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## **THE INFLUENCE OF SERVICE ASSURANCE, EMPOWERMENT, RESPONSIVENESS IN SERVICE RECOVERY, AND WORK MOTIVATION ON CUSTOMER SATISFACTION THROUGH THE MEDIATING OF SERVICE QUALITY (Case Study at PT. Brantas Abipraya (Persero))**

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### **ABSTRACT**

*The purpose of this research is to explore and analyze the influence of service assurance, empowerment, responsiveness in service recovery, and work motivation on customer satisfaction through the mediating role of service quality. This study was designed using a purposive sampling method with 320 respondents who are customers of PT Brantas Abipraya (Persero). Data were analyzed using the Structural Equation Model (SEM) with SmartPLS 4.0. The findings indicate that service assurance, empowerment, responsiveness in service recovery, and work motivation each have a positive influence on customer satisfaction. Furthermore, service quality successfully mediates the influence of service assurance, responsiveness in service recovery, and work motivation on customer satisfaction, but does not mediate the influence of empowerment on customer satisfaction.*

**Keywords:** *Service Quality, Customer Satisfaction, Service Assurance, Empowerment*

### **INTRODUCTION**

In the challenging and risky construction industry, service quality is a crucial factor in maintaining customer trust and satisfaction (Abioye et al., 2021). Service assurance ensures that a company meets customer expectations to established standards and has a responsive and professional complaint handling mechanism.

In the construction sector, even when high service standards are in place, operational disruptions are common and can potentially reduce customer

satisfaction. Common issues include project specification discrepancies, completion delays, sudden design changes, technical errors, and logistical challenges. When these issues occur, service recovery becomes a critical element in maintaining customer trust. Effective service recovery encompasses prompt response to complaints, providing solutions, and proactive action to prevent recurrence. If service recovery is not managed effectively, customer trust can decline, ultimately impacting the company's reputation and competitiveness.

Therefore, understanding the role of responsiveness in service recovery and improving customer satisfaction is a crucial aspect of this research. In addition to service assurance and service recovery, employee empowerment also plays a role in creating better customer satisfaction (Alshemmari, 2023). In the construction industry, where decisions must be made quickly and accurately, empowered employees have the authority and trust to resolve issues directly in the field without having to rely on central management decisions. This increases responsiveness and effectiveness in handling customer complaints, and facilitates a faster and more efficient service recovery process.

Highly motivated employees are not only focused on completing work but also strive to deliver the best possible results for customers. In the construction industry, which often faces high levels of complexity and time pressure, motivated employees are better able to work proactively, efficiently, and innovatively, thereby exceeding customer expectations. When work motivation is combined with empowerment and a robust service recovery system, the quality of service provided will improve, ultimately positively impacting customer satisfaction.

In this context, service quality acts as a mediating variable linking service assurance, empowerment, responsiveness in service recovery, and performance motivation in shaping positive customer experiences. With high service quality, companies can not only meet but also exceed customer expectations, create sustainable satisfaction, and strengthen their reputation and competitiveness in the construction industry.

This study was conducted to examine how service assurance, employee empowerment, responsiveness in service recovery, and performance motivation influence customer satisfaction through the mediation of service quality. The case study of PT. Brantas Abipraya (Persero) is relevant because it is one of the leading construction companies in Indonesia.

## **RESEARCH METHODOLOGY**

This study employed a quantitative research method with the Structural Equation Model (SEM) method, with data processing and analysis using SmartPLS 4.0 software. The SEM-PLS 4.0 method was chosen because it is able to test

complex causal relationships between latent variables and accommodates a more flexible sample size than covariance-based SEM.

The population of this study was all employers or service users of PT. Brantas Abipraya (Persero) in the construction sector. The sample used in this study was 320 respondents. The sampling technique used was purposive sampling, where the sample was selected based on certain criteria, namely employers who have direct experience in using PT. Brantas Abipraya (Persero) services.

The data processing instrument in this study uses the Smart PLS (Partial Least Squares) application, which supports the SEM (Structural Equation Modeling) analysis method.

## RESULT AND DISCUSSION

### Measurement Model Test Results (Inner Model)

Testing of the inner model or structural model is conducted to see the relationship between the latent variable constructs, namely testing the variables of service assurance, empowerment, responsiveness in service recovery, work motivation, service quality, and customer satisfaction.

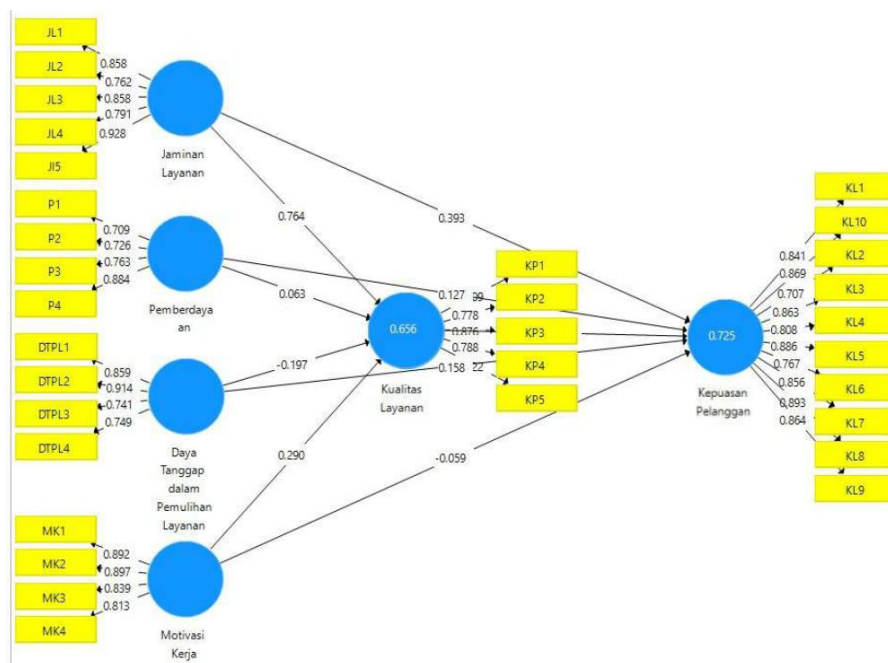


Figure Measurement Models

### Adjusted R-Square Value Table

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Kepuasan Pelanggan</i>	0,656	0,651
<i>Kualitas Layanan</i>	0,725	0,721

The adjusted R-square value for the customer satisfaction variable is 0.651 or 65.1%, which means that the customer satisfaction variable can be influenced by the service assurance, empowerment, responsiveness in service recovery, work motivation, service quality variables, and the remaining 34.9% is influenced by other variables that have not been the object of the study. this tian.

### HYPOTHESIS TESTING

Pengaruh	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic (O/STDEV)</i>	<i>P Values</i>
<i>Jaminan Layanan</i> → <i>Kepuasan Pelanggan</i>	0,764	0,766	0,056	13,615	0,000**
<i>Pemberdayaan</i> → <i>Kepuasan Pelanggan</i>	0,063	0,063	0,029	2,209	0,028**
<i>Daya Tanggap</i> → <i>Kepuasan Pelanggan</i>	0,197	0,189	0,080	2,458	0,014**
<i>Motivasi Kerja</i> → <i>Kepuasan Pelanggan</i>	0,290	0,283	0,103	2,832	0,005**
Signifikansi < 0,01***, Signifikansi < 0,05** , Signifikansi < 0,10*					

In this case, the bootstrapping method was used on the sample. Bootstrapping testing also aims to minimize the problem of abnormality in the research data. The results of the bootstrapping test from the PLS analysis are as follows:

1. Hypothesis Testing 1 (The Effect of Service Guarantee on Customer Satisfaction)

Based on Table 5.10, the original sample value (O), which is the path coefficient, is 0.764 with a P-Value of  $0.000 < 0.05$ . The results of the first hypothesis test indicate that service assurance has a direct effect on customer satisfaction.

2. Hypothesis Testing 2 (The Effect of Empowerment on Customer Satisfaction)

Based on Table 5.10, the original sample value (O), which is the path coefficient, is 0.063 with a P-Value of  $0.028 < 0.05$ . The results of the second hypothesis test indicate that empowerment has a direct effect on customer satisfaction.

3. Hypothesis Testing 3 (The Effect of Responsiveness in Service Recovery on Customer Satisfaction)

Based on table 5.10, the original sample value (O) which is the path coefficient is 0.197 with a P-Value of  $0.014 < 0.05$ . The results of the third hypothesis test indicate that responsiveness in service recovery has a direct effect on customer satisfaction.

4. Hypothesis Testing 4 (The Effect of Work Motivation on Customer Satisfaction)

Based on table 5.10, the original sample value (O) which is the path coefficient is 0.290 with a P-Value of  $0.005 < 0.05$ . The results of the fourth hypothesis test indicate that work motivation has a direct effect on customer satisfaction.

**Table of Indirect Effects of Variables**

Pengaruh	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Jaminan Layanan → Kualitas Layanan →	0,342	0,344	0,111	3,086	0,002**

Pengaruh	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
<b>Kepuasan Pelanggan</b>					
<b>Pemberdayaan → Kualitas Layanan → Kepuasan Pelanggan</b>	0,028	0,030	0,019	1,461	0,145
<b>Daya Tanggap → Kualitas Layanan → Kepuasan Pelanggan</b>	0,088	0,082	0,040	2,229	0,026**
<b>Motivasi Kerja → Kualitas Layanan → Kepuasan Pelanggan</b>	0,130	0,125	0,059	2,201	0,028**
Signifikansi < 0,01***, Signifikansi < 0,05** , Signifikansi < 0,10*					

5. Hypothesis Testing 5 (The Effect of Service Assurance on Customer Satisfaction with Service Quality as a Mediating Variable)

Based on Table 5.11, the original sample value (O), which is the path coefficient, is 0.342 with a P-Value of  $0.002 < 0.05$ . The results of the fifth hypothesis test indicate that the service quality variable is able to mediate the effect of service assurance on customer satisfaction.

6. Testing Hypothesis 6 (The Effect of Empowerment on Customer Satisfaction with Service Quality as a Mediating Variable)

Based on Table 5.11, the original sample value (O), which is the path coefficient, is 0.028 with a P-Value of  $0.145 > 0.05$ . The results of testing the sixth hypothesis indicate that the service quality variable is able to mediate the effect of empowerment on customer satisfaction.

7. Testing Hypothesis 7 (The Effect of Responsiveness in Service Recovery on Customer Satisfaction with Service Quality as a Mediating Variable)

Based on Table 5.11, the original sample value (O), which is the path coefficient, is 0.088 with a P-Value of  $0.026 < 0.05$ . The results of the seventh hypothesis test indicate that service quality is able to mediate the effect of responsiveness in service recovery on customer satisfaction.

8. Testing Hypothesis 8 (The Effect of Work Motivation on Customer Satisfaction with Service Quality as a Mediating Variable)

Based on Table 5.11, the original sample value (O), which is the path coefficient, is 0.130 with a P-Value of  $0.028 < 0.05$ . The results of the eighth hypothesis test indicate that the service quality variable is able to mediate the influence of work motivation on customer satisfaction.

## **INTERPRETATION OF RESULTS**

### **The Influence of Service Guarantee on Customer Satisfaction**

Based on the results of the hypothesis testing and data analysis, this study shows that service assurance has a positive effect on customer satisfaction. These results align with research conducted by Nurvitasari (2023), which states that service assurance has a positive relationship with customer satisfaction. Based on these findings, PT Brantas Abipraya needs to continue improving service standards by refining its data-based service assurance system and customer feedback, strengthening quality control mechanisms, and developing a more transparent communication strategy with customers regarding the service assurance provided. With a more targeted and evidence-based approach, the company can not only improve customer satisfaction but also strengthen its position as a reliable and highly competitive construction company at every stage of the project.

### **The Effect of Empowerment on Customer Satisfaction**

Based on the results of the hypothesis testing and data analysis, this study shows that empowerment has a positive effect on customer satisfaction. These results align with research conducted by Fitriati (2020), which found that empowerment has a significant impact on increasing customer satisfaction. Therefore, this study confirms that employee empowerment is not simply about providing freedom in decision-making but also requires systemic support to ensure employees can truly provide optimal service.

### **The Influence of Responsiveness in Service Recovery on Customer Satisfaction**

Based on the results of hypothesis testing and data analysis, this study shows that responsiveness in service recovery has a positive effect on customer satisfaction. These results align with research conducted by Panjaitan (2021), which

states that a company's speed, responsiveness, and ability to handle complaints or service issues directly impact customer satisfaction.

Based on these findings, PT Brantas Abipraya needs to take concrete steps to strengthen its service response system, including through increasing employee training in handling complaints professionally, developing more adaptive service recovery SOPs, and increasing transparency in communication with customers regarding the progress of problem resolution.

### **The Influence of Work Motivation on Customer Satisfaction**

Based on the results of the hypothesis testing and data analysis, this study indicates that work motivation has a positive effect on customer satisfaction. These results align with research conducted by Susanto (2019), which stated that work motivation has a significant relationship with customer satisfaction. Based on these findings, PT Brantas Abipraya needs to continue developing strategies that support employee work motivation, such as performance-based reward programs, clearer career development paths, and improving the quality of the work environment.

### **The Influence of Service Assurance on Customer Satisfaction Through Service Quality**

Based on the results of the hypothesis testing and data analysis, this study concluded that service quality mediates the effect of service assurance on customer satisfaction. These findings align with research by Putra and Lestari (2023), which found that service quality can strengthen the influence of service assurance on customer satisfaction.

Based on these findings, PT Brantas Abipraya needs to recognize that good service assurance must be supported by high service quality to create a more significant impact. The company needs to ensure that all service promises are truly realized through measurable and consistent operational processes. Emphasizing service reliability, providing clear assurance, and demonstrating responsibility in every interaction with customers are key to improving overall satisfaction.

### **Pengaruh Pemberdayaan Karyawan Terhadap Kepuasan Pelanggan Melalui Kualitas Layanan**

Based on the results of the hypothesis testing and data analysis, this study indicates that service quality variables are unable to mediate the effect of empowerment on customer satisfaction. This finding is inconsistent with research conducted by Kadarisman et al. (2016), which stated that employee empowerment has a positive relationship with service quality and customer satisfaction.

With these results, PT Brantas Abipraya needs to ensure that the empowerment strategy is not only focused on improving service quality, but is also directed at aspects that have a direct impact on customer satisfaction.

### **The Influence of Responsiveness in Service Recovery on Customer Satisfaction Through Service Quality**

Based on the results of the hypothesis testing and data analysis conducted, this study states that the service quality variable is able to mediate the influence of responsiveness in service recovery on customer satisfaction. The results of this study are in line with the results of research conducted by (Supartiningsih, 2017) that service quality is proven to mediate the influence of responsiveness on customer satisfaction. With these findings, PT Brantas Abipraya needs to ensure that responsiveness is not merely a temporary response to customer complaints, but also an integral part of the company's service culture.

### **The Influence of Work Motivation on Customer Satisfaction Through Service Quality**

Based on the results of the hypothesis testing and data analysis, this study concluded that service quality mediates the effect of work motivation on customer satisfaction. These findings align with research by Giovanni and Sitorus (2020) that found that service quality mediates the effect of work motivation on customer satisfaction.

With these findings, PT Brantas Abipraya needs to continue to strive to improve employee work motivation, not only as an end goal, but also as a basis for strengthening the quality of services provided.

### **CONCLUSION**

The conclusions of this study are as follows:

1. Service assurance positively impacts customer satisfaction. Service assurance, which encompasses reliability, certainty, and corporate responsibility, positively impacts customer satisfaction. Therefore, it is crucial for PT Brantas Abipraya to maintain customer trust by improving service standards and fulfilling promises.
2. Empowerment has a positive effect on customer satisfaction. Employee empowerment that involves involvement, engagement, and autonomy in decision-making contributes positively to customer satisfaction through proactive service quality improvement, so it is important for companies to continue to encourage a culture of empowerment as a strategy to create superior customer experiences.
3. Responsiveness in service recovery positively impacts customer satisfaction. Responsiveness in service recovery, which includes speed, agility, and the ability to handle complaints, positively impacts customer satisfaction. Therefore, it is important for PT Brantas Abipraya to

strengthen its response system, employee training, and the efficiency of the recovery process to maintain customer loyalty and competitiveness.

4. Work motivation positively influences customer satisfaction. Both intrinsic and extrinsic work motivation positively impacts customer satisfaction by improving service quality. Therefore, it is important for companies to support employee motivation with reward programs, career development, and a conducive work environment.
5. Service quality successfully mediates the influence of service assurance on customer satisfaction. Service assurance positively influences customer satisfaction, both directly and indirectly through service quality as a mediator, with elements of reliability, certainty, and corporate responsibility enhancing customer perceptions and experiences. PT Brantas Abipraya needs to ensure that the service assurance provided is consistent and realized through measurable operational processes to create sustainable customer satisfaction and strengthen the company's reputation.
6. Service quality cannot mediate the effect of empowerment on customer satisfaction. Employee empowerment has been shown to have a positive effect on customer satisfaction by increasing proactivity, responsiveness, and appropriate solutions in service, although service quality cannot fully mediate the relationship. PT Brantas Abipraya needs to expand its empowerment strategy to include innovation in service interactions, personal approaches, and strengthening customer relationships to optimize its impact on customer satisfaction directly.
7. Service quality successfully mediated the effect of responsiveness in service recovery on customer satisfaction. Responsiveness in service recovery positively influenced customer satisfaction, both directly and through the mediation of service quality, with quick responses and effective solutions enhancing customer perceptions of the company's commitment to quality. PT Brantas Abipraya needs to make responsiveness an integral part of its service culture, ensure consistent quality standards, and continuously develop recovery procedures to meet evolving customer needs.
8. Service quality successfully mediates the influence of work motivation on customer satisfaction. Work motivation has a positive effect on customer satisfaction, both directly and through the mediation of service quality, where motivated employees tend to provide more proactive, consistent, and high-quality service. PT Brantas Abipraya needs to continue to improve work motivation through strategic programs such as training, rewards, and career development to support service quality and strengthen the overall customer experience.

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