

## ***The Effect Of Speed And Reliability Of Service On Customer Satisfaction Mediated By Employee Performance In Using Agency Services At PT Bukit Prima Bahari***

### **Pengaruh Kecepatan Dan Keandalan Pelayanan Terhadap Kepuasan Konsumen Yang Dimediasi Oleh Kinerja Karyawan Dalam Menggunakan Jasa Keagenan Pada PT Bukit Prima Bahari**

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#### **ABSTRACT**

The research was conducted in Palembang at PT. Bukit Prima Bahari, Palembang Branch Office located at Jalan Stasiun Kertapati, Palembang City. PT. Bukit Prima Bahari is engaged in maritime transportation services and ship agency. The purpose of this research is to determine the influence of service speed and service reliability, mediated by employee performance, on customer satisfaction. The respondents selected for this study were 126 individuals from 14 companies. The types of data used were primary and secondary data. The primary data for the research were collected through the distribution of questionnaires to respondents, aiming to gather information about services based on aspects of speed, reliability, and employee performance. The research results indicate that service speed and service reliability have a positive and significant impact on customer satisfaction. Additionally, the research found that employee performance, as a mediating variable, has a significant influence. In this study, it was revealed that without the support of skilled employees, they cannot work quickly and reliably, thereby failing to provide satisfaction to customers. Based on these research findings, it is implied that there will be implications for the company's operations to enhance their services to customers, thus having a positive long-term impact on PT. Bukit Prima Bahari.

**Keywords:** Service speed, Service reliability, Employee performance, Customer satisfaction

#### **ABSTRAK**

Penelitian ini dilakukan di Palembang pada PT. Bukit Prima Bahari, Kantor Cabang Palembang yang beralamat di Jalan Stasiun Kertapati, Kota Palembang. PT. Bukit Prima Bahari bergerak di bidang jasa transportasi laut dan keagenan kapal. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh kecepatan pelayanan dan keandalan pelayanan yang dimediasi oleh kinerja karyawan terhadap kepuasan pelanggan. Responden yang dipilih untuk penelitian ini adalah 126 orang dari 14 perusahaan. Jenis data yang digunakan adalah data primer dan sekunder. Data primer penelitian dikumpulkan melalui penyebaran kuesioner kepada responden, yang bertujuan untuk mengumpulkan informasi mengenai pelayanan berdasarkan aspek kecepatan, keandalan, dan kinerja karyawan. Hasil penelitian menunjukkan bahwa kecepatan layanan dan keandalan layanan memiliki dampak positif dan signifikan terhadap kepuasan pelanggan. Selain itu, penelitian tersebut menemukan bahwa kinerja karyawan, sebagai variabel mediasi, memiliki pengaruh yang signifikan. Dalam penelitian ini terungkap bahwa tanpa dukungan karyawan yang terampil, mereka tidak dapat bekerja dengan cepat dan handal, sehingga gagal memberikan kepuasan kepada pelanggan. Berdasarkan temuan penelitian ini, secara tersirat akan berimplikasi pada operasional perusahaan untuk meningkatkan pelayanan mereka kepada pelanggan, sehingga memberikan dampak jangka panjang yang positif bagi PT. Bukit Prima Bahari.

**Kata kunci:** Kecepatan layanan, Keandalan layanan, Kinerja karyawan, Kepuasan pelanggan

#### **1. Introduction**

Customer satisfaction is an evaluation whose results are "equal" or "exceed" customer expectations, while dissatisfaction arises if the results (outcomes) do not meet customer expectations. Customer satisfaction is the level of user satisfaction after comparing the services

or products received in accordance with what is expected. Factors that affect customer satisfaction consist of several aspects (Haryono & Octavia, 2020): Service quality, the extent to which a service or product meets or exceeds customer expectations. Problems experienced, identifying obstacles or problems that may arise during the process of providing services or using products. Ease of service, the level of ease and comfort felt by users or customers when interacting with a service or product. Receiving officer, someone who works in the service sector, related to the repair of products or services. In another context, customer satisfaction is the customer's response to the mismatch between the level of prior importance and the actual performance he feels after use. Therefore, there are several perceptions in customers towards service quality, namely perceptions related to physical facilities, reliability, responsiveness, assurance and empathy (Elvan et al., 2019). Several researchers found that factors that affect customer satisfaction include service quality and price (Prihatma & Sulaiman, 2020), quality and innovative services (Novitawati et al., 2019), quality service (Wahyuningsih, 2022b); (A. A. R. Daga et al., 2023), various features in products and / or features in very complete services (Hermanto, 2019). Customer satisfaction is a very important feed back for service providers, for example related to service speed, the faster the service, the higher the level of customer satisfaction that will be felt.

Service Speed indicator matrix to analyze Sub-indicators, namely the level of timeliness of the service process and the level of openness of service completion time (Kolb, 2021). Providing good service in service companies has a very basic thing in service, namely service communication and service speed, so it is not surprising that services focus on the speed of service delivery and providing good communication in service and striving to be able to provide fast and communicative service can become a work culture in service services. The main determinants in service delivery are reliability, quality and service delivery systems supported by good employee service, namely the attitude, knowledge and skills of employees in delivering service products (Bahrani, 2022). Reliability in providing services that are in accordance with the level of knowledge of the job description. Reliability in providing skilled services in accordance with the level of work skills they have in completing their work.

Based on gap research and gap phenomena, the following problems can be identified, limited number of employees, employee competence, employee experience and concurrent employees. Because of these problems, it is important to conduct research related to speed and reliability of service with the support of employee performance. So that the problems in this study are: First; How does service speed affect customer satisfaction?, Second; How does service reliability affect customer satisfaction?, Third; How does speed and service reliability affect customer satisfaction?, Fourth; How does employee performance influence mediate the relationship between speed and service reliability on customer satisfaction?

## **2. Literature Review**

### **Theory of Management**

Management science is a scientific discipline that studies how to plan, organize, direct, and control resources (whether human, financial, time, or technology) to achieve goals efficiently and effectively (Jones & George, 2018). Some Grand Theory in management science as follows (Hussain et al., 2019; III, 2016; Ritha F. Dalimuntha, 2003; Thenmozhi, 2007) namely Classical Theory, the main initiator is Henri Fayol, Frederick W. Taylor states that efficiency and effectiveness in organizational management. Fayol identified management functions such as planning, organizing, directing, coordinating, and controlling. Taylor focused on scientific management with an emphasis on analyzing work and developing efficient work methods.

Behavioral Theory, whose originators are Elton Mayo, Chester Barnard, Douglas McGregor (Ronald & Pardee, 1990), says that human relationships in organizations and their impact on performance. Mayo emphasized the importance of psychological and social factors in

work motivation. Barnard introduced the concepts of cooperation and formal and informal authority. McGregor devised Theory X and Theory Y, which describe different views on employee motivation.

### **Marketing Management**

Marketing management includes a set of basic principles and ideas that help companies plan, execute, and control marketing activities (Kotler & Keller, 2020). The basic concepts in marketing management are customer satisfaction, customer value, market segmentation, targeting, positioning, marketing mix, and relational marketing (Kotler et al., 2021).

Customer satisfaction should be the main focus in every marketing decision. Understanding and meeting customer needs can create loyalty and increase customer retention (Wadud et al., 2022). Customer value is related to how customers tend to choose products or services that provide the best value for them. Marketers need to create added value that differentiates their products or services from competitors. In determining consumers, it is important that companies understand the aspects of segmentation, targeting and positioning (Mooradian et al., 2020). Segmentation divides the market into identifiable segments based on demographic, geographic, psychographic, or behavioral characteristics. This helps companies understand the needs and preferences of specific customer groups. Targeting is selecting the most promising market segments that fit the company's strategy. Targeting helps craft more effective marketing messages and tactics. Positioning Determines the unique position of the company or product in the minds of customers. Positioning creates an image that distinguishes a product or brand from competitors (Paul M. Muchinsky, 2012). Marketing mix involves four main elements that make up a company's marketing strategy, known as the 4Ps, namely Product (product), Price (price), Place (place/distribution), and Promotion (promotion) (Kotler & Keller, 2020). Relational marketing, emphasizing the importance of building and maintaining long-term relationships with customers (Armstrong et al., 2015).

### **Speed of Service**

Service speed is a critical factor in modern business that can affect customer satisfaction, brand reputation, and overall organizational performance (Silvestri et al., 2020). Several things related to service speed are response time, waiting time, order processing, service process, transaction process, communication, information technology and problem solving (Zhang & Liu, 2022). The service process concerns the certainty that the product or service is delivered or provided according to the time promised to the customer (Aulia et al., 2021). The transaction process relates to the time required in the transaction process, be it payment, registration, or other procedures. The communication aspect is related to the provision of efficient and responsive communication channels between customers and organizations (L. Dewi & Fuldyanto, 2019).

The basic theories relevant to service speed (Seker kaya, 2020a) are described as follows: First, Queuing Theory, developed by A.K. Erlang, this queuing law provides a basis for analyzing and measuring queuing efficiency, including waiting time and the number of customers in the queue. Queuing theory requires that the strategic dimension of the customer be taken into account. Under this perspective, customers are decision-makers who aim to maximize their profits, taking into account that others have similar goals (Anisimov & Limniomos, 2020). In basic queuing theory, a queuing system consists of one or more queues and a service provided by one or more servers. Elements in the queue are called jobs or customers, depending on the context (Marlon Dumas et al., 2021). In addition, Queuing Theory investigates how to optimize production or service processes to reduce cycle time and waiting time. Second, Business Process Theory, also known as Business Process Management (BPM). It involves modeling, analyzing, and improving business processes to increase efficiency and speed of service. This theory was

born in 1993 by Hammer and Champy in a book titled "Reengineering the Corporation" which illustrates the concept of business process reengineering. This book popularized the idea of redefining and optimizing business processes from scratch. Third, Systems Theory, Fast Service Systems This theory examines the factors that contribute to the speed of service in the system, including process design, technology, and employee management. This theory was initiated by Christian Grönroos, a marketing expert, has made significant contributions to the development of service theory, especially in the context of service marketing. He emphasized the concept of interaction and relationships between service providers and customers. Fourth, Scheduling Theory, in the context of speed of service, scheduling algorithms can assist in organizing and managing resource time to improve efficiency. This theory was developed by David Blackstone, James Cox, and John Schleier They contributed to the development of workflow scheduling theory and the concept of control centers in a manufacturing environment.

### **Service Realibility**

Service reliability theory relates to the extent to which a service is reliable and consistent in meeting customer expectations. Some basic theories/models related to service reliability (Mooradian et al., 2020) include: Servqual Reliability Model, developed by Parasuraman, Zeithaml, and Berry, this model assesses service quality based on five main dimensions, one of which is reliability. Service Encounter Suitability Theory, developed by Mary Jo Bitner, this theory emphasizes the importance of suitability or consistency between customer expectations, customer perceptions, and employee perceptions in service interactions. Service Quality Gaps Model. Developed by Parasuraman, Zeithaml, and Berry. This model, which identifies five gaps (Gaps) that can cause a mismatch between customer expectations and experiences. Gaps related to reliability can occur at the service planning, service design, and service delivery stages. Expectancy Confirmation Theory, this theory proposes that customer satisfaction depends on the extent to which actual experience meets or exceeds customer expectations. Reliability is an important factor in shaping customer expectations. If service is inconsistent, it can result in differences between expectations and reality. Customer Satisfaction Theory. Customer satisfaction is the result of a comparison between expectations and customer perceptions of service quality. Service reliability plays a role in shaping customer expectations. Reliable service tends to create realistic expectations.

### **Employee Performance**

Effective performance management also involves providing feedback, developing skills, and creating a supportive work environment. The basic theories of employee performance (Silvestri et al., 2020) are described as follows. First; There are two theories of motivation, namely: (a) Maslow's Hierarchy of Needs, proposed by Abraham Maslow, this theory states that individuals have a hierarchy of needs, and the satisfaction of higher needs drives motivation. (b) Theory X and Y, initiated by Douglas McGregor, suggests that managers have a view of employees, namely Theory X (employees do not like to work and require supervision) and Theory Y (employees can take responsibility and enjoy work). Second, there are two Cognitive Theories, namely (a) Expectancy Theory, Victor Vroom's work states that individuals make choices based on the expectation that their efforts will produce the desired results. (b) Reinforcement Theory, initiated by B.F. Skinner emphasizes the influence of positive or negative consequences on behavior. Positive reinforcement can increase motivation. Third, there are two theories of job satisfaction, namely: (a) Herzberg's Job Satisfaction Model. Frederick Herzberg divides the factors that affect job satisfaction into hygiene factors (external factors such as salary) and motivational factors (internal factors such as achievement). (b) Productivity Satisfaction Theory, states that satisfied employees tend to be more productive. Fourth: Employee Engagement Theory, there are two, namely (a) Work Engagement Model, according

to Kahn work engagement into three elements: physical, cognitive, and emotional involvement. (b) Psychological Empowerment Theory, emphasizing the importance of giving employees authority and responsibility to increase their engagement. Fifth, there are two Employee Development Theories, namely: (a) Super Career Development Theory, Donald Super states that career development is a life-long process involving phases of growth, adjustment, stabilization, and decline. (b) Organizational Learning Theory, emphasizes organizational learning as a process that improves organizational performance and adaptation.

### **Customer Satisfaction**

A deep understanding of customer preferences and expectations helps companies to better respond to customer needs and increase their level of satisfaction. Regarding the basic theory of customer satisfaction (Abratt & Bendixen, 2019), it is described as follows: First, Expectancy Disconfirmation Theory, developed by Richard L. Oliver in 1980. The basic concept of this theory is that customer satisfaction or dissatisfaction is based on a comparison between their expectations and the actual experience they experience. Second, Cognitive Affective Satisfaction Theory. Developed by Claes Fornell in the mid-1990s. Emphasizes the difference between cognitive satisfaction (related to rational judgment) and affective satisfaction (related to feelings and emotions). Customer satisfaction can come from a positive cognitive evaluation, such as the quality of the product or service, and also from a positive emotional reaction to the experience. Third, Cognitive Dissonance Theory, this theory was developed by Leon Festinger is a social psychologist who developed the concept of cognitive dissonance in 1957. Describes how customers tend to seek consistency between their beliefs, attitudes, and behavior. If customers experience cognitive dissonance (a feeling of discomfort due to a mismatch between expectations and experiences), they may look for ways to reduce it, such as changing their beliefs or behavior.

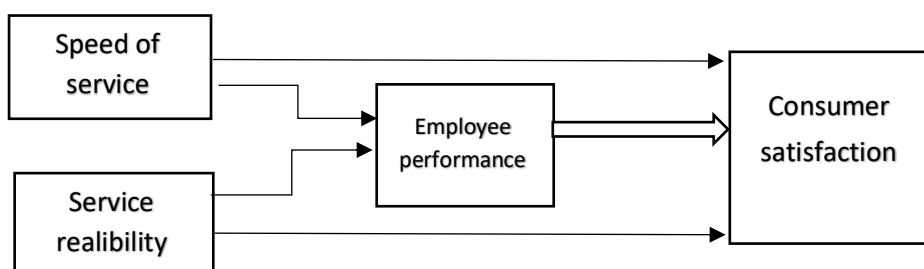
### **Previous Research**

Some research results that affect customer satisfaction find that the speed of service for retrieving outpatient medical record files is influenced by many factors, one of which is the discipline, skills, attitudes and knowledge of officers towards the speed of service for retrieving outpatient medical record files (Octaria et al., 2020). Service speed has a significant effect on consumer trust, satisfaction and loyalty (Mahendra et al., 2021). Service speed is related to the level of timeliness of the service process where some respondents complained that the service process was a bit long, so it had a negative effect on customer satisfaction (Susanti et al., 2020).

In connection with the reliability variable, several studies have found that the reliability variable has a significant effect on public satisfaction at the Hulu Sungai Tengah (HST) police station in South Kalimantan (Ifansyah, 2020). In Gojek online transportation research in Bogor City partially has a significant effect on customer satisfaction (Novitawati et al., 2019). Other studies have also found that reliability indicators also have a strong influence on customer value (R. Daga, 2017).

Regarding the Employee Performance variable, several studies have found that the employee performance variable has an influence on customer satisfaction and customer loyalty at Focal Point Medan (Nursiti & Fedrick, 2018). Other studies have also found that if employee performance is low or the lack of skills possessed by operational division employees, it will not match the company's target which has an impact on decreasing ship agency at the company PT Bahari Eka Nusantara (Wibowo et al., 2020). Employee performance variables in other studies have also found the effect of concurrent human resources resulting in ineffective and inefficient performance of field activity employees at the company PT Anshari Shipping Batam (Ginting & Raja, 2022).

The last variable is customer satisfaction, some research results also show that the effect of agency services on customer satisfaction is due to the lack of consumer assessment in the field of lack of communication and the knowledge of employees who are still lacking and how to overcome this is to improve service to consumers and improve employee communication skills because the key to customer satisfaction is the waiter responding through good communication ethics (Simatupang et al., 2022). Meanwhile, other studies also show that price, service, environment, product quality and promotion together have a significant influence on customer satisfaction (Wahyuningsih, 2022a). Other research also shows that product innovation on consumer loyalty has an influence on customer satisfaction (Mustamu & Ngatno, 2021). The framework of this research is to analyze the effect of speed and reliability in service services on customer satisfaction of agency service providers. The framework is described as follows.



**Figure 1. Framework of Thought**

### Hypothesis

Service speed is the target service time that can be completed within the time specified by the service delivery unit to community satisfaction (Bachri & Zuripal, 2020). Service speed is one of the determining factors for service quality and customer satisfaction (R. S. Dewi, 2018). The speed of service completion in fulfilling the promised service also affects customer satisfaction (Maulana, 2022). Reliability or the ability to provide services immediately, as expected, and can provide satisfaction can have a positive and significant effect on customer satisfaction (Lestari et al., 2021). The positive value indicates that Service Reliability has a unidirectional relationship with Customer Satisfaction, which means that the higher the level of Service Reliability, the higher the Customer Satisfaction (Utami & Lestari, 2020). Service Reliability is the ability to provide the promised service immediately, reliably, in the completion of good service to Customer Satisfaction (Maulana, 2022). Service speed, which is influenced by the performance of operational division employees in carrying out ship agency activities that are less alert, can have a significant effect on customer satisfaction (Wibowo et al., 2020). Employee performance on timeliness, speed of serving consumers in helping without being asked by customers, being proactive in providing information and trying to provide more than what is expected can provide satisfaction for consumers (Nursiti & Fedrick, 2018). Employee service speed and ability to serve consumers will be considered in shaping customer satisfaction (Virgiawansyah et al., 2019).

Service reliability and the influence of employee discipline performance from the overall service performed will be given by customers regarding their perceived satisfaction (Kusumawati & Kusmargiani, 2020). The reliability and performance of employees in providing services that are fast, precise, easy, smooth and honest in solving problems can give confidence to customer satisfaction (Mujiaty et al., 2021a). Employees who are reliable and professional in their fields are needed to improve the quality and quality of service to customer satisfaction (I Gede Harditya Dharma & I.B Raka Suardana, 2020). Based on the results of the research above, the formulation of this research hypothesis is as follows:

H1 : Service speed affects customer satisfaction

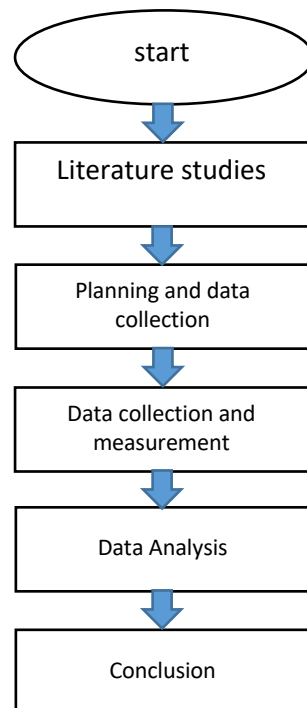
H2 : Service reliability affects customer satisfaction

H3 : Service speed mediated by employee performance affect customer satisfaction

H4 : Service reliability mediated by employee performance affect customer satisfaction.

### 3. Research Methods

The research design is based on the flow chart below to provide an overview and steps of research activities. The research method section also explains the research location, population, sample, data sources and types, data analysis and hypothesis testing.



**Figure 2. Research Flow Chart**

The location of this research was carried out in Palembang at PT Bukit Prima Bahari, Palembang Branch Office with the address Jalan Stasiun Kertapati, Palembang City. This research only discusses service speed, service reliability, employee performance and customer satisfaction. The object of this research is the ship owner and crew who have a relationship with agency service operations. The research population will be sampled as many as 14 companies with a total population of 126 people, all populations are used as respondents / research samples (saturated sampling).

This type of research data is quantitative data, while the data source comes from secondary data and primary data. Secondary data is data in the form of documents owned by PT Bukit Prima Bahari, for example in the Agency Performance Report, while primary data is data obtained directly from respondents through distributing questionnaires.

This research data was obtained from distributing questionnaires given directly to the crew with a minimum number of 126 crew members. Questionnaires regarding speed, reliability, employee performance and customer satisfaction. Primary data refers to information obtained from respondents relating to service speed, service reliability, employee performance and customer satisfaction. Questionnaires to respondents using a Likert Scale on a Questionnaire with 5 levels of answers (5 Very satisfied - 1 Very dissatisfied).

The data analysis technique in this study is based on a quantitative research approach. The stages of data analysis are as follows; Questionnaire distribution, tabulation, data grouping

based on research variables. The analysis used in this study uses multiple regression equations. Data processing techniques using regression analysis, SPSS version 26, and Amos 22.0 Program as for the regression equation as follows;

$$KK = \alpha + \beta_1 KP + \beta_2 HP + \epsilon \dots\dots\dots(\text{Equation I})$$

$$FE = \alpha + \beta_1 KP + \beta_2 HP + \epsilon \dots\dots\dots(\text{Equation II})$$

$$KK = \alpha + \beta_1 KP + \beta_2 HP + \beta_3 FE + \epsilon \dots\dots\dots(\text{Equation III})$$

Description :

- KK = Consumer Satisfaction
- KP = Speed of service
- HP = Service of reliability
- FE = Employee performance (Mediating variable)
- $\alpha$  = Coefficient Value
- $\beta_1 \dots \beta_2$  = Constant Value
- $\epsilon$  = Error Term

The test tool used for hypothesis testing is the t test for partial influence testing and the F test for simultaneous influence testing. Statistical analysis used for statistical testing, standard level of significance and critical ratio that can accept the research hypothesis. Hypothesis testing is based on hypothesis acceptance criteria with a value of  $\alpha = 0.05$ . If the value of  $\alpha < sig$  is accepted and if the value of  $\alpha > sig$  is rejected.

#### 4. Results and Discussions

##### Validity test

Based on the results of the validity test that the variable Service Speed Variable (KP) where there are no items that have a corrected Item-Total Correlation value  $> 0.1793$  (r table value with  $N = 126$ ), so that all items in the Service Speed variable (KP) can be used, so that the statement for the Service Speed variable (KP) consists of 5 items, consisting of: KP1, KP2, KP3, KP4, KP5 can be used in the next data estimation process.

**Table 1. Validity Test of Service Speed Variables (KP)**

ITEM	Corrected Correlation	Item-Total	r-Table (N=126)	Description
KP1	0.881		0,1793	Valid
KP2	0.890		0,1793	Valid
KP3	0.899		0,1793	Valid
KP4	0.878		0,1793	Valid
KP5	0.890		0,1793	Valid

Source: Primary data processing, 2023

Furthermore, for the Service Reliability Variable (HP) as shown in the table below, the test results obtained for the calculated value of the corrected Item-Total Correlation  $> 0.1793$  so that all items are declared valid, so that the statement for the Service Reliability Variable (HP) consists of 5 items, namely: HP1, HP2, HP3, HP4, HP5 can be used in the next data estimation process.

**Table 2. Validity Test of Service Reliability Variables (HP).**

ITEM	Corrected Correlation	Item-Total	r-table (N=126)	Description
HP1	0,833		0,1793	Valid
HP2	0,788		0,1793	Valid
HP3	0,846		0,1793	Valid
HP4	0,836		0,1793	Valid
HP5	0,884		0,1793	Valid



Source: Primary data processing, 2023

Variable Employee Performance (FE) as shown in the table below, obtained the test results of the calculated value of corrected Item-Total Correlation  $> 0.1793$  so that all items are declared valid, so that the statement for the Employee Performance Variable (FE) consists of 5 items, namely: FE1, FE2, FE3, FE4, FE5 can be used in the next data estimation process.

**Table 3. Employee Performance Variable Validity Test (FE)**

ITEM	Corrected Correlation	Item-Total	r-table (N=126)	Description
FE1	0,756		0,1793	Valid
FE2	0,717		0,1793	Valid
FE3	0,800		0,1793	Valid
FE4	0,874		0,1793	Valid
FE5	0,848		0,1793	Valid

Source: Primary data processing, 2023

In the Consumer Satisfaction Variable (KK) as shown in the table below, the test results of the calculated value of the corrected Item-Total Correlation  $> 0.1793$  are obtained so that all items are declared valid, so that the statement for the Consumer Satisfaction Variable (KK) consists of 3 items, namely: KK1, KK2, KK3 can be used in the next data estimation process.

**Table 4. Test the Validity of the Consumer Satisfaction Variable (KK)**

Item	Corrected Item-Total Correlation	r-table (N=126)	Description
KK1	0,817	0,1793	Valid
KK2	0,726	0,1793	Valid
KK3	0,719	0,1793	Valid

Source: Primary data processing, 2023

### Reliability test

Reliability test is used to measure the consistency of constructs or research variables. Measuring the reliability test is done using the Cronbach Alpha statistical test. A construct or variable is said to be moderately reliable if it provides a Cronbach's Alpha coefficient value greater than 0.60. The results of the reliability test in this study can be seen as follows:

**Table 5. Reliability Test**

Variables	Cronbach Alpha	Description	N of items
Service speed	0,909	Reliable	10
Service Reliability	0,950	Reliable	10
Employee performance	0,968	Reliable	10
Consumers Satisfaction	0.979	Reliable	10

Source: Primary data processing, 2023

The results of the reliability test in Table 5 to Table 8 above show that the Cronbach's Alpha coefficient values of the variables studied show mixed results and the variables produce Cronbach's Alpha values greater than 0.60. Where the CA value of the service speed variable is 0.909, the CA value of the service reliability variable is 0.950, the CA value of the employee performance variable is 0.968 and the CA value of the customer satisfaction variable is 0.979. Thus it can be concluded that the measuring instrument used in this study is reliable.

### Model Test with path analysis

With path analysis of Direct and Indirect Influence, the causal influence between variables and the position of each variable in the path will be estimated both directly and indirectly. Basically, the statistical model used in path analysis is an ordinary multiple regression model, except that the variables involved in it have been standardized first. To understand more

clearly the picture above, the following regression estimation results with path analysis are presented in table 6 below.

**Table 6. Estimation Results with Path Analysis Method**

		Estimate	S.E.	C.R.	P	Label
FE <---	KP	.430	.108	3.967	***	par_1
FE <---	HP	.423	.104	4.066	***	par_2
KK <---	KP	.172	.068	2.518	.012	par_3
KK <---	HP	.187	.066	2.835	.005	par_4
KK <---	FE	.239	.054	4.396	***	par_5

Source: Processed by Researchers, 2023

Through table 6 above, it can be explained that there are direct effects and indirect effects. Direct Effect, namely the Effect of Service Speed on Employee Performance (KP → FE = 0.430). The statement above shows that the Service Speed variable affects the Employee Performance variable by 0.430. The effect of Service Reliability on Employee Performance (HP → FE = 0.423). The results above indicate that the Service Reliability variable affects the Employee Performance variable by 0.423. The effect of Service Speed on Customer Satisfaction (KP → KK = 0.172) The results above show that the Service Speed variable affects the Consumer Satisfaction variable by 0.172. The effect of Service Reliability on Customer Satisfaction (HP → KK = 0.187). The results above show that the Service Reliability variable affects the Consumer Satisfaction variable by 0.187. The effect of Employee Performance on Customer Satisfaction (FE → KK = 0.239). The results above show that the Consumer Satisfaction variable affects the Employee Performance variable by 0.239.

The Indirect Effect, which is the Influence of Service Speed on Employee Performance through Consumer Satisfaction (KP → FE → KK) = (0.430).(0.239) = 0.10277. The estimation results indicate that the value of the Service Speed variable is 0.430, and the coefficient value of the Employee Performance mediator variable is 0.239, resulting in the Consumer Satisfaction variable having a value of 0.10277. The Influence of Service Reliability on Consumer Satisfaction through Employee Performance (SR → EP → CS) = (0.423) \* (0.239) = 0.101097. Based on the estimation results, it can be obtained that the value of the Service Reliability variable is 0.423, with the coefficient value on the Employee Performance mediator variable being 0.239, resulting in the Consumer Satisfaction variable having a value of 0.101097.

### Coefficient Test

From the results of the estimated recap data of respondents' answers, the results of the Coefficient of Determination can be explained in the following table:

**Table 7. Coefficient of Determination Test Results**

	Estimate
FE	.805
KK	.840

Source: Results of primary data processing, 2023

The estimation results for the influence of the Service Speed (KP), Service Reliability (HP) variables were able to explain the Employee Performance (FE) variable of 0.805 or 80.5%, while the remaining 19.5% was explained by other factors not examined. Meanwhile, the influence of the Service Speed (KP), Service Reliability (HP) variables on Customer Satisfaction (KK) through the Employee Performance Variable (FE) was able to explain 0.840 or 84%, while the remaining 16% was explained by other factors that were not studied.

## Hypothesis testing

### Direct Hypothesis Testing

From the estimation results using the Path Analysis method, partial hypothesis test values are obtained in the following table:

**Table 8. Estimation Results Using the Path Analysis Method**

			Estimate	S.E.	C.R.	P	Label
FE	<---	KP	.430	.108	3.967	***	par_1
FE	<---	HP	.423	.104	4.066	***	par_2
KK	<---	KP	.172	.068	2.518	.012	par_3
KK	<---	HP	.187	.066	2.835	.005	par_4
KK	<---	FE	.239	.054	4.396	***	par_5

Source: Researcher's Process, 2023.

This test is conducted by comparing the t-value with the t-table. In the estimation method using the Path Analysis method, the Critical value (CR) is equal to the t-value (t-value) in OLS regression, and P is the level of significance probability with \*\*\* indicating significance at 0.01 (1%), but for a significance level of 0.05 (5%), the P-value (significance probability) will still be displayed in the estimation table. In the first hypothesis test, the CR-value of the Service Speed (KP) variable is 2.835 > 1.96, while the P-value is 0.012, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Service Speed (KP) and Consumer Satisfaction (KK) at PT. Bukit Prima Bahari Palembang. In the second hypothesis test, the CR-value of the Service Reliability (HP) variable is 2.835 > 1.96, while the P-value is 0.005, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Service Reliability (HP) and Consumer Satisfaction (KK) at PT. Bukit Prima Bahari Palembang. In the third hypothesis test, the CR-value of the Employee Performance (FE) variable is 4.396 > 1.96, while the P-value is 0.000, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Employee Performance (FE) and Consumer Satisfaction (KK) at PT. Bukit Prima Bahari Palembang. In the fourth hypothesis test, the CR-value of the Service Reliability (HP) variable is 4.066 > 1.96, while the P-value is 0.000, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Service Reliability (HP) and Employee Performance (FE) at PT. Bukit Prima Bahari Palembang.

### Indirect Hypothesis Testing

From the estimation results using the Path Analysis method, to obtain decision results in the Indirect Path hypothesis test, estimation results using the SOBEL method are needed. The estimation test results are presented in the following table.

**Table 9. Estimation Results Using the Path Analysis Method as a Basis for SOBEL TEST**

			Estimation				
			Estimate	S.E.	C.R.	P	Label
FE	<---	KP	.430	.108	3.967	***	par_1
FE	<---	HP	.423	.104	4.066	***	par_2
KK	<---	KP	.172	.068	2.518	.012	par_3
KK	<---	HP	.187	.066	2.835	.005	par_4
KK	<---	FE	.239	.054	4.396	***	par_5

Source: Researcher's Process, 2023.

From the SOBEL TEST estimation results, partial hypothesis test values are obtained in the following table:

#### a. Indirect Path Hypothesis Test for Service Speed (KP) Variables on Consumer Satisfaction (KK) Through Employee Performance (FE).

Input:		Test statistic:	Std. Error:	p-value:
a	0.430	Sobel test: 2.96002763	0.03471927	0.00307611
b	0.239	Aroian test: 2.91913116	0.03520568	0.00351009
s <sub>a</sub>	0.108	Goodman test: 3.00269257	0.03422595	0.00267603
s <sub>b</sub>	0.054	Reset all	Calculate	

**Figure 3. First Path SOBEL TEST Estimation Results**

From the estimation results above, it is known that the SOBEL TEST Statistical Test value is 2.96002763 and the P-Value is 0.00307611 and this P-Value value is greater than 0.05. This means that the Indirect Path Hypothesis Test states that there is a significant influence of the Service Speed (KP) variable on Customer Satisfaction (KK) through Employee Performance (FE).

**b. Indirect Path Hypothesis Test for Service Reliability (HP) Variables on Consumer Satisfaction (KK) Through Employee Performance (FE).**

Input:		Test statistic:	Std. Error:	p-value:
a	0.423	Sobel test: 2.99478947	0.03375763	0.00274634
b	0.239	Aroian test: 2.95418778	0.03422159	0.00313493
s <sub>a</sub>	0.104	Goodman test: 3.0371126	0.03328721	0.00238856
s <sub>b</sub>	0.054	Reset all	Calculate	

**Figure 4. Second Path SOBEL TEST Estimation Results**

From the estimation results above, it is known that the SOBEL TEST Statistical Test value is 2.99478947 and the P-Value is 0.00274634 and this P-Value value is greater than 0.05. This means that the Indirect Path Hypothesis Test states that there is a significant influence of the Service Reliability Variable (HP) on Consumer Satisfaction (KK) through Employee Performance (FE).

**Discussion**

Based on the results of the first hypothesis test, the CR-value of the Service Speed (KP) variable is  $2.835 > 1.96$ , while the P-value is 0.012, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Service Speed (KP) and Customer Satisfaction (KK). The research findings indicate a positive relationship between service speed and customer satisfaction. The results emphasize that service speed is considered an important factor in influencing customer satisfaction. This aligns with consumer expectations that value time efficiency. The faster the service is provided, the better the level of customer satisfaction. Although the research emphasizes speed, it is crucial to note that service quality remains an essential factor. Speed should not compromise the quality or accuracy of the service. Additionally, consumer preferences may vary; some consumers may prioritize speed, while the company needs direct feedback from consumers regarding service speed. This can help the company understand how positively consumers perceive the service speed and identify areas that need improvement.

The test results are highly relevant to the field conditions at PT. Bukit Prima Bahari Palembang, where the research aligns with the company's operational activities, such as Documentation Processes, speed in completing shipping documents, and Customer Service Completion Time. For the second hypothesis test, the CR-value of the Service Reliability (HP) variable is  $2.835 > 1.96$ , while the P-value is 0.005, which is below 5% or 0.05, thus  $H_a$  is accepted. This means there is an influence between Service Reliability (HP) and Customer Satisfaction (KK) at PT. Bukit Prima Bahari Palembang. The research findings indicate that consumers tend to be satisfied when they experience reliable and dependable service. This

highlights the importance of reliability as a key factor in achieving customer satisfaction. Consumers are more likely to be satisfied when they can rely on the provided service without uncertainty or significant errors. Service reliability creates trust in consumers towards the company or service provider. Consumers who feel that the service is reliable are more likely to have high satisfaction levels, believing that their needs and expectations will be met. Proven service reliability can enhance the company's reputation in the eyes of consumers. A good reputation as a reliable service provider can positively impact consumer perception and satisfaction. Consumers generally dislike uncertainty or ambiguity in services. Reliability helps minimize risks and uncertainties, providing comfort and satisfaction to consumers. The trust and consumer satisfaction resulting from service reliability can influence consumer decisions to engage in future transactions or use services from the company, positively impacting business repetition. Satisfied consumers with reliable service are likely to speak positively about their experiences to others, generating positive word-of-mouth and recommendations to potential consumers.

From the above estimation results, it is known that the Sobel Test Statistic value is 2.96002763, and the P-Value is 0.00307611, and this P-Value is greater than 0.05. This states that there is a significant influence of the Service Speed variable (KP) on Consumer Satisfaction (KK) through Employee Performance (FE). This research is consistent with the field conditions where employees of PT. Bukit Prima Bahari Palembang are highly competent in their field, as evidenced by various operational activities such as Document Handling and Licensing, Customer Service Completion Time, Speed in Responding to Information Requests, Ship Delay Rate, Efficiency of Port Facility Utilization, Customer Satisfaction Evaluation, Service Cycle Time Analysis, and Performance benchmarking.

For the third hypothesis test, it is found that the Sobel Test Statistic value is 2.99478947, indicating that the mediation variable plays a role in explaining the relationship between the independent variable (Service Reliability - HP) and the dependent variable (Customer Satisfaction - KK) through the mediator (Employee Performance - FE). The P-Value is 0.00274634, and this P-Value is greater than 0.05. This states that there is a significant influence of the Service Reliability variable (HP) on Customer Satisfaction (KK) through Employee Performance (FE).

Skilled, well-trained, and motivated employees can efficiently work to provide reliable and fast services to consumers. Good employee performance can expedite the service process, quickly respond to consumer inquiries, and handle transactions efficiently. This speed can provide a positive experience to consumers, reduce waiting time, and increase satisfaction. Good employee performance can also ensure the availability and reliability of services. Consistent employees in providing services according to company standards can build consumer trust in the reliability of the provided service. Good performance evaluation can help the company identify areas where employees can be improved to have a positive impact on speed, reliability, and customer satisfaction.

## 5. Conclusion

The results of this research can be concluded as follows: Service speed has a positive and significant effect on consumer satisfaction. Service reliability has a positive and significant effect on consumer satisfaction. There is a significant influence of the Service Speed Variable on Customer Satisfaction through Employee Performance. There is a significant influence of the Service Reliability Variable on Customer Satisfaction through Employee Performance. Meanwhile, suggestions for future researchers who are interested in the research topic can be expanded with the following variables. Service innovation can provide consumer satisfaction because consumers tend to positively evaluate companies that continue to strive to improve and provide added value. Brand image and consumer perceptions of company reputation can influence satisfaction. Consumers may be more satisfied if they feel proud of using or being

associated with a particular brand. Long-term relationships between consumers and companies, such as loyalty memberships or consumer programs, can increase satisfaction. Consumers are increasingly concerned about sustainable and ethical business practices. Companies that pay attention to sustainability and business ethics can build consumer satisfaction. Based on the research results above, it was found that the managerial implications are as follows: (1) Managers need to focus on increasing operational efficiency to ensure the service process takes place quickly and without obstacles. (2) Continuous monitoring and improvement of work flow can help identify areas that require service improvement. (3) Application of appropriate technology, such as automation or self-service systems, so that it can help increase service speed. (3) Employees need to be trained to work quickly without sacrificing accuracy and service quality. (4) Training employees on these procedures can help minimize errors and increase reliability. (5) Regular audits and performance reviews can help ensure that quality standards are maintained. (6) Service reliability can sometimes be measured by the company's ability to handle consumer conflicts or complaints quickly and effectively.

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