adhiguna Son offers significant insights for the maritime logistics sector. This study is not only relevant for PT. PBM Adhiguna Son but also for similar organizations in Indonesia and the region. Improving service quality by focusing on both employee performance and customer satisfaction can lead to more sustainable business practices. As competition intensifies in the maritime logistics industry, companies that can align their internal operations with customer expectations are more likely to succeed. By adopting strategies that improve both employee and service quality, PT. PBM Adhiguna Son can strengthen its position in the market, contributing to the development of the national economy and ensuring the long-term success of the company.

According to Zethami, Berry and Parasuraman in (Tjiptono F. , 2004) *quality that is felt* defined as evaluation customer to overall superiority products , while *quality service that is felt* is global considerations related with superiority from service . According to (Tjiptono & Chandra, 2014) that quality service the A activities offered For for sale with compare perception customer to services received And service This expected in accordance with character service company . Based on definition above that can concluded, quality service is activity For satisfying the hope is that customers who are No intangible as overcome problem or solution for customers.

While existing studies on service quality focus on its direct effects on customer satisfaction, there is a lack of research exploring the interplay between service quality, employee performance, and customer satisfaction, particularly in the context of maritime logistics. Most of the literature concentrates on either the operational aspect of service delivery or the customer experience in isolation. However, few studies have integrated these dimensions, especially in companies like PT. PBM Adhiguna Son, where both employee performance and service quality are critical to customer satisfaction. This gap presents an opportunity to explore how improving service quality can simultaneously enhance both employee performance and customer satisfaction, thereby contributing to overall business performance.

The novelty of this research lies in its integrated approach to examining the interdependent roles of service quality, employee performance, and customer satisfaction in the maritime logistics sector. By focusing on PT. PBM Adhiguna Son, a key player in Indonesia's sea transport industry, this study explores the combined effects of these factors, which have not been comprehensively studied together in this context. Additionally, the study introduces the concept of employee performance as a mediator between service quality and customer satisfaction, offering fresh insights into how internal and external service dynamics are linked.

The primary objective of this study is to assess the impact of service quality on both employee performance and customer satisfaction at PT. PBM Adhiguna Son. Specifically, it seeks to explore the mediating role of employee performance in the relationship between service quality and customer satisfaction. The benefits of this research are twofold: first, it provides practical recommendations for improving service quality and employee performance, which can lead to enhanced customer satisfaction; and second, it offers valuable insights for managers in the maritime logistics sector to formulate strategies that align internal operations with customer expectations, thereby improving both employee productivity and customer loyalty.

METHOD

Method study quantitative with study descriptive research which will describe in detail the phenomenon or symptom social , events or events that occur on moment This (Neuman W. L., 2014). The analysis using SPSS and SmartPLS which will measure connection or strength estimate between a bunch draft or construct based on theory underlying substantive research. Structural model This will describe connection hypothesized causal between construct latent , which allows researcher For test hypothesis And understand dynamics connection between variable in the research model (Malhotra, 2010).

As for Technique data collection using mixed methods. Research This use technique *mixed methods* data collection. (Creswell J. W., 2014) explain that *mixed methods* is method data collection which is method combination between method study quantitative and qualitative. Technique quantitative data collection on study This through method survey, namely with method spread questionnaire to 75 consumers. Technique qualitative data collection done through interview deep to a number of *stakeholders* involved with performance owned individual by every employee and impact to *customer satisfaction*.

RESULTS AND DISCUSSION

Part This discuss about influences *service quality* that has been done by PT. PBM Adhiguna Son to performance employee and *customer satisfaction* as well as formulate recommendation aligned policies with policy management of PT. PBM Adhiguna Son related with interest customers. This is aiming for analyze strength and weakness from PT. PBM Adhiguna services Son and propose policy for order effective management in line with objective from company.

Influence *service quality* to performance employee at PT. PBM Adhiguna Son

Statement the propose A hypothesis that *service quality* influence performance employee at PT. PBM Adhiguna Son. Results testing show that influence *service quality* to performance employee own connection significant positive with coefficient of 0.790 and p- value is 0. This is indicates that the more Good *service quality*, then will the more Good Also level performance the employee who will given.

Influence *service quality* to *customer satisfaction* at PT. PBM Adhiguna Son

Statement the propose A hypothesis that *service quality* influence *customer satisfaction* at PT. PBM adhiguna Son. Results testing show that influence *service quality* to *customer satisfaction* own connection significant positive with coefficient of 0.903 and p- value is 0. This is indicates that improvement *service quality* will produce improvement *customer satisfaction* level.

Influence performance employee to *customer satisfaction* at PT. PBM Adhiguna Son

Statement the propose A hypothesis that performance employee influence *customer satisfaction* at PT. PBM adhiguna Son. Results testing show that influence performance employee to *customer satisfaction* own connection significant positive with coefficient of 0.412 and p -value of 0.038. This is indicates that improvement performance employee will produce improvement *customer satisfaction* level.

Influence *service quality* to *customer satisfaction* through mediation performance employee at PT. PBM Adhiguna Son

Statement This serve hypothesis about connection between *service quality*, *customer satisfaction* and performance employee at PT. PBM Adhiguna Son. Analysis This explore that performance employee mediate impact *service quality* to *customer satisfaction* with coefficient of 0.326 and p- value of 0.029 indicates connection significant positive between *service quality*, *customer satisfaction*, and performance employee. This show that performance employee play role important in mediate impact *service quality* to *customers* at PT. PBM Adhiguna Son.

CONCLUSION

Based on results data analysis and discussion that has been outlined on chapter previously, can concluded that there is significant relationship between *service quality*, performance employees, and *customer satisfaction* at PT. PBM Adhiguna Son. *Service quality* own influence significant to performance employee as well as in a way direct influence *customer satisfaction*. In addition that, performance employee Also influential significant to *customer satisfaction*. More continue, performance employee play a role as a mediator in connection between *service quality* and *customer satisfaction*, shows that improvement quality service No only impact direct on satisfaction customers, but Also through improvement performance employee at PT. PBM Adhiguna Son.

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