

## **Customer Satisfaction in the Registration Certification Process of Motor Vehicle Type Test**

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**ABSTRACT:** *The aim of this research is to figure out the effect of employee performance in delivering service quality to improve customer satisfaction in the Testing Center of Motor Vehicle Feasibility and Certification. This research was conducted in the Directorate of Land Transportation of the Ministry of Transportation of Banten Province of Indonesia. Employee performance in serving motorized vehicle type test registration in that directorate was considered not significantly accomplished, so that it may affect the service quality and customer satisfaction performance in the long run. This study consisted of three variables, namely employee performance, service quality, and customer satisfaction. The research uses the survey method. There were 43 customers taken as a sample by a census technique. Statistical descriptive and statistical track inferences are determined to analyze the data. The results of the research show that employee performance has a direct positive and significant effect on customer satisfaction, service quality has a direct positive and significant effect on customer satisfaction, employee performance has a direct positive and significant effect on service quality, and employee performance has a positive and significant indirect effect on customer satisfaction with service quality as mediating variable. Based on the results of the research, it could be concluded that employee performance affects customer satisfaction by service quality as mediation, meaning that customer satisfaction could be managed by improving employee performance and service quality, individually or simultaneously.*

**KEY WORD:** *motor vehicle, employee performance, registration certificate, customer satisfaction, service quality, type test*

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### **I. INTRODUCTION**

Transportation is the activity of moving or transporting something from one place to another. The transportation system supports the movement of people and goods within a given area and this system requires support of many parties, synergies and combination of vehicles, infrastructure, and operations that enable this movement to happen simultaneously [1]. Coyle et al. (2011) stated that transportation is an important and very inherent element in society that affects everyone, both directly and indirectly. Goods consumed, entertainment, people mobility, society livelihoods, and all economic activities are affected by transportation. In the context of land transportation, motor vehicle plays a primary role in moving materials and other finished goods from producers to consumers. Meanwhile, as a means of passenger transportation, motor vehicles have carried and moved people from one place to their destination in a more comfortable manner. Motor vehicles dominate the greatest portion to support the transportation system. In its development, motor vehicles have grown rapidly to become more reliable providers of human transportation services, which reach various economic strata of society. These developments are of course perceived and addressed in a variety of ways by users who can then stimulate customer satisfaction.

Since the transportation system plays an important role for the success of the transportation performance, so that all efforts directed to support the performance of the system must be taken as priority. This supporting activities are very multifarious, one of them is the vehicle type test services for motorized vehicles. This type of test is very crucial to ensure the safety of transportation, whereas the safety is the fundamental aspect of human life. The motor vehicle testing services by the transportation agency have not any significant obstacles so far [3], but not all people are satisfied with the vehicle test services provided by the agency [4], [5]. This finding leads to a signal that there is a lack of public understanding of the administrative requirements addressed by the agency. The results of the study by [6] show that the drive through test model program is still not effective, the difference in queues after and before the drive through is not so significant that the procedure still needs to be optimized. Other findings by [7] suggest some

important factors to highlight in order to increase the supervision performance, namely steps to support supervision, proper dissemination and publication, safety testing targets, and the integrated online testing system improvement.

The problem of service quality and customer dissatisfaction may arise from many factors as a result of the causative interaction, one suspected factor is the condition of employee performance. Organizations or companies in any field always strive so hard to ensure all employees can be directed to achieve a high performance. Achievement of the performance will assure the high company performance. However, in reality, the process of achieving employee performance targets is not always easy. The Ministry of Transportation, the Directorate General of Land Transportation in particular, is mandated by the Government Regulation Number 55 of 2012 to be responsible for transportation safety in land modes through the implementation of vehicle tests. Testing is carried out with the aim of ensuring safety, preserving the environment, and providing public services. Every motor vehicle that is manufactured, assembled, imported or modified is obliged to undergo a motor vehicle type test. This policy is also in line with the Decree of the Minister of Transportation Number KM9 of 2004 concerning Testing of Motor Vehicle Types.

Every vehicle that has passed the type test is entitled to a Type Test Certificate (SUT) and subsequently for motorized vehicles with the same brand, type and specifications are also entitled to a Type Test Registration Certificate (SRUT). SRUT is one of the requirements for Registration and Identification of Motorized Vehicles at Korlantas (Indonesian Traffic Coordination) according to the mandate of Law of the Republic of Indonesia Number 22 of 2009 about Road Traffic and Transportation. The agency that carries out the type of motorized vehicle testing is the Motor Vehicle Certification Testing Center, while the issuer of SUT and SRUT is the Directorate of Road Transportation Facilities. In order to better the service to the community, the Type Test Unit has applied a management information system. The use of a web-based management information system to support the service performance has been launched since 2015 under the name VTA (Vehicle Type Approval) online. This program was issued to increase the demand for vehicle type testing services in a fast, efficient, integrated and transparent manner. In addition, this policy has also been mandated by the Minister of Transportation Regulation Number 144 of 2015 dated 25 September 2015 which states that the Director General of Land Transportation can organize motorized vehicle type test services by online. The vehicle type testing service includes testing the type of motorized vehicle, issuing SUT motorized vehicles, approval of vehicle design and engineering as well as issuing SRUT.

The Service for Motor Vehicle Design and Build Type Test Registration Certificates (SRUT RB) began to launch at the end of 2018. However, in reality, in the process of implementing online SRUT design and building, there were still many people who do not know about the kind of the services due to the lack of socialization and the diversity of body parts, ranging from small to large bodies who have different communication technology devices. These symptoms have been complex that the ability of the unit to complete online operation is also hampered. In addition, there are also several coachbuilders who feel dissatisfied with the services of SRUT RB, especially the prints of SRUT RB whose contents are considered improper. They disappoint that many complaints and consultations are rarely responded with a quick and accurate procedure. The management has identified the potential problems, some of them that appear to hinder the performance are: (1) Less optimal performance of employees in fulfilling SRUT services, (2) Lack of employee readiness in providing services to various carroseries (coachbuilders), (3) Lack of socialization of SRUT implementation to the public, (4) lack of guidance as part of consulting services, and (5) There are too many complaints from coachbuilder customers.

### **Customer Satisfaction**

According to [8] satisfaction is an attitude embodied by a person that is determined by the experiences gained. Satisfaction is someone's pleasant feeling or disappointment after comparing products' performances (or results) in relation to customer expectations (Kotler & Armstrong, 2018), that is a pleasant emotional state that results from a job assessment or a person's work experience. It represents how you feel about the job and what you are thinking about your work [10]. The level of customer satisfaction with the product lies in the level of value the company gives to customers, generally reflected as happiness or disappointment [11]. From the perspective of social psychology, customer satisfaction is considered as a function of positive disconfirmation (Oliver & DeSarbo, as in Zhua et al., 2018). Another study by [13], concluded that the dimensions of reliability and tangibles have a significant effect on customer satisfaction.

Prayitno et al., (2018) explained that partially only the assurance variable has a significant influence on customer satisfaction, due to the uniqueness of individual customers, the majority of whom work as drivers where their level of satisfaction is easily touched by the skills and politeness of the officers. Some vehicle owners who feel dissatisfied are mainly due to the lack of available human resources for competency testing purposes, lack of facilities and infrastructure and limited public understanding of the procedures for vehicle

testing services [15]. According to [16] public dissatisfaction with motor vehicle testing services is more caused by the length of time the motor vehicle testing service should take.

Three dimensions of customer satisfaction variable are [17]; 1) Services in accordance with customer expectation, 2) Customer's willingness to recommend to other people, and 3) Satisfaction over the perceived quality of service. Wilkie defines customer satisfaction as an emotional response to the evaluation of the consumption experience of a particular product or service [18], meanwhile Parasuraman states that customer satisfaction with certain service experiences will lead to an evaluation of overall attitude towards service quality over time [19]. Irawan, (2009) formulated overall customer satisfaction consisting of five main components, namely: (1) product quality, in terms of performance, durability, suitability, reliability, diversity, and others; (2) service quality, consists of several aspects such as tangible, responsiveness, empathy, assurance, and reliability; (3) emotional factors, related to customer pride after using the product or service. In other words, the use of the product or service can increase certain self-esteem, degrees or status; (4) price, related to the cost of the product or service. Products or services that have the same quality but provide relatively low prices will provide more value for their customers; and (5) costs for obtaining a product or service (cost of acquiring). It is the cost incurred outside the price to be paid for the product or service (time, labor, or other costs).

Based on the description above, customer satisfaction can be defined as the level of feelings, positive or negative, as the emotional responses of customers to the overall experience of the service and product provided by the manufacturer. To measure the performance of the variable, some relevant indicators are: product quality, service quality, emotional factors, and costs.

### **Service Quality**

The service quality approach that is often used as a reference in marketing research is the SERVQUAL model, a model developed by Parasuraman, (2009). He also states that service quality is the difference between the expected service and the actual service received. In addition, Kotler & Armstrong (2018) argues that quality has a direct impact on product or service performance. Thus quality is closely related to consumer assessment and customer satisfaction. Service quality as the expected level of excellence control over the level of excellence to meet customer expectations [8]. According to [21], [23] service quality can be measured through five factors, namely: tangibles, reliability, responsiveness, assurance, and empathy. In this context service quality means the ability of a product or service to meet the expectations and needs of consumers, whereas the dimensions to measure the variable performance are visible evidence, reliability, responsiveness, and guarantee.

### **Employee Performance**

There are many perspectives and terminology of the word performance. Performance is defined as the result of work related to organizational goals, such as quality, efficiency, effectiveness and other criteria [24], a work unit related to employee behavior designed to achieve organizational goals [25], the ability of an organization to achieve its goals by using resources efficiently and effectively [26], the end result of an activity [27], and the degree of task completion that is the employee's job [28], and many more perspectives. Performance is the result of work related to organizational goals, such as quality, efficiency, effectiveness and other criteria [24], a work unit related to employee behavior designed to achieve organizational goals [25], the ability of an organization to achieve its goals by using resources efficiently and effectively [26], the end result of an activity [27], and the degree of task completion that relates to the employee's job [28].

According to Aguinis (2013), there are two types of behavior or performance facets as performance measurement standards, namely task performance and contextual performance. Whereas task performance can be defined as: (1) activities that convert raw materials into goods or services produced by the organization, and (2) activities that assist the transformation process by replenishing supplies of raw materials, distributing the finished product, or providing important planning, coordination, supervision, or staff functions that enable the organization to function effectively and efficiently; The contextual performance can be defined as behavior that contributes to organizational effectiveness by providing a good environment where task performance can take place. Contextual performance behaviors include: (1) survive with enthusiasm and spend more effort as needed to successfully complete task activities (such as being on time and rarely absent, spending more effort on the job); (2) voluntarily undertaking activities that are not formally part of their duties (such as suggesting organizational improvement, making constructive suggestions); (3) help and cooperate with others (such as helping co-workers and consumers); (4) follow organizational rules and procedures (such as following orders and regulations, showing respect for authorities, complying with organizational values and policies); (5) endeavoring, supporting and defending organizational goals (such as loyalty, showing good things towards outsiders).

This means that employee performance is a performance demonstrated by employee in completing tasks according to their role in the organization. Some relevant indicators are: enthusiasm, carrying out formal

activities, assisting and cooperating, following rules and procedures, striving, supporting and defending organizational goals.

## II. RESEARCH METHODS

In this study, the independent variable, employee performance (X) predict customer satisfaction (Y<sub>2</sub>), service quality (Y<sub>1</sub>) predict customer satisfaction (Y<sub>2</sub>). Employee performance at the same time predict service quality (Y<sub>1</sub>). Then employee performance (X<sub>1</sub>) predict customer satisfaction (Y<sub>2</sub>) through service quality (Y<sub>1</sub>). According to [30][30], service quality is widely recognized as an antecedent of customer satisfaction and behavioral intention which in turn leads to organizational profitability. Service quality is the most important factor for service failure, and the emphasis on improving service quality lies mainly in excellent service design [31]. Several previous studies by (Barabino et al., 2012; Cascetta & Carteni, 2014; Mugion et al., 2018) concluded that service quality has a direct impact on the intention to use community transportation more. Meanwhilst, customer satisfaction can be influenced by the performance of employees who carry out the service activities [36], [37]. Service quality, however can also mediate the influence of employee performance on customer satisfaction [36]–[42].

From the description above, the hypothesis to propose are:

**H<sub>1</sub>**: Employee performance has a direct and positive effect on customer satisfaction.

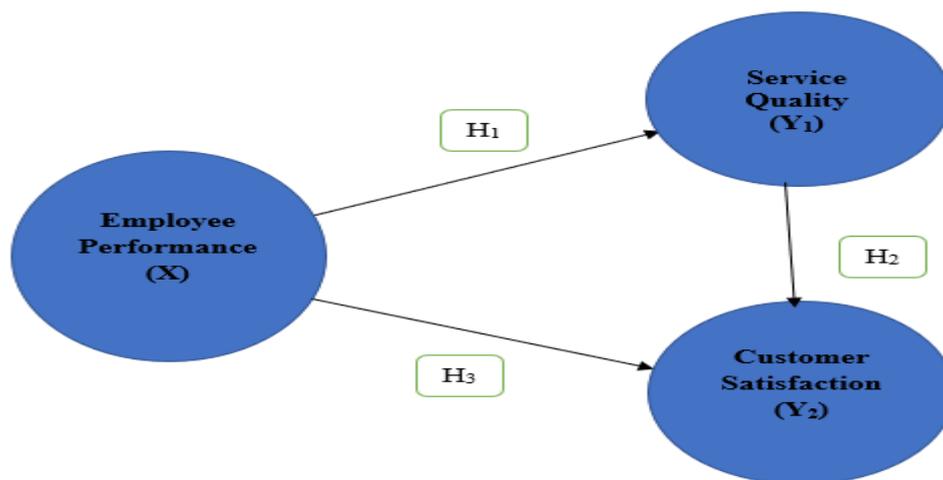
**H<sub>2</sub>**: Service quality has a direct and positive effect on customer satisfaction.

**H<sub>3</sub>**: Employee performance has a direct and positive effect on service quality.

**H<sub>4</sub>**: Employee performance has an indirect positive effect on customer satisfaction (mediated by service quality).

The conceptual framework can be depicted as in the following model (Figure 2):

**Figure 1: Conceptual Framework**



In this study, the population includes all employees of car body companies in Banten Province, while the sample is employees who represent car body companies to take care of registration certificates for motor vehicle type tests, totaling 43 people. All populations were used as research samples so this can be categorized as saturated sample using the census technique. This study consisted of three variables, namely employee performance of the SRUT Ministry of Indonesia Transportation service, SRUT service quality, and customer satisfaction. To describe the conditions of the three variables, a descriptive statistical analysis was used. The data were collected from 43 respondents. The data of employee performance variables, service quality, and customer satisfaction were obtained by distributing questionnaires in the form of a Likert scale. The classic assumption test is the normality test with the Kolmogorov-Smirnov method. To test the validity and reliability, the researchers use the AVE (Average Variance Extracted) and CR (Composite Reliability) method with the SmartPLS 3 application, while as to the hypothesis tests, the inferential statistic analysis is used.

**III. RESULTS NAD DISCUSSION**

**The Direct Effect of Employee Performance on Customer Satisfaction**

The results of the path coefficient calculation and t test to test the hypothesis of a direct influence on the performance of the SRUT Service Office of the Ministry of Transportation of the Republic of Indonesia on customer satisfaction are summarized as follows (Table 1).

**Table 1: Path Coefficient and  $t_{\text{statistic}}$**

Total Sample (n)	Path coefficient	$t_{\text{statistic}}$	$t_{\text{table}}$	
			$\alpha$ is 0.05	$\alpha$ is 0.01
43	0.519	2.706**	1.61	2.41

The path coefficient of the direct influence of employee performance on customer satisfaction is 0.519. The positive path coefficient indicates that improving the performance of the SRUT service office employees of the Ministry of Transportation of the Republic of Indonesia can lead to the increase of customer satisfaction. The  $t_{\text{statistic}}$  value is 2.706 > the  $t_{\text{table}}$  value for n is 43 at an error rate ( $\alpha$ ) of 0.01 (1%) of 2.41, means that  $H_0$  is rejected and  $H_1$  is accepted. This means that the performance of the Ministry of Transportation's SRUT service office has a direct positive and very significant effect on customer satisfaction.

**The Direct Effect of Service Quality on Customer Satisfaction**

Summary of the results of path coefficient calculations and  $t_{\text{statistic}}$  to test the hypothesis of the direct influence of SRUT service quality on customer satisfaction is presented on the following Table 2.

**Table 2: Path Coefficient and  $t_{\text{statistic}}$**

Total Sample (n)	Path coefficient	$t_{\text{statistic}}$	$t_{\text{table}}$	
			$\alpha$ is 0.05	is 0.01
43	0.487	2.188**	1.61	2.41

The path coefficient of the direct influence of SRUT's service quality on customer satisfaction is 0.487. The positive coefficient indicates that the improvement of SRUT's service quality will be followed by an increase in customer satisfaction. The  $t_{\text{statistic}}$  value is 2.188 > the  $t_{\text{table}}$  value for n is 43 at an error rate ( $\alpha$ ) of 0.05 is 1.61, meaning that  $H_0$  is rejected and  $H_1$  is accepted. This implies that the service quality of SRUT has a positive and significant direct effect on customer satisfaction.

**The Direct Effect of Employee Performance on Service Quality**

The results of the calculation of the path coefficient and  $t_{\text{statistic}}$  to test the hypothesis of the direct influence of employee performance on service quality is exhibited on the following (Table 3).

**Table 3: Path Coefficient and  $t_{\text{statistic}}$**

Total Sample (n)	Path coefficient	$t_{\text{statistic}}$	$t_{\text{table}}$	
			$\alpha$ is 0.05	$\alpha$ is 0.01
43	0.606	3.824**	1.61	2.41

The path coefficient of the direct influence of employee performance on service quality is 0.606. The positive path coefficient indicates that improving the performance of the SRUT service office employees of the Ministry of Transportation of the Republic of Indonesia can improve the quality of SRUT services. The  $t_{\text{statistic}}$  value is 3.824 > the  $t_{\text{table}}$  value for n is 43 at an error rate ( $\alpha$ ) of 0.01 is 2.41, meaning that  $H_0$  is rejected and  $H_1$  is accepted. This means that the performance of office employees of The Ministry of Transportation's SRUT services have a direct positive and very significant impact on the services quality.

**The Indirect Effect of Employee Performance on Customer Satisfaction with Service Quality Mediation**

The results of the analysis of the path coefficient and  $t_{\text{statistic}}$  to test the hypothesis of the indirect effect of employee performance on customer satisfaction mediated by service quality are shown in the following table:

**Table 4: Path Coefficient and  $t_{\text{statistic}}$**

Total Sample (n)	Path coefficient	$t_{\text{statistic}}$	$t_{\text{table}}$	
			$\alpha$ is 0.05	$\alpha$ is 0.01
43	0.295	1.875**	1.61	2.41

The path coefficient of the indirect influence of employee performance on customer satisfaction mediated by service quality is 0.295. The positive path coefficient indicates that improving the performance of the SRUT service office employees of the Ministry of Transportation of the Republic of Indonesia supported by the quality of SRUT services can increase customer satisfaction. The  $t_{\text{statistic}}$  value is 1.875 > the  $t_{\text{table}}$  value for n is 43 at an error rate ( $\alpha$ ) of 0.05 is 1.61, meaning that  $H_0$  is rejected and  $H_1$  is accepted. This means that the performance of the SRUT Service Office of the Ministry of Transportation of the Republic of Indonesia has a positive and significant indirect effect on customer satisfaction mediated by service quality.

**Table 5: Summary of Path Coefficients and t Test**

Path	Path Coefficient	$t_{\text{value}}$	$t_{\text{table}}$	
			$\alpha$ is 0,05	$\alpha$ is0,01
X – Y <sub>2</sub>	0,519	2,706**	1,61	2,41
Y <sub>1</sub> – Y <sub>2</sub>	0,487	2,188*	1,61	2,41
X – Y <sub>1</sub>	0,606	3,824**	1,61	2,41
X – Y <sub>2</sub> – Y <sub>1</sub>	0,295	1,875*	1,61	2,41

The path coefficient and t statistic can be described in the following path diagram (Figures 2 and 3).

**Figure 2: Path coefficient of Employee Performance on Service Quality and Customer Satisfaction**

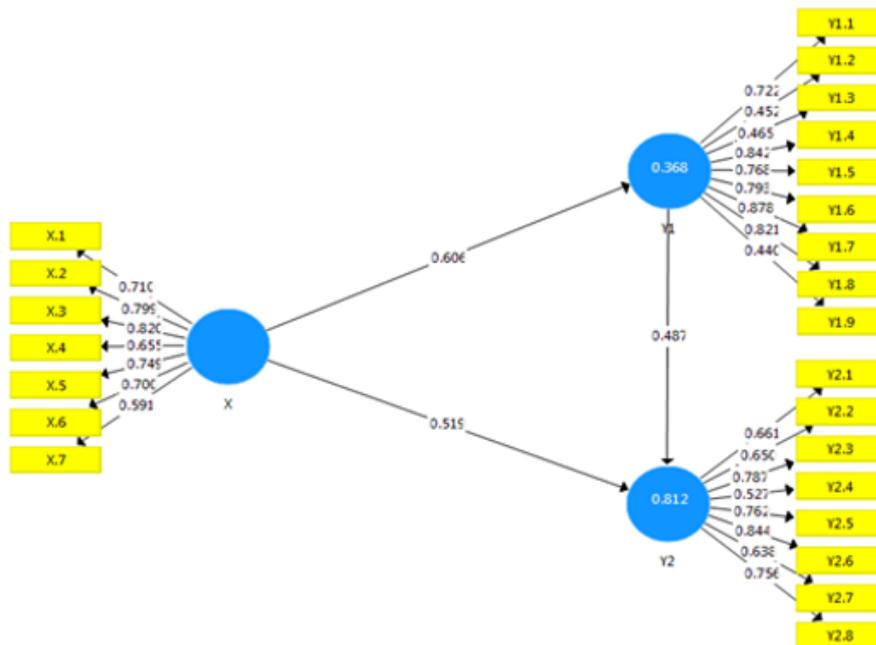
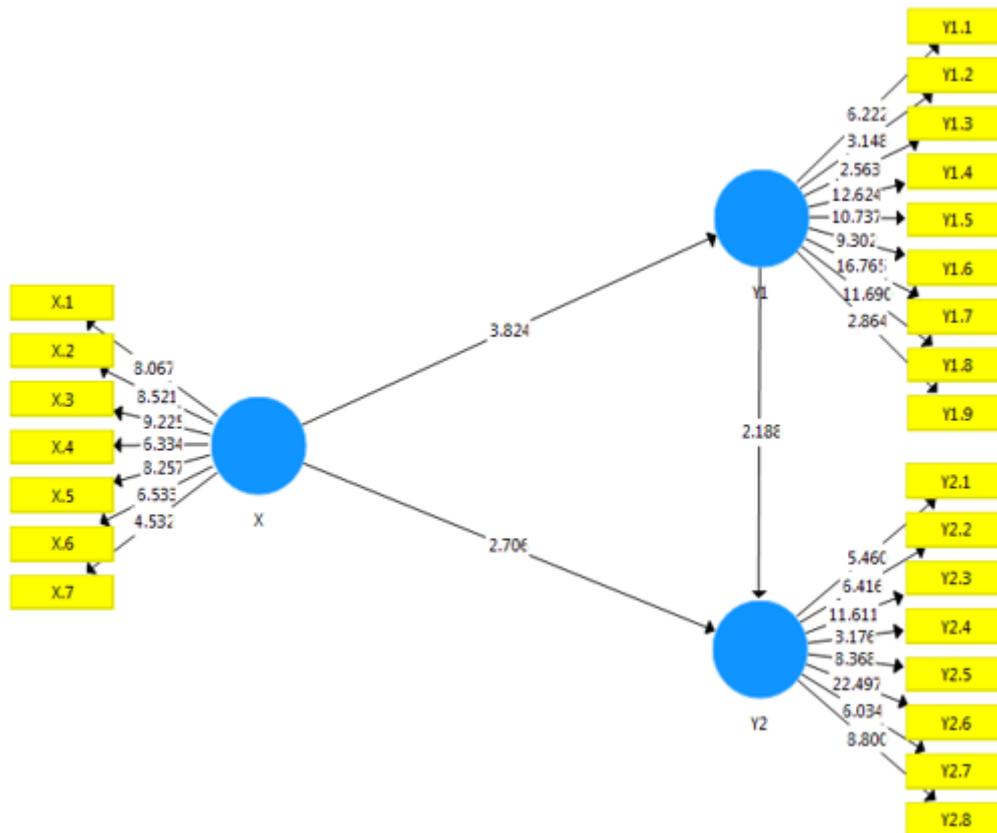


Figure 3:  $t_{\text{statistic}}$  of Employee Performance on Service Quality and Customer Satisfaction



#### IV. DISCUSSION

##### H<sub>1</sub>: Employee performance has a direct positive effect on customer satisfaction

The results of this study empirically prove that employee performance has a direct and positive significant effect on customer satisfaction. This shows that the performance of employees really determines customer satisfaction. In practice, an organization or company wants the organization to operate sustainably, so it must be able to provide satisfaction to its customers through optimal employee performance. If the performance of the Directorate of Land Transportation employees of the Ministry of Transportation in serving the motorized vehicle type test registration certificate covering the five indicators is well conditioned, then it can have a positive impact on increasing customer satisfaction [20]. This research is in line with the findings of (Djati & Darmawan, 2005), that customer satisfaction is influenced by the performance of employees who carry out service activities. Likewise, that service quality to influencing customer satisfaction is also influenced by employee performance [16], [41], [42]. Moreover, empathy and reliability positively influence employee performance, whereas, expertise and reliability strongly impact customer satisfaction [43].

This means that the findings of this study are appropriate, support and confirm the results of previous studies that employee performance has a significant effect on customer satisfaction with the research setting of the Ministry of Transportation's SRUT service for car body companies in Banten Province.

##### H<sub>2</sub>: Service Quality Has a Direct Positive Effect on Customer Satisfaction

The results of this study also empirically prove that SRUT service quality has a positive and significant effect on customer satisfaction. This shows that the quality of SRUT services is very important and vital for increasing customer satisfaction of SRUT car body companies in Banten Province. Service quality is the ability of a product or service to meet the expectations and needs of consumers, which includes visible evidence, reliability, responsiveness, assurance [18]. In addition, customer satisfaction is also influenced by service quality [38]–[40]. This means that the findings of this study are in accordance with, support and confirm the results of previous studies that service quality has a significant effect on customer satisfaction in the context of the Ministry of Transportation's SRUT service research for car body companies in Banten Province. When the quality of service which includes a number of aspects such as visible evidence, reliability, responsiveness, is well-conditioned then it can assure the increase of customer satisfaction, namely the positive feelings or

emotional responses to the overall experience of the service and product provided by the Ministry of Transportation of the Republic of Indonesia.

The findings of this study are in accordance, support and confirm the results of previous studies that the quality of service has a significant effect on customer satisfaction.

### **H<sub>3</sub>: Employee performance has a direct positive effect on service quality**

The results of this study empirically also prove that employee performance has a positive and very significant effect on the quality of SRUT services. This shows that employee performance significantly determines the quality of SRUT services. When the performance of employees is well conditioned, it can affect the quality of services provided. Service quality is the ability of a product or service to meet the expectations and needs of consumers, manifested in variables: visible evidence, reliability, responsiveness, assurance [18]. This study has supported other study by Rohaeni & Marwa in the way that there is a fairly strong and significant influence between customer satisfaction and service quality [44]. The findings by [45] also show that there is a strong influence between employee performance simultaneously on testing the quality of motorized vehicle services at the Department of Transportation, Communication and Information Technology which is determined by the dimensions of ability, effort and opportunity. In addition, service quality also mediates the influence of employee performance on customer satisfaction (Djati & Darmawan, 2005; Zain, 2013; Zulkarnaen, 2017).

This means that the findings of this study are in line, support and confirm the results of previous studies that the performance of employees significantly influence the quality of service by setting the SRUT Ministry of Transportation RI research services for car body companies in Banten Province.

### **H<sub>4</sub>: Employee performance has an indirect positive effect on customer satisfaction by mediating service quality**

In addition, and in line with the three findings above, the results of this study also empirically prove that employee performance has an indirect effect on customer satisfaction by mediation service quality. This indicates that the performance of employees in serving the optimal motor vehicle type test registration certificate can lead to high service quality and then has implications for increasing customer satisfaction. As stated above, the results of research by [36], [37] show that employee performance has a significant effect on customer satisfaction, then research results by [38]–[40] shows that service quality has a positive and significant effect on customer satisfaction, and thus the results of research by [41], [42] also show that employee performance has an effect on service improvement.

## **V. CONCLUSION**

The results of the research have proven that employee performance has a positive and significant direct effect on customer satisfaction, so it can be concluded that the strategy to improve customer satisfaction in the Directorate of Land Transportation of the Ministry of Transportation of Banten Province can be fulfilled by exclusively optimizing employee performance. In the same way, service quality has also a positive and significant direct effect on customer satisfaction, thus the customer satisfaction can also be boosted by simply elaborating service quality. Based on the results we can also notice that employee performance has a direct positive and significant effect on service quality, so that the strategy to strengthen customer satisfaction can be perfected by improving employee performance and service quality all at once. Finally, employee performance has a positive and significant indirect effect on customer satisfaction through service quality, meaning that any positive action in maximizing the performance of both variables will lead to bettering the customer satisfaction.

The Indonesian Ministry of Transportation through the Directorate of Land Transportation issues specific policies that can help improve the quality of SRUT services at the SRUT Service Office of the Ministry of Transportation's Land Transportation Directorate in order to increase customer satisfaction (applicants) for SRUT. For consideration, policy makers can take advantage of the findings of this study, especially the crucial aspects reflected in the service quality questionnaire items which were responded too low by the public.

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