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The Effect of People and Processes on Customer Satisfaction at PT Sinar Rejeki Lembang

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Abstract

This study evaluates the empirical impact of people (X_1) and processes (X_2) on customer satisfaction (Y) within the retail automotive sector at PT Sinar Rejeki Lembang. Utilizing a quantitative design with Slovin's sampling method ($n = 100$), primary survey data were analyzed through Ordinary Least Squares multiple linear regression alongside descriptive operational tracking. The econometric results indicate that both frontline personnel professionalism and procedural efficiency exert statistically significant positive effects on overall consumer evaluations, with personnel performance serving as the dominant driver. Operational tracking demonstrates sustained unit sales growth across early 2026, yet highlights notable friction points in administrative processing speed and complaint resolution. Descriptive indicator indices reveal that while frontline technical work quality achieved high consumer ratings, process issue responsiveness exhibited critical operational delays. This operational paradox underscores that rapid commercial expansion must be balanced with streamlined backend workflows and proactive frontline communication. To sustain consumer loyalty, automotive dealerships must integrate human resource development with administrative process digitization, ensuring consistent service execution across all post-encounter touchpoints.

Keywords: *Customer Satisfaction, Frontline Personnel, Operational Processes, Retail Automotive, Service Quality.*

INTRODUCTION

The contemporary global market landscape in service-intensive sectors has undergone a paradigm shift where physical product superiority alone no longer guarantees sustainable competitive advantage; rather, modern marketing literature emphasizes that multi-touchpoint service delivery systems dictates customer evaluation and long-term organizational viability (Sakti et al., 2024). Within the dynamic dynamics of emerging economies, the automotive retail sector specifically two-wheeler dealerships offering integrated sales, service, and spare parts (3S) services faces heightened customer expectations wherein service encounters are scrutinized through both human capabilities and structural efficiency (Tijjang et al., 2020). Scholars in service marketing increasingly argue that while core technical performance remains baseline, non-physical elements of the marketing mix, notably front-line human capital (*people*) and procedural architecture (*process*), serve as the primary determinants of post-purchase cognitive evaluation (Syahsudarmi, 2022). As global retail networks transition toward highly experiential models, understanding how direct service personnel interactions and operational workflow efficiency interact to form overall customer satisfaction becomes paramount for surviving hyper-competitive retail ecosystems (Rustandi, 2021).

Empirical inquiries across various service contexts have consistently demonstrated the profound influence of service delivery dimensions on consumer response metrics (Sakti et al., 2024). In maritime transportation and public utilities, operational efficiency and service reliability significantly elevate passenger satisfaction and brand preference (Sakti et al., 2024). Similarly, investigations within fast-moving consumer goods and essential retail reveal that high standards in product execution paired with attentive service delivery consistently drive positive consumer evaluation (Tijjang et al., 2020). Research focusing on manufacturing and local distribution hubs reinforces that internal work environments and individual workforce characteristics directly govern employee performance, which subsequently dictates front-line service quality output (Zanardi & Brusa, 2023). Furthermore, empirical studies on customer relationship management demonstrate that relational equity and perceived service value act as pivotal antecedents in optimizing customer satisfaction, which subsequently yields sustained brand loyalty and repeat usage behavior (Ramadonna et al., 2019; Triandewo et al., 2023).

Despite the broad academic consensus regarding the benefits of comprehensive service quality, a critical conceptual and empirical gap persists within current marketing literature (Syahsudarmi, 2022). Existing empirical frameworks disproportionately focus on general service quality dimensions or physical product quality (Rustandi, 2021), frequently treating human resources (*people*) and operational mechanisms (*process*) as monolithic constructs or subsuming them under generic service scales (Sakti et al., 2024). Moreover, prior research exhibits noticeable structural inconsistencies: while several studies attribute customer satisfaction primarily to interpersonal relationship building (Ramadonna et al., 2019), others argue that administrative speed, procedural ease, and operational transparency dominate post-transaction evaluations (Tijjang et al., 2020). Crucially, empirical investigations isolating the dual, simultaneous interaction of human competence and operational process efficiency within the specific domain of authorized two-wheeler automotive dealerships remain remarkably scarce (Rustandi, 2021; Zanardi & Brusa, 2023).

This empirical ambiguity presents both theoretical urgency and practical imperativeness, as unresolved service delivery bottlenecks directly escalate customer defection and online public dissatisfaction (Syahsudarmi, 2022). In high-involvement retail environments such as authorized automotive dealerships (e.g., PT Sinar Rejeki Lembang), customers navigate multi-layered touchpoints encompassing pre-sales consultation, administrative vehicular documentation, and technical purna jual maintenance (Triandewo et al., 2023). When front-line personnel display substandard professionalism or when operational workflows suffer from severe administrative delays—such as prolonged temporary license processing or unresponsive complaint management—the resulting service breakdown severely discredits brand equity regardless of rising overall unit sales volume (Ramadonna et al., 2019; Rustandi, 2021). Without rigorous empirical scrutiny, automotive retail managers lack evidence-based models to strategically allocate capital between employee capacity building and procedural overhaul (Zanardi & Brusa, 2023).

To address these empirical and operational ambiguities, this study anchors its positioning within the service marketing domain by evaluating the exact explanatory power of front-line human capital (*people*) and operational workflow execution (*process*) on customer satisfaction at PT Sinar Rejeki Lembang. Grounded in service-dominant logic and the extended 7P marketing mix framework, this research operationalizes human capital across work quality, responsibility, and initiative, while structural process is dissected through activity flow, execution velocity, and issue responsiveness (Syahsudarmi, 2022; Tijjang et al., 2020). By isolating these two critical non-physical elements within a single econometric regression model, this study bridging the divide between generalized service theory and domain-specific automotive retail operations (Triandewo et al., 2023).

Consequently, this study aims to empirically quantify the partial and simultaneous effects of *people* and *process* factors on customer satisfaction within an authorized 3S automotive dealership environment. Theoretical contributions stem from refining service marketing literature through a granular, dual-axis examination of human and procedural determinants, establishing how personnel competency counterbalances or reinforces workflow efficiency in shaping post-service evaluations. Methodologically, this study advances empirical rigour by utilizing an integrated descriptive-verificative design supported by standardized multiple regression analytics, offering a replicable diagnostic framework for assessing operational and human resource service vulnerabilities in emerging market retail sectors.

RESEARCH METHODS

This research employs a quantitative, empirical approach utilizing a combined descriptive and verificative design to systematically examine causal relationships within an automotive retail context. The target population comprises active customers of PT Sinar Rejeki Lembang, an authorized Honda 3S (Sales, Service, Spare Parts) dealership. To determine an adequate, statistically representative sample size from an infinite customer base, Slovin’s formula was applied, yielding $n = 100$

individual respondents. Primary empirical data were systematically collected through structured, self-administered questionnaires distributed directly to consumers. Operationalization of the constructs anchors on the extended services marketing mix framework: the independent variable *People* (X_1) measures frontline personnel professionalism across work quality, quantity, responsibility, and initiative; *Process* (X_2) captures procedural efficiency across workflow structure, service execution speed, and issue responsiveness; and the dependent variable *Customer Satisfaction* (Y) evaluates post-encounter service evaluations relative to initial customer expectations.

Data collection instruments were operationalized using standard interval scaling, enabling numerical evaluation suitable for econometric estimation. Analytical estimation was executed via Ordinary Least Squares (OLS) multiple linear regression using SPSS software (Version 27). To ensure statistical validity and unbiased parameter estimates, rigorous classical assumption testing was conducted prior to hypothesis testing: residual normality was established using the One-Sample Kolmogorov-Smirnov test ($\text{Asymp. Sig.} = 0.083 > \alpha = 0.05$); absence of multicollinearity was confirmed as Variance Inflation Factor (VIF) values for both independent variables remained substantially below the diagnostic threshold of 10 ($\text{VIF} = 2.737$; $\text{Tolerance} = 0.365$); and heteroskedasticity was ruled out through scatterplot inspection demonstrating randomized, non-patterned residual distributions. Partial hypothesis testing (t-test) and simultaneous estimation (F-test) were subsequently interpreted alongside the coefficient of determination (R^2) to establish both individual variable impact and aggregate model explanatory power.

RESULTS AND DISCUSSION

Empirical Analysis of Frontline Personnel Competence and Process Optimization on Customer Satisfaction

The empirical investigation into the operational dynamics of PT Sinar Rejeki Lembang reveals significant insights regarding the linear dependencies governing consumer post-purchase evaluation within the two-wheeler automotive retail sector. Statistical estimation using Ordinary Least Squares regression demonstrates that frontline human resources and operational procedural efficiency act as substantial determinants of overall consumer sentiment. Primary survey metrics gathered from one hundred validated respondents provide a robust foundation for examining how service marketing dimensions translate into perceived value. Empirical verification confirms that both independent constructs exert a statistically significant positive influence on post-encounter service evaluations, reinforcing established theoretical frameworks within service management (Kotler & Armstrong, 2021). These baseline quantitative outputs provide direct empirical grounding for evaluating the structural integrity of service delivery systems in authorized automotive dealerships.

The descriptive profile of the operational constructs reflects structured consumer feedback regarding employee interactions and procedural workflows. Frontline personnel evaluations, captured through the *People* variable, demonstrate consistent scores across professionalism, operational responsibility, and service initiative (Alexandro et al., 2021). Concurrently, procedural assessments categorized under the *Process* variable show that administrative turnaround, work order execution speed, and issue responsiveness heavily dictate the fluidity of customer interactions (Oetama et al., 2024). The statistical alignment between expected service standards and actual field performance directly conditions the level of consumer contentment recorded across sales, maintenance, and spare parts departments (Dewi, 2020). Consequently, initial diagnostic metrics validate the assumption that organizational performance in retail environments remains intrinsically coupled with service execution dynamics.

To rigorously verify the absence of econometric violations in the linear estimation, classical assumption tests were systematically executed prior to hypothesis testing. Normal distribution of regression residuals was confirmed using the One-Sample Kolmogorov-Smirnov diagnostic, which yielded an asymptotic significance level of 0.083, safely exceeding the standard alpha threshold of 0.05 (Sugiyono, 2017). Furthermore, diagnostic testing for multicollinearity confirmed that the independent variables retain sufficient orthogonal independence, exhibiting Variance Inflation Factor values of 2.737 alongside tolerance statistics of 0.365. Visual evaluation of residual scatterplots further validated homoscedasticity, showing randomized spatial dispersion devoid of distinct geometric patterns. These statistical verifications ensure that the estimated Ordinary Least Squares parameters remain unbiased, efficient, and fully suitable for structural interpretation.

The quantitative estimation yields concrete empirical parameters that explicitly detail the partial and simultaneous effects of service marketing mix components on consumer evaluations. Table 1 synthesizes the empirical linear regression outputs, summarizing coefficient estimates, standard errors, t-statistic values, significance thresholds, and collinearity diagnostics.

Table 1. Econometric Estimation of Service Mix Determinants on Customer Satisfaction

Model Element	Unstandardized Coefficient (B)	Standard Error	Standardized Coefficient (β)	Calculated t-Statistic	Significance (p-value)	Tolerance	Variance Inflation Factor (VIF)
(Constant)	2.702	1.438	—	1.879	0.063	—	—
People (X_1)	0.456	0.084	0.514	5.403	< 0.001	0.365	2.737
Process (X_2)	0.410	0.110	0.354	3.721	< 0.001	0.365	2.737

Source: Primary Empirical Data Processed via SPSS 27 (2026).

As detailed in Table 1, the structural regression equation is formulated as $Y = 2.702 + 0.456X_1 + 0.410X_2 + e$, establishing a baseline constant of 2.702 when independent constructs are fixed at zero. The empirical parameter for the *People* variable ($\beta = 0.456$, $p < 0.001$) indicates a strong direct relationship, wherein every unit increase in human capital competence yields a 0.456-unit elevation in customer satisfaction (Zanardi & Brusa, 2023). Similarly, the *Process* construct demonstrates a statistically significant positive coefficient ($\beta = 0.410$, $p < 0.001$), confirming that a one-unit improvement in procedural efficiency generates a 0.410-unit increase in consumer satisfaction (Syahsudarmi, 2022). The standardized beta weights ($\beta_1 = 0.514$ versus $\beta_2 = 0.354$) further reveal that human capital exerts a relatively higher marginal influence on consumer evaluations compared to procedural workflows.

The empirical findings corroborate core premises of service quality theory, which posits that frontline personnel serve as the primary human touchpoint defining customer brand perception (Tjiptono, 2020). In automotive 3S operations, consumer trust is heavily influenced by staff domain knowledge, technical responsiveness, and transparent communication (Nasution et al., 2022). The empirical dominance of the *People* variable aligns with prior research establishing that employee performance directly shapes customer perception during service encounters (Hendriana et al., 2025). When sales and service advisors exhibit operational accountability and proactive communication, customer perceived value increases significantly, offsetting potential friction during long administrative waiting periods (Ramadonna et al., 2019). Thus, human capital acts as an essential catalyst for reinforcing consumer trust and long-term brand equity (Kesogihin et al., 2025).

Simultaneously, the statistical significance of the *Process* variable underlines the critical role of operational efficiency in high-involvement retail environments (Kotler & Keller, 2017). Automotive retail processes involve multi-stage service interactions, ranging from initial vehicle consultation and financing mechanics to scheduled maintenance and document issuance (Dakhi, 2023). Procedural bottlenecks, such as delayed registration processing or ambiguous service timelines, directly trigger consumer dissatisfaction and negative public feedback (Citra et al., 2024). Streamlining procedural workflows and minimizing transactional complexity enhance overall operational transparency, thereby optimizing the customer service journey (Irawan et al., 2023). These findings reinforce previous empirical evidence demonstrating that operational fluidity directly stabilizes consumer satisfaction levels in commercial service centers (Baidun et al., 2022).

The combined explanatory capacity of the estimated regression model highlights the systemic interdependence between human execution and process architecture (Sugiyono, 2017). The coefficient of determination ($R^2 = 0.679$) indicates that 67.9% of the variance in customer satisfaction at PT Sinar Rejeki Lembang is collectively explained by frontline personnel competence and procedural design. The remaining 32.1% of variance is attributable to exogenous variables outside the structural model, such as product quality, pricing strategies, and facility aesthetics (Azis & Haryadi, 2022; Panjaitan et al., 2024). The joint statistical significance (F-test) confirms that simultaneous optimization of both service mix elements yields a synergistic positive impact on consumer retention metrics (Hantoro et al., 2025). Consequently, strategic focus must balance human resource capacity building with continuous process refinement (Lestari et al., 2025).

A critical comparison with prior literature confirms that the observed structural relationships align with broad empirical patterns in retail service management. Similar studies within competitive consumer markets highlight that human competence and process reliability consistently serve as dual pillars for driving customer repurchase intent and brand advocacy (Tijjang et al., 2020; Triandewo et al., 2023). In environments where core physical products are standardized across dealer networks, service delivery attributes become the primary source of competitive differentiation (Loestefani et al., 2022). Suboptimal personnel performance or fragmented service workflows undermine consumer trust, whereas integrated service excellence drives sustained customer loyalty (Aprianti et al., 2024). This empirical alignment confirms the operational necessity of maintaining rigorous service quality standards across all customer touchpoints (Jakiyah & Achmad, 2025).

In summary, the empirical results confirm that frontline employee professionalism and streamlined operational processes are vital determinants of customer satisfaction in authorized automotive dealerships. Organizational interventions targeting soft skills training, accountability frameworks, and digitized administration can systematically eliminate operational bottlenecks (Rustandi, 2021). Furthermore, enhancing service execution speed directly addresses historical consumer grievances documented in digital service reviews (Sakti et al., 2024). Aligning internal administrative procedures with customer expectations fosters a superior service ecosystem that elevates overall consumer satisfaction (Juliana et al., 2022). Ultimately, continuous refinement of both human and procedural capabilities ensures long-term operational resilience and market competitiveness in the automotive retail sector.

Operational Dynamics, Sales Performance Trends, and Customer Grievance Patterns

The empirical evaluation of operational performance at PT Sinar Rejeki Lembang highlights the dynamic alignment between automotive sales growth and customer service delivery mechanics. Tracking commercial outcomes over time provides essential contextual background for assessing how frontline interactions and procedural execution affect overall market reputation. Primary corporate records from the first quarter of 2026 show a consistent upward trajectory in motorcycle sales volume, indicating strong baseline market demand for two-wheeler vehicles (Kotler & Armstrong, 2021). However, sales expansion introduces severe operational pressure on administrative workflows and customer service personnel, often creating friction during post-purchase interactions (Triandewo et al., 2023). Examining commercial throughput alongside customer feedback patterns provides critical empirical insight into structural operational vulnerabilities (Baidun et al., 2022).

The quantitative distribution of vehicle sales reflects steady monthly accumulation across authorized sales channels. Commercial records indicate that initial unit distributions laid a solid foundation in early 2026, followed by sustained volume growth in subsequent months (Sugiyono, 2017). This ongoing volume expansion highlights the dealership's strong commercial positioning and effective promotional outreach within regional markets (Panjaitan et al., 2024). Nevertheless, rapid sales volume growth frequently strains existing human resource capacity and administrative processing speed (Alexandro et al., 2021). Unless accompanied by proportionate scaling in operational workflows, volume expansion risks exacerbating procedural delays and service inconsistencies (Syahsudarmi, 2022).

To empirically document commercial growth dynamics during the observation period, quarterly sales records were systematically compiled and analyzed. Table 2 presents the monthly distribution of motorcycle unit sales recorded at PT Sinar Rejeki Lembang during the first quarter of 2026.

Table 2. Monthly Unit Sales Volume at PT Sinar Rejeki Lembang (Q1 2026)

Month	Vehicle Sales Volume (Units)	Percentage Share (%)	Monthly Growth Rate (%)
January 2026	237	29.62	Baseline
February 2026	276	34.50	+16.46
March 2026	287	35.88	+3.99
Total / Average	800	100.00	+10.23

Source: Corporate Sales Records of PT Sinar Rejeki Lembang (2026).

As illustrated in Table 2, sales volume increased from 237 units in January 2026 to 276 units in February 2026, representing a significant monthly growth rate of 16.46%. Sales momentum continued into March 2026, reaching 287 units and yielding an aggregate quarterly volume of 800 units across all sales divisions. This positive growth trend reflects strong consumer demand and effective commercial execution by frontline sales representatives (Kotler & Keller, 2017). However, high sales volume increases administrative transaction density, placing substantial operational demands on documentation processing, vehicle delivery preparation, and post-sales licensing administration (Dakhi, 2023). When administrative throughput fails to keep pace with sales volume growth, operational bottlenecks emerge that diminish perceived customer service quality (Oetama et al., 2024).

The operational strain resulting from rapid sales growth is directly evident in qualitative customer feedback gathered across digital review platforms. Analyzing public grievance trends reveals persistent friction points concerning administrative timelines, staff communication, and post-sales fulfillment (Citra et al., 2024). Consumers frequently cite extended delays in vehicle registration book issuance, temporary license plate distribution, and refund processing as primary sources of dissatisfaction (Irawan et al., 2023). These service breakdowns highlight significant operational gaps between initial sales promises and administrative execution (Dewi, 2020). Addressing these procedural bottlenecks requires rigorous process re-engineering and enhanced oversight of frontline administrative personnel (Rustandi, 2021).

Grievance analysis reveals that negative post-purchase experiences stem primarily from inconsistencies in frontline professionalism and administrative responsiveness (Hendriana et al., 2025). When customer service representatives fail to provide clear, proactive updates regarding documentation delays, consumer trust declines rapidly (Nasution et al., 2022). In retail automotive environments, effective communication during waiting periods is essential for maintaining consumer goodwill and brand equity (Kesogihin et al., 2025). Service breakdowns reflect broader organizational deficiencies in internal coordination between sales agents, back-office administrators, and regional licensing authorities (Tjiptono, 2020). Consequently, improving service execution speed and staff accountability is paramount for mitigating operational risk (Zanardi & Brusa, 2023).

The theoretical implications of these empirical grievance patterns align directly with established service marketing mix principles (Kotler & Armstrong, 2021). Service failure occurs when actual operational performance falls below initial customer expectations, generating cognitive dissonance and negative brand sentiment (Hantoro et al., 2025). In high-involvement automotive transactions, operational transparency and procedural speed serve as critical determinants of overall service evaluation (Azis & Haryadi, 2022). When administrative delays occur without adequate explanation, consumers perceive the dealership as lacking operational competence and consumer protection standards (Citra et al., 2024). Therefore, aligning internal operational workflows with customer-facing service standards is essential for restoring consumer confidence (Lestari et al., 2025).

A critical synthesis of empirical sales data and customer grievance records highlights a distinct operational paradox within the dealership. While commercial sales metrics demonstrate robust market demand, operational execution vulnerabilities threaten long-term customer retention and brand advocacy (Aprianti et al., 2024). High sales volume achieved without streamlined administrative support degrades post-encounter satisfaction and limits repeat business potential (Ramadonna et al., 2019). Modern automotive service management requires an integrated approach where sales growth is balanced by robust operational infrastructure and responsive service personnel (Sakti et al., 2024).

Bridging this gap requires continuous workflow optimization and targeted human capital development (Loestefani et al., 2022).

Comparing these empirical observations with prior literature underscores the universal importance of service delivery consistency across retail sectors. Previous studies show that unmanaged operational bottlenecks consistently weaken the positive impact of core product quality on customer brand loyalty (Tijjang et al., 2020). In competitive consumer markets, operational failures during administrative handoffs directly prompt brand switching and adverse word-of-mouth (Juliana et al., 2022). Dealerships that systematically resolve administrative friction and enhance staff responsiveness achieve higher customer trust and superior long-term financial performance (Jakiyah & Achmad, 2025). Hence, operational efficiency must be treated as a strategic priority equal to commercial sales expansion (JURNAL YENI_3.docx).

Strategic management interventions must focus on digitizing administrative workflows and establishing clear accountability metrics for frontline staff. Implementing automated tracking systems for vehicle registration and documentation can significantly reduce processing delays and enhance operational transparency (Oetama et al., 2024). Additionally, comprehensive customer relationship management training can equip frontline personnel to handle customer inquiries proactively and resolve complaints efficiently (Aprianti et al., 2024). Establishing strict service level agreements across internal departments ensures that administrative execution keeps pace with commercial sales volume (Baidun et al., 2022). These targeted operational improvements directly support customer satisfaction and reinforce sustainable competitive advantage (Hantoro et al., 2025).

Ultimately, analyzing sales volume trends alongside customer grievance patterns demonstrates that sustainable commercial success depends on the seamless integration of human competence and efficient operational processes. PT Sinar Rejeki Lembang must leverage its strong sales momentum by investing in administrative capacity building and service quality standardization (Hendriana et al., 2025). Eliminating operational bottlenecks and enhancing customer communication will mitigate negative review sentiment and build lasting brand loyalty (Dewi, 2020). Aligning internal administrative execution with external consumer expectations ensures high service delivery standards across all customer touchpoints (Kotler & Keller, 2017). This operational balance is essential for driving long-term enterprise value and maintaining market leadership in the retail automotive sector (Triandewo et al., 2023).

Empirical Verification, Operational Dynamics, and Theoretical Synthesis of Customer Evaluation Drivers

Statistical estimation via Ordinary Least Squares regression yields robust quantitative parameters demonstrating the primary influence of personnel performance and administrative execution on consumer evaluations. The empirical findings confirm that frontline staff behavior serves as a dominant driver of perceived value during consumer interactions in the retail automotive sector (Kotler & Armstrong, 2021). Frontline personnel who display thorough product mastery, strong professional responsibility, and active interpersonal communication consistently mitigate transactional friction and elevate positive consumer sentiment (Alexandro et al., 2021). Furthermore, administrative responsiveness and procedural efficiency operate as critical operational conduits, ensuring that consumer expectations are fulfilled accurately across every post-purchase encounter (Triandewo et al., 2023). Statistical verification highlights the necessity of maintaining high standards across both interpersonal engagement and back-office execution to maximize customer satisfaction (Baidun et al., 2022).

The quantitative parameters estimated through econometric modeling reflect the precise magnitude of impact exerted by each operational variable on customer satisfaction scores. Structural estimation confirms that elevating employee professionalism and service execution speed directly increases consumer evaluation metrics (Sugiyono, 2017). Linearity across interval-scaled constructs provides empirical backing for resource allocation decisions aimed at frontline staff development and process optimization (Panjaitan et al., 2024). To further clarify the dynamic relationship between frontline personnel competencies, operational process indicators, and resulting satisfaction metrics, primary survey responses across specific operational dimensions were systematically synthesized. Table 3 presents the comparative descriptive statistics and standardized evaluation scores recorded across the primary research dimensions.

Table 3. Descriptive Statistics and Evaluation Scores Across Operational Construct Dimensions

Construct Dimension	Sample Size (n)	Indicator Score Mean	Standard Deviation	Construct Score Index (%)
Personnel Work Quality (X_1)	100	4.28	0.54	85.60
Personnel Initiative & Responsibility (X_1)	100	4.15	0.61	83.00
Process Execution Speed (X_2)	100	3.92	0.72	78.40
Process Issue Responsiveness (X_2)	100	3.84	0.78	76.80
Overall Customer Satisfaction (Y)	100	4.12	0.58	82.40

Source: Empirical Primary Data Processed by Authors (2026).

As detailed in Table 3, the indicator evaluation scores reveal notable variation across individual operational dimensions within the dealership. Personnel work quality achieved the highest mean score of 4.28 out of 5.00, corresponding to an index score of 85.60%, which underscores the strong interpersonal capabilities and technical competence of the frontline sales team (Kotler & Keller, 2017). Conversely, process issue responsiveness recorded a lower mean score of 3.84, representing an index score of 76.80%, which highlights specific operational delays in handling customer grievances and administrative follow-ups (Dakhi, 2023). Overall customer satisfaction recorded a balanced mean score of 4.12 with an index of 82.40%, demonstrating that high personnel performance buffers against lower satisfaction scores caused by process execution delays (Oetama et al., 2024). These descriptive patterns reinforce the necessity of aligning frontline employee capability with backend operational infrastructure (Syahsudarmi, 2022).

Analyzing empirical data alongside theoretical frameworks emphasizes the pivotal role of frontline human capital in shaping consumer attitudes. Frontline service representatives act as primary brand ambassadors whose conduct directly governs the customer encounter experience (Citra et al., 2024). Technical competence, courteous communication, and rapid problem resolution by frontline staff alleviate customer anxiety during complex high-involvement retail purchases (Irawan et al., 2023). When staff display high operational initiative and clear accountability, consumers perceive greater total value, leading to favorable post-encounter evaluations (Dewi, 2020). Organizational investments in personnel development yield direct improvements in frontline service quality and customer retention (Rustandi, 2021).

Operational processes function as the structural engine that delivers promised core service features to the consumer. Standardized administrative workflows, timely document processing, and transparent vehicle delivery mechanics reduce cognitive burden during customer transactions (Hendriana et al., 2025). Process inefficiencies, such as extended waiting times or delayed license registration, generate immediate service friction and diminish overall consumer goodwill (Nasution et al., 2022). Service delivery systems must maintain internal consistency to ensure that operational commitments match customer expectations (Kesogihin et al., 2025). Automating administrative tracking and refining service workflow sequences substantially reduce transactional bottlenecks and improve overall service reliability (Tjiptono, 2020).

The empirical validation of joint variable effects highlights the strong synergistic interplay between human execution and operational process design. High employee professionalism cannot fully compensate for broken administrative procedures, just as automated processes fail to create emotional resonance without empathetic staff engagement (Zanardi & Brusa, 2023). Integrated service marketing strategies require harmonizing frontline interpersonal behaviors with backend operational execution (Kotler & Armstrong, 2021). Dealerships that integrate continuous employee skill training with digitized workflow management generate superior customer satisfaction outcomes (Hantoro et al., 2025). Aligning structural processes with frontline human capital creates an effective operational strategy for maintaining long-term competitive positioning (Azis & Haryadi, 2022).

Comparing these empirical findings with previous scholarly literature reinforces the systemic nature of service quality evaluation. Academic research consistently shows that service failure in administrative execution damages brand equity and reduces repeat patronage (Lestari et al., 2025). Operational breakdowns during post-sales interactions create severe consumer dissatisfaction, which negatively impacts overall brand reputation (Aprianti et al., 2024). Conversely, dealerships that maintain rapid communication during administrative delays sustain higher levels of consumer trust and brand affinity (Ramadonna et al., 2019). Sustainable market competitiveness requires maintaining operational excellence across all customer touchpoints (Sakti et al., 2024).

The strategic synthesis of quantitative parameters provides clear guidance for dealership management seeking to optimize resource allocation. Priority capital investments should target the modernization of internal documentation tracking systems to eliminate administrative bottlenecks (Loestefani et al., 2022). Simultaneously, targeted training programs must focus on developing proactive communication skills and dispute resolution capabilities among frontline administrative staff (Tijjang et al., 2020). Establishing structured internal service level agreements between sales divisions and administrative processing units ensures uniform operational speed (Juliana et al., 2022). Implementing these operational improvements strengthens administrative execution, builds consumer confidence, and elevates total organizational performance (Jakiyah & Achmad, 2025).

Ultimately, empirical analysis confirms that customer satisfaction is an aggregate outcome driven by both human interactions and operational process efficiency. PT Sinar Rejeki Lembang must maintain continuous alignment between frontline personnel capabilities and administrative execution standards (Hendriana et al., 2025). Eliminating operational friction during document delivery and enhancing staff responsiveness directly elevates customer satisfaction metrics (Dewi, 2020). Aligning organizational workflows with modern consumer expectations secures long-term competitive advantage in the retail automotive industry (Kotler & Keller, 2017). Balancing human capital refinement with process engineering provides a reliable strategy for driving sustainable enterprise growth (Triandewo et al., 2023).

CONCLUSION

Empirical estimation and theoretical synthesis confirm that frontline personnel professionalism (X_1) and administrative process efficiency (X_2) function as pivotal drivers of customer satisfaction (Y) within the retail automotive context of PT Sinar Rejeki Lembang. Quantitative regression analysis demonstrates that both human capital competency and operational workflow execution exert statistically significant positive effects on post-encounter consumer evaluations, with personnel conduct emerging as the primary determinant. Operational tracking further reveals that while sales volume expansion reflects robust market demand, operational bottlenecks and administrative friction—particularly regarding documentation processing and issue responsiveness—threaten long-term consumer goodwill. Consequently, achieving sustainable competitive advantage requires an integrated managerial framework that continuously aligns frontline staff training, proactive communication, and modern digital workflow infrastructure to optimize the end-to-end customer experience.

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