The Influence of Service Quality and Employee Performance on Customer Satisfaction at the Contact Centre Unit of PT. Astra Honda Motor Jakarta

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Keywords	Abstract
service quality, employee performance, customer satisfaction	In today's competitive business landscape, service quality and employee performance are critical determinants of customer satisfaction, especially within contact centre environments. This study investigates the simultaneous impact of service quality and employee performance on customer satisfaction at PT Astra Honda Motor's (AHM) Contact Centre. Using a quantitative approach with descriptive and verificative methods, data were collected from 100 customers who interacted with the Contact Centre between October 2024 and January 2025. The research employed a structured questionnaire with a 5-point Likert scale and analyzed data using SPSS version 25. Results from the t-test show that both service quality and employee performance have a significant and positive partial effect on customer satisfaction. Furthermore, the F-test confirms their simultaneous influence, with a coefficient of determination (R^2) of 0.214, indicating that 21.4% of the variance in customer satisfaction can be explained by the two variables. These findings are supported by previous studies and emphasize the importance of responsiveness, reliability, competence, and communication in enhancing customer experience. The study concludes that improving service delivery and empowering employees are essential strategies for increasing customer satisfaction and fostering loyalty in competitive service-driven industries like automotive contact centres.

INTRODUCTION

In the era of globalization and increasingly competitive business environments, service quality has become one of the key factors in maintaining a company's competitive advantage, particularly in the service sector (Gupta et al., 2023; Wang et al., 2023). Today, customers not only demand high-quality products but also expect fast, accurate, and satisfactory service across all points of interaction with a company (Ali et al., 2021; Zhang et al., 2023). One of the most critical touchpoints that significantly influences customer satisfaction is the Contact Centre unit. The Contact Centre does not merely function as an information hub but also serves as the frontline in shaping customer perceptions of a company's service quality (Lubis et al., 2023; Sanusi & Hasibuan, 2023) and employee performance (Budur & Poturak, 2021; Sulila, 2021).

The performance of a Contact Centre unit is largely determined by two main factors: the quality of service delivered and the performance of the employees in carrying out their duties (Lubis et al., 2023; Sanusi & Hasibuan, 2023). Employees with high competence and effective communication skills are more likely to provide timely and relevant solutions, thereby enhancing customer satisfaction (Budur & Poturak, 2021; Sulila, 2021). Conversely, a lack of skills, knowledge, or motivation among employees can lead to a gap between customer expectations and the service received (Kotler & Keller, 2016). This gap may result in decreased customer loyalty and even customer attrition (Padlee et al., 2019).

PT Astra Honda Motor (AHM) is a leading automotive company in Indonesia that manufactures and distributes Honda motorcycles. Established in 1971, AHM currently operates six production facilities and serves the national market through a network of over 29 main dealers, 1,700 authorized dealerships, and 3,400 AHASS workshops (Artha Adventy - Bisnis.com, 2024). In 2024, AHM recorded sales of 4.9 million motorcycle units. To serve its customers, AHM operates a Contact Centre unit that provides information on products, prices, credit simulations, dealer locations, as well as after-sales services such as maintenance guidance, spare parts information, warranty services and complaint handling (Aszhari, 2024).

However, based on preliminary observations by the author and internal company data from 2023, several operational challenges remain within the Contact Centre. Customers have expressed dissatisfaction primarily due to long waiting times, with the average call queue reaching 7–10 minutes, exceeding the company's service standard of 3 minutes. In many cases, provided solutions are perceived as ineffective, particularly in handling technical product complaints and warranty claims, where over 18% of cases require repeat calls for resolution. Additionally, agents often demonstrate limited knowledge in responding to inquiries about new service packages and digital features, leading to customer frustration. Complaints have also arisen regarding unclear information, such as inconsistent explanations about billing procedures. Accessibility issues are evident in digital services as well; for example, the online booking system frequently experiences downtime, and home service requests are only available in selected urban areas, limiting customer reach. These shortcomings are reflected in customer complaint reports submitted via SMS, email, and webmail, which indicate dissatisfaction levels ranging from 3.30% to 6.20%, a figure that surpasses the company's internal target of below 2%.

From an internal perspective, issues also persist in terms of employee performance. Several Contact Centre agents have not met the target number of calls handled per day, and

inconsistencies in task execution compared to standard operating procedures (SOPs) have been observed. These problems hinder the achievement of the expected service quality and ultimately have a negative impact on overall customer satisfaction.

Academically, numerous prior studies have explored the relationship between service quality, employee performance, and customer satisfaction. These include research in various sectors such as banking (e.g., Ayinaddis et al., 2023; Wang et al., 2023), retail (e.g., Lubis et al., 2023; Padlee et al., 2019), and education (e.g., Salim et al., 2023). While these studies consistently demonstrate that both service quality and employee performance significantly influence customer satisfaction—either partially or simultaneously (e.g., Budur & Poturak, 2021; Sanusi & Hasibuan, 2023)—most of them are limited to generalized or sector-specific service environments with minimal focus on the dynamics of contact centres in industrial settings (Sarmigi, 2024).

In contrast, empirical studies that investigate these three variables simultaneously within the context of Contact Centres, particularly in the automotive manufacturing industry, remain scarce. Large-scale companies such as PT Astra Honda Motor (AHM), whose contact centre operations serve as a crucial touchpoint between customers and the brand, require specialized attention due to the unique demands of technical product inquiries, after-sales support, and time-sensitive service resolution (Chaerunnisa & Safria, 2024; Nurdiana & Komara, 2024). Despite this, academic inquiries into how service quality and employee performance jointly shape customer satisfaction in such contexts are underrepresented in the literature (e.g., Sulila, 2021; Yuniarso & Estiningsih, 2024).

Therefore, this study seeks to fill the existing gap by focusing on the simultaneous effect of service quality and employee performance on customer satisfaction in the contact centre environment of a major automotive manufacturer. This research is both theoretically relevant and practically urgent, as it provides new empirical insights into customer service dynamics in industrial contact centres and offers strategic implications for enhancing customer satisfaction through improved frontline service delivery and employee management systems.

Accordingly, this research is essential to determine the extent to which service quality and employee performance affect customer satisfaction in the Contact Centre unit of PT Astra Honda Motor Jakarta. The findings of this study are expected not only to improve internal service quality but also to serve as a strategic basis for enhancing customer loyalty.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Customer Satisfaction

Customer satisfaction is a critical factor in business and service sectors, directly influencing organizational sustainability and success. According to Kotler et al (2016), it is defined as a feeling of pleasure or disappointment resulting from the comparison between customer expectations and perceived performance. Similarly, Arghashi et al (2021) explains satisfaction as the outcome of comparing pre-consumption expectations with post-consumption performance. Although inherently subjective and difficult to quantify, customer satisfaction can be evaluated through various methods such as complaint and suggestion systems, satisfaction surveys, mystery shopping, and lost customer analysis (Kotler et al., 2020). Accurate measurement requires valid and reliable indices encompassing aspects such as service

procedures, staff clarity and accountability, service speed and fairness, and environmental comfort and safety. Kotler & Keller (2016) identify key dimensions of customer satisfaction, including customer expectations, perceived value, service quality, and customer loyalty. Strategies to enhance satisfaction include relationship marketing, superior service delivery, unconditional guarantees, and effective complaint handling (Tjiptono & Diana, 2022). The benefits of achieving customer satisfaction include stronger relationships, increased loyalty, repeat purchases, positive reputation, word-of-mouth referrals, and its role as a key indicator of business success (Taba et al., 2024). Therefore, customer satisfaction is not only a central objective of service management but also a vital determinant of long-term competitiveness and organizational viability.

Service Quality

Service quality is a critical element in enabling organizations to meet and exceed customer expectations, thereby enhancing satisfaction and fostering long-term relationships. According to Zeithaml et al (2002), service quality is defined as the customer's perception of how well the delivered service matches their expectations, measured through five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions form the SERVQUAL framework, widely adopted in service quality research, including by Wijaya (2018), who found all five dimensions positively influence customer loyalty. Similarly, Tjiptono & Diana (2022) views quality as a dynamic condition encompassing products, services, people, processes, and environments that meet or exceed customer expectations. Nugroho et al (2022) and Suarti (2021) emphasize the importance of service standards and service promises as added value for customers. Wahyuni et al (2019) define quality as anything that can meet customer needs. Focusing on service quality allows companies to consistently deliver positive experiences, strengthen brand image and reputation, and gain sustainable competitive advantage. Thus, service quality goes beyond fulfilling technical requirements—it reflects an organization's commitment to values, trust, and enduring customer relationships.

Performance

Performance is a fundamental aspect of organizational success, reflecting the outcomes of an individual or group based on assigned responsibilities, authority, and organizational standards. Pasigai & Adzim (2019) defines performance as observable and measurable behavior that contributes to achieving organizational goals, encompassing both the outcomes and the processes. Supporting this view, Nursiti (2019) highlights that performance includes both physical and non-physical tasks, while Aini (2019) links performance closely with competence, guidance, and work procedures. Similarly, Hasibuan (2018) and Samsudin (2021) emphasize that performance pertains to results achieved in accordance with authority, responsibility, and ethics. According to Taufik & Hadining (2022) and Mangkunegara (2010), performance is influenced by various factors and is assessed in terms of quality and quantity over a specific period. Widodo (2020) identifies key influencing factors such as clear goals, work standards, feedback, opportunities, resources, competence, and motivation. Furthermore, performance objectives operate at multiple organizational levels—from corporate and senior management to functional units, teams, and individuals (Pratama et al., 2020). Nursiti (2019) outlines three core dimensions of performance: quality, quantity, and timeliness, which reflect effectiveness, productivity, and efficiency. Thus, performance serves as an indicator of both individual and

organizational success, as well as a reflection of the prevailing work culture, leadership, and management systems.

Hypothesis Development

The effect of Customer Satisfaction on Employee Performance

Customer satisfaction, which stems from the perceived value and quality of services delivered by an organization, plays a crucial role in shaping employee performance. When customers are satisfied with a product or service, it often results in long-term relationships, loyalty, and positive feedback that benefit the organization (Kotler & Keller, 2016; Tjiptono & Diana, 2022). Beyond enhancing the organization's image and reputation, high levels of customer satisfaction can also serve as both intrinsic and extrinsic motivation for employees. In line with reinforcement theory, recognition of successful outcomes encourages improved performance. Services that meet or exceed expectations provide constructive feedback to frontline employees, contributing to enhanced individual and organizational effectiveness. Additionally, satisfied customers tend to offer positive reviews, which can boost employee morale, reinforce adherence to service standards, and foster a proactive and productive work culture (Taba et al., 2024). Therefore, customer satisfaction functions as an external indicator of work quality and effectiveness, directly or indirectly influencing employee performance.

Based on the theoretical framework above, the following hypothesis is proposed:

H1: Customer satisfaction has a positive and significant effect on performance.

The Effect of Service Quality on Employee Performance

Service quality is a critical determinant of organizational success, as it directly impacts customer satisfaction and perception. Zeithaml et al (2002) identify five key dimensions of service quality—tangibles, reliability, responsiveness, assurance, and empathy—which not only influence customer loyalty but also contribute to a positive internal work environment and greater employee satisfaction, ultimately affecting both individual and organizational performance. In practice, high service quality reflects the presence of effective systems, competent personnel, and streamlined processes that motivate employees to work more effectively, efficiently, and punctually. Nugroho et al (2022) and Suarti (2021) highlight that service quality delivers added value not only to customers but also to employees by enhancing motivation and enthusiasm. Similarly, Wahyuni et al (2019) argue that service quality encompasses all elements that meet the needs of both external customers and internal stakeholders. Performance, as defined by Pasigai & Adzim (2019) and Hasibuan (2018), is the outcome of work evaluated through responsibility, authority, and goal achievement, and it is shaped by factors such as organizational systems, culture, and interpersonal dynamics. Therefore, consistently high service quality indicates the effectiveness of internal systems and contributes significantly to improved overall performance.

Based on the theoretical framework above, the following hypothesis is proposed:

H2: Service quality has a positive and significant effect on employee performance.

The Simultaneous Effect of Customer Satisfaction and Service Quality on Employee Performance

Customer satisfaction and service quality are two critical variables that significantly

impact organizational performance, especially in the service sector. Customer satisfaction, as defined by Kotler & Keller (2016), is the feeling of pleasure or disappointment resulting from the comparison between expected and actual service or product performance, reflecting how effectively an organization meets customer expectations through systematic and professional processes. In parallel, Zeithaml et al (2002) conceptualize service quality as customers' perceptions of reliability, responsiveness, assurance, empathy, and tangibles, all of which influence not only customer perceptions but also the internal development of standardized systems, strong organizational culture, and employee professionalism. Employee performance, which indicates accountability, effectiveness, and contributions toward organizational goals (Nursiti, 2019; Pasigai & Adzim, 2019), is shaped by these external and internal factors. Empirical studies consistently support the significant joint influence of customer satisfaction and service quality on employee performance. For example, Wijaya (2018) found a positive simultaneous effect in the banking sector, while similar results were reported by Lumintang & Rotinsulu (2015) in telecommunications, Muhammad Albi, Ryna Parlyna (2021) in education, and Setiawan & Prastanto (2021) in healthcare services.

Based on the theoretical framework above, the following hypothesis is proposed:

H3: Customer satisfaction and service quality simultaneously have a positive and significant effect on employee performance

Based on the hypothesis development, the conceptual framework of this study is illustrated in Figure 1.

RESEARCH METHODOLOGY

This study employs a quantitative approach with both descriptive and verificative methods. The aim is to describe and test the influence of service quality and employee performance on customer satisfaction. The research was conducted at PT Astra Honda Motor Jakarta, specifically targeting customers of the Contact Centre Unit who interacted with the service between October 2024 and January 2025. The data collection period spanned from November 2024 to February 2025.

The population of the study consisted of 24,040 customers. A sample of 100 respondents was selected using the Slovin formula with a 10% margin of error. Primary data were collected through observation, a 5-point Likert scale questionnaire, and documentation used as secondary data (Hair, 2014). The validity test was conducted using the Pearson Product Moment correlation, while reliability was tested using Cronbach's Alpha. The instrument is considered
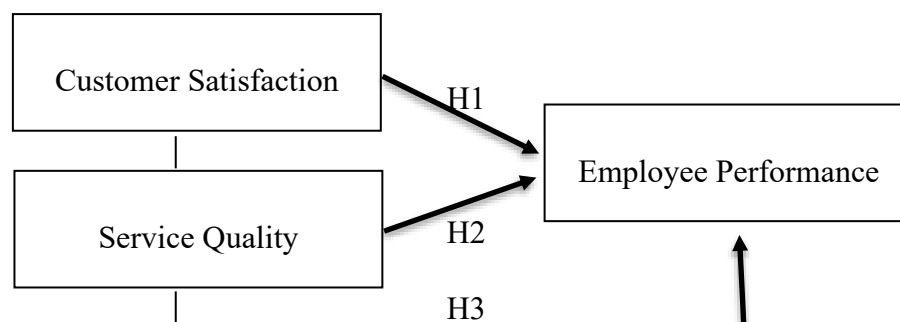
Figure 1. Conceptual Framework of the Study

valid if the calculated r value exceeds the critical r table value, and reliable if the Alpha coefficient is greater than 0.60 (Sugiyono, 2021).

Table 1. presents the operational definitions of service quality (X1), performance (X2), and customer satisfaction (Y). Service quality is measured through five SERVQUAL dimensions: tangible, reliability, responsiveness, assurance, and empathy. Performance is assessed using three dimensions—quantity, quality, and accuracy/timeliness—while customer satisfaction is evaluated based on expectations, service quality, perceived value, and loyalty.

Table 1. Operationalization of Research Variables

Variable	Dimension	Indicator
Service Quality (X1) (Zeithaml et al., 2002)	Tangible	- Facilities and communication tools are easy to understand - Information is clear and comprehensible
	Reliability	- Provides solutions according to customer needs - Complaints are handled properly
	Responsiveness	- Responds quickly to calls or chats - Provides requested information without long delays
	Assurance	- Feeling safe when communicating with Contact Center staff - Able to build customer trust
	Empathy	- Shows polite and friendly attitude - Customers feel listened to and appreciated
Performance (X2) (Broadbent & Laughlin, 2009)	Quantity	- Able to handle the number of calls within reasonable time - Work targets are achieved - High productivity
	Quality	- Service quality meets customer expectations - Provides clear and accurate information - Pays attention to customer needs
	Accuracy/Timeliness	- Responds to customer inquiries on time - Provides the right solutions - Service matches customer expectations - In accordance with established procedures and instructions
Customer Satisfaction (Y) (Kotler et al., 2020)	Customer Expectations	- Service meets expectations - Contact Center provides fast and effective solutions - Employees have good knowledge
	Service Quality	- Reasonable waiting time - High-quality service - Solutions match customer needs
	Perceived Value	- Satisfied with the information provided - Service provides significant benefits
	Customer Loyalty	- Will use the Contact Center again in the future - Recommends the service to others

These dimensions and indicators translate abstract concepts into measurable variables for systematic data collection and analysis.

Data analysis began with classical assumption tests (normality, multicollinearity, and heteroscedasticity), followed by simple and multiple linear regression analysis. The t-test was used to examine the partial effects, while the F-test assessed the simultaneous influence of the independent variables on customer satisfaction (Arikunto, 2021). The degree of influence was determined by the coefficient of determination (R^2), with all analyses conducted using SPSS version 25.

RESULTS AND DISCUSSIONS

This section presents an analysis of the influence of service quality (X1) and employee performance (X2) on customer satisfaction (Y) at the Contact Centre Unit of PT Astra Honda Motor Jakarta. The study employed a quantitative approach using a structured questionnaire distributed to 100 respondents, who were active customers selected through purposive sampling. The research findings include a description of respondents' demographic characteristics as well as measurements of each studied variable. This data presentation aims to provide a foundation for understanding the respondents' profiles and to support the interpretation of the relationships among the variables examined in the study.

Respondents by Gender

Based on the results of the study, the gender distribution of respondents is presented in Table 1.

The data in Table 2 indicates that the majority of respondents were male, accounting for 67%, while female respondents comprised 33%. This distribution suggests that male customers are more dominant in utilizing the services of the Contact Centre at PT Astra Honda Motor Jakarta.

Table 2. Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	67	67%
Female	33	33%
Total	**100**	**100%**

Source: Research Data (2025)

Table 3. Respondent Characteristics by Age

Age Group	Frequency	Percentage
< 20 years	7	7%
31–40 years	72	72%
> 40 years	21	21%
Total	**100**	**100%**

Source: Research Data (2025)

Respondents by Age

The age distribution of respondents is presented in Table 2.Based on the results of the study, it can be seen that the majority of respondents (72%) were in the 31–40 age group. A smaller proportion of respondents (7%) were under the age of 20, while 21% were over 40 years old. These findings indicate that customers aged 31–40 are the most frequent users of the Contact Centre services at PT Astra Honda Motor Jakarta.

Respondents by Occupation

Based on the results of the study, the occupational distribution of respondents is presented in Table 3.

Based on the results of the study, most respondents were employees (52%), followed by entrepreneurs (29%), while students accounted for 7%, and other occupations represented 12%. This suggests that the Contact Centre services are primarily accessed by working professionals, particularly employees, indicating a strong relevance of the service to the workforce segment.

Validity Test

Based on the results of the Pearson correlation test using IBM SPSS version 25, all items in the research instruments for each variable—Service Quality (X1), Employee Performance (X2), and Customer Satisfaction (Y)—have correlation coefficients above 0.30. According to Sugiyono (2013), items with a coefficient greater than 0.30 are considered valid. Therefore, all statement items used in this study are valid and suitable for measuring the intended constructs.

Table 4. Respondent Characteristics by Occupation

Occupation	Frequency	Percentage
Student	7	7%
Employee	52	52%
Entrepreneur	29	29%
Others	12	12%
Total	**100**	**100%**

Source: Research Data (2025)

Table 5. Validity Test Results for Each Variable

Variable	Number of Items	Valid Items	Range of Validity Coefficients	Conclusion
Service Quality (X1)	10	10	0.360 – 0.827	All items valid
Employee Performance (X2)	10	10	0.309 – 0.883	All items valid
Customer Satisfaction (Y)	10	10	0.317 – 0.729	All items valid

Source: Research Data (2025)

Reliability Test

According to Sugiyono (2013), reliability refers to the consistency of measurement results when repeated on the same object. A variable is considered reliable if its Cronbach's Alpha value exceeds 0.60. Reliability testing was conducted for each variable using IBM SPSS version 25.

Based on the results, all variables—Service Quality (X1), Employee Performance (X2), and Customer Satisfaction (Y)—had Cronbach's Alpha values greater than 0.60, indicating that all measurement instruments are reliable.

Normality Test

The normality test was conducted to ensure that the regression model meets the classical assumption of normally distributed residuals, a key requirement in multiple linear regression analysis. Based on the analysis using SPSS 25, the Normal P-P Plot (Figure 1) demonstrates that the residuals closely follow the diagonal line, indicating a normal distribution pattern.

This is further supported by the Histogram (Figure 2), which shows a bell-shaped curve with slight right skewness, yet still within an acceptable range.

Table 6. Reliability Test Results of Research Variables

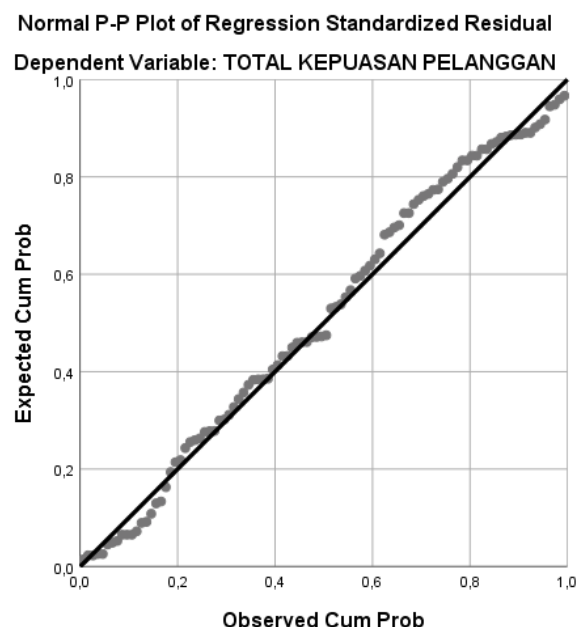| Variable	Cronbach's Alpha	Number of Items	Reliability Status
Service Quality (X1)	0.796	10	Reliable
Employee Performance (X2)	0.760	10	Reliable
Customer Satisfaction (Y)	0.780	10	Reliable

Source: Research Data (2025)

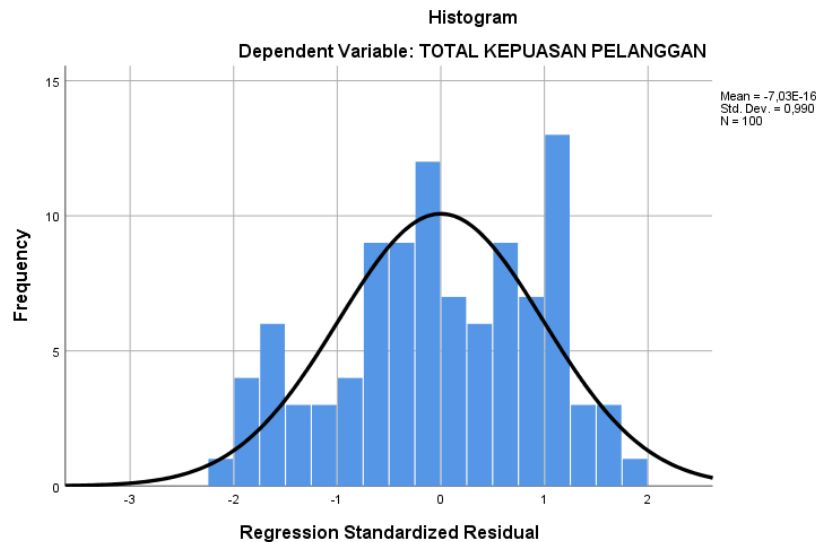**Figure 2. Normality Test Result – Normal P-P Plot Graph**

Figure 3. Normality Test Result – Histogram Graph

These visual assessments confirm that the residuals are approximately normally distributed. Thus, it can be concluded that the regression model fulfills the assumption of normality, and the data are suitable for further regression analysis.

Multicollinearity Test

To ensure the validity of the multiple regression analysis, a multicollinearity test was conducted to assess whether there was a strong intercorrelation between the independent variables—Service Quality (X_1) and Employee Performance (X_2). Multicollinearity can distort the estimation of regression coefficients and reduce the accuracy of the model.

According to the criteria by Hair et al (2019), a regression model is considered free from multicollinearity if the Tolerance value > 0.10 and the VIF < 10. As shown in Table 4, both independent variables meet these criteria. Thus, it can be concluded that the regression model does not suffer from multicollinearity, and the variables are suitable for further analysis.

Table 7. Multicollinearity Test Results

Coefficients^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,935	4,129		3,617	,000		
Service Quality	,275	,097	,284	2,823	,006	,803	1,246
TOTAL OF PERFORMANCE	,295	,113	,261	2,602	,011	,803	1,246

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT
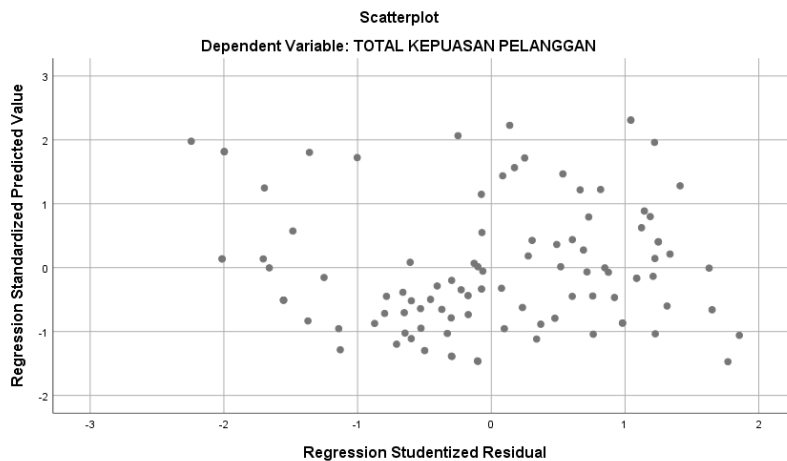
Source: Research Data (2025)

Figure 4. Heteroskedasticity Test Using Scatterplot

Heteroskedasticity Test

The heteroskedasticity test aims to identify whether there is a systematic variance in the residuals of the regression model. This test was performed using a scatterplot, where the standardized residuals were plotted against the standardized predicted values.

The scatterplot (Figure 4) shows that the data points are randomly distributed and spread both above and below the zero value on the Y-axis, without forming any specific pattern. This indicates that the model does not suffer from heteroskedasticity, and the variance of residuals is constant across the range of values.

Linear Regression Analysis

The regression analysis aims to examine the influence of service quality and employee performance on customer satisfaction at the Contact Centre of PT Astra Honda Motor. The analysis was conducted using IBM SPSS version 25, and the results are presented as table 8.

This indicates that for every one-point increase in service quality, customer satisfaction increases by 0.387 points. The positive coefficient confirms a direct positive relationship between service quality and satisfaction.

Table 8. Simple Linear Regression: Effect of Service Quality on Customer Satisfaction

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,800	3,268		6,670	,000
Service Quality	,387	,090	,400	4,315	,000

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

Source: Research Data (2025)

Table 9. Simple Linear Regression: Effect of Employee Performance on Customer Satisfaction

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	19,489	3,934		4,954	,000
	TOTAL OF PERFORMANCE	,437	,105	,387	4,158	,000

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

Source: Research Data (2025)

Table 10. Multiple Linear Regression: Effect of Service Quality and Employee Performance on Customer Satisfaction

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	14,935	4,129		3,617	,000
	TOTAL OF PERFORMANCE	,295	,113	,261	2,602	,011
	Total of Service Quality	,275	,097	,284	2,823	,006

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

Source: Research Data (2025)

This result shows that a one-point increase in employee performance leads to a 0.437-point increase in customer satisfaction. The relationship is statistically significant and positive.

This means that both service quality and employee performance jointly contribute positively to customer satisfaction. An increase of 1 point in both independent variables results in a 0.275 + 0.295 = 0.57-point increase in satisfaction, starting from a base constant of 14.935.

All independent variables demonstrate statistically significant positive effects (p < .05), indicating a strong model fit for predicting customer satisfaction.

Coefficient of Determination (R²)

The coefficient of determination (R^2) reflects the proportion of variance in the dependent variable that can be explained by the independent variable. The closer the R^2 value is to 1, the stronger the influence of the independent variable.

Based on the SPSS 25 output, table 11 was obtained:

$R^2 = 0.160$, indicating that service quality contributes 16% to customer satisfaction. The remaining 84% is influenced by other factors not included in this model.

Table 11. Coefficient of Determination: Effect of Service Quality on Customer Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,400ª	,160	,151	6,725

a. Predictors: (Constant), Total of Service Quality

Source: Research Data (2025)

Table 12. Coefficient of Determination – Effect of Employee Performance on Customer Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,387ª	,150	,141	6,764

a. Predictors: (Constant), TOTAL OF PERFORMANCE

Source: Research Data (2025)

Table 13. Coefficient of Determination – Combined Effect of Service Quality and Employee Performance on Customer Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,463ª	,214	,198	6,535

a. Predictors: (Constant), Total of Service Quality, total of Performance

Source: Research Data (2025)

Table 14. t-Test Result of Service Quality on Customer Satisfaction

Coefficientsª					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,800	3,268		6,670	,000
TOTAL OF QUALITY SERVICE	,387	,090	,400	4,315	,000

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

Source: Research Data (2025)

The R^2 value of 0.214 indicates that service quality and employee performance, when combined, explain 21.4% of the variance in customer satisfaction. The remaining 78.6% is attributed to other variables outside the scope of this study.

Table 15. t-Test Result of Employee Performance on Customer Satisfaction

		Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,489	3,934		4,954	,000
	TOTAL OF PERFORMANCE	,437	,105	,387	4,158	,000

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

Source: Research Data (2025)

t-Test (Partial Hypothesis Testing)

The t-test is conducted to evaluate the partial effect of each independent variable—Service Quality (X_1) and Employee Performance (X_2)—on the dependent variable, Customer Satisfaction (Y), in the context of the Contact Centre Unit at PT Astra Honda Motor Jakarta. A variable is considered to have a significant effect if the p-value (Sig.) is less than 0.05.

The p-value (0.000) is less than 0.05, indicating that Service Quality has a significant positive effect on Customer Satisfaction. Therefore, Hypothesis 1 (H_1) is accepted.

The p-value (0.000) is also less than 0.05, indicating that Employee Performance significantly and positively affects Customer Satisfaction. Thus, Hypothesis 2 (H_2) is accepted.

F-Test: The Joint Effect of Service Quality and Employee Performance on Customer Satisfaction

To determine whether the independent variables—service quality and employee performance—simultaneously influence customer satisfaction, a multiple regression F-test was conducted. The results are summarized in Table 16.

Table 16. ANOVA F-Test Results: Effect of Service Quality and Employee Performance on Customer Satisfaction

		ANOVA[a]				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1131,074	2	565,537	13,241	,000[b]
	Residual	4142,926	97	42,711		
	Total	5274,000	99			

a. Dependent Variable: TOTAL OF SATISFACTION CONSUMENT

b. Predictors: (Constant), TOTAL OF PERFORMANCE, TOTAL OF QUALITY SERVICE

Source: Research Data (2025)

The F-statistic calculated from the regression output is 13.241, which exceeds the critical F-table value of 3.09 ($df_1 = 2$; $df_2 = 97$; $\alpha = 0.05$). In addition, the significance level is 0.000 (< 0.05). These results indicate that the model is statistically significant, and the null hypothesis—stating that the independent variables have no joint effect—can be rejected.

Thus, it can be concluded that service quality and employee performance jointly have a significant effect on customer satisfaction at the Contact Centre Unit of PT Astra Honda Motor Jakarta.

Discussion

The results of the hypothesis testing offer compelling evidence on the influence of service quality and employee performance on customer satisfaction. This section elaborates on the partial and simultaneous effects observed through the t-test and F-test analyses.

Partial Effect of Service Quality on Customer Satisfaction

The t-test results reveal that service quality has a positive and significant effect on customer satisfaction, with a t-value of 4.315 and a significance level of 0.000 (< 0.05). The standardized coefficient ($\beta = 0.400$) indicates that higher levels of perceived service quality contribute to greater customer satisfaction. This finding highlights the critical role of service quality in shaping customer perceptions and satisfaction in the Contact Centre context. Dimensions such as reliability, responsiveness, and assurance are essential in delivering consistent and satisfying service experiences to customers.

These findings align with previous research that emphasizes the importance of service quality in various service environments. For example, Ali et al (2021) found that both technical and functional service quality significantly impact customer satisfaction and loyalty in online meeting platforms, particularly through fulfillment and privacy. Similarly, Demirel (2022) demonstrated that dimensions of digital service quality—such as trust, credibility, and enthusiasm—positively influence customer satisfaction through digital CRM systems. These studies support the notion that responsiveness and assurance remain crucial even in technologically mediated service interactions like Contact Centres.

Furthermore, Ayinaddis et al (2023) identified responsiveness, reliability, speed, and security as key factors influencing customer satisfaction in electronic banking services, reinforcing the applicability of similar dimensions in this study. Zhang et al (2023) also found that personalization, ease of use, and responsiveness significantly affect customer loyalty, with trust playing a mediating role, indicating the broader relevance of service quality across digital service settings. In the logistics sector, Gupta et al (2023) highlighted the importance of personnel contact quality and innovation in enhancing customer satisfaction. Collectively, these studies provide strong empirical support for the present research, confirming that service quality—particularly responsiveness, reliability, and assurance—is a fundamental driver of customer satisfaction across various industries and service delivery modes.

Partial Effect of Employee Performance on Customer Satisfaction

The t-test results indicate that employee performance has a significant and positive influence on customer satisfaction, as evidenced by a t-value of 4.158 and a significance level

of 0.000. The standardized beta coefficient (β = 0.387) suggests that better employee performance—characterized by competence, effective communication, and problem-solving abilities—leads to increased customer satisfaction. This finding emphasizes the vital role of front-line employees in shaping customer perceptions, especially in the contact centre setting where direct, interpersonal interaction is key to service delivery.

This result aligns with prior studies that have investigated the link between employee performance and customer satisfaction across different sectors. For example, Budur & Poturak (2021) found that perceived employee performance strongly influences customer satisfaction, which in turn mediates customer loyalty in SMEs. Similarly, Badreddine (2021) highlighted the importance of maintaining employee performance under crisis conditions, noting that internal stressors such as job insecurity during COVID-19 significantly affected service quality and weakened customer relationships. These findings collectively reinforce the idea that not only actual performance, but also customers' perception of that performance, significantly shapes satisfaction outcomes.

Further supporting this, Andreas (2022) and Salim et al (2023) emphasize that intrinsic factors such as motivation and job satisfaction are crucial drivers of employee performance. These internal dynamics, when managed effectively through supportive environments and performance assessments, enhance employee output, which ultimately benefits customer satisfaction. Wang et al (2023), although focusing on service quality dimensions, found that assurance and responsiveness—attributes closely tied to employee behavior—were significant predictors of customer satisfaction. Additionally, Kumar et al (2011) and Widodo (2020) affirm that consistent service performance and operational dependability, both outcomes of employee effectiveness, are central to building long-term customer satisfaction and loyalty. Altogether, these studies offer strong empirical support for the present finding that employee performance plays a pivotal role in influencing customer satisfaction, especially in service-driven industries like contact centres.

Simultaneous Effect of Service Quality and Employee Performance

The F-test analysis reveals that service quality and employee performance simultaneously and significantly influence customer satisfaction, as indicated by an F-value of 13.241, a p-value less than 0.001, and a coefficient of determination (R^2) of 0.214. This means that 21.4% of the variation in customer satisfaction can be jointly explained by these two independent variables. The model's statistical significance confirms the strength of their combined effect, underscoring the need for organizations—especially those in service-driven sectors like contact centres—to optimize both service delivery processes and workforce effectiveness to enhance customer satisfaction outcomes.

These findings are strongly supported by previous studies. Lubis et al (2023), in a study on fashion retail customers, found that both service quality and employee performance significantly influenced customer satisfaction, affirming the relevance of this dual-factor model in competitive consumer-facing businesses. Similarly, Yuniarso & Estiningsih (2024) demonstrated that the combination of service quality and employee performance accounted for 54.6% of customer satisfaction in an East Jakarta automotive service company, highlighting that operational excellence and frontline employee competency are jointly critical to client satisfaction and retention. Moreover, Sanusi & Hasibuan (2023) found that in public service

contexts, service quality had the strongest impact, but employee performance and work discipline also played notable roles in shaping public trust and satisfaction.

Further reinforcing this result, Sulila (2021) found that service quality and employee performance together explained 64.2% of community satisfaction in the civil registration sector, with employee performance being slightly more dominant. This suggests that the synergy between process quality and human resource performance is central to service effectiveness. In the hospitality sector, Padlee et al (2019) showed that customer satisfaction was strongly influenced by food quality and employee behavior, the latter reaffirming the importance of frontline service roles. Altogether, these studies provide consistent empirical support for the simultaneous influence of service quality and employee performance, validating the present research findings and emphasizing the strategic value of investing in both domains to achieve optimal customer satisfaction.

CONCLUSION

This study concludes that both service quality and employee performance play a crucial role in shaping customer satisfaction within the contact centre environment. The findings highlight that when customers perceive the services provided as reliable, responsive, and delivered with competence and professionalism, their overall satisfaction increases. Employee performance, particularly in terms of communication, problem-solving, and service attitude, further enhances the customer experience. The combination of effective service delivery and strong employee engagement creates a positive impression that encourages customer trust and loyalty. These results underscore the importance for organizations to prioritize continuous improvement in service quality and invest in employee development to sustain high levels of customer satisfaction.

Managerial Implications

Managers should focus on both service quality improvement and employee capability development. Training in communication and problem-solving, coupled with reliable and responsive service systems, will strengthen customer trust and satisfaction. Aligning performance management with service quality objectives can further enhance loyalty and competitiveness.

Limitations

The study was limited to one organizational context and relied on customer perceptions, which may introduce bias. Moreover, the model explained only part of the variation in customer satisfaction, suggesting that other factors such as technology, innovation, or customer trust were not included.

Suggestions for Future Research

Future studies should explore additional variables influencing satisfaction, conduct cross-industry comparisons, and apply longitudinal or qualitative approaches. These directions will provide a more comprehensive understanding of how service quality and employee performance shape long-term customer loyalty.

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