

How Service Guarantees Incredible Customer Satisfaction in The Business-To-Business Contecs

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ABSTRACT

This research aims to examine the correlation between customer satisfaction and employee satisfaction at B2B construction services companies in Jabodetabek. Apart from that, the research also aims to evaluate the role of service guarantee, service quality on customer satisfaction and employee satisfaction. Lastly, this research attempts to examine the extent to which service recovery efforts impact customer satisfaction after experiencing an unsatisfactory service experience in a B2B construction services company. In this research design, data analysis was carried out to investigate customer satisfaction at B2B construction services companies in the Jabodetabek area, as well as the impact of customer satisfaction on employee satisfaction, service guarantee and service quality. This research focused on B2B construction services companies in the Jabodetabek area, where a survey was conducted by distributing questionnaires to marketing employees who often received complaints from customers to these B2B construction services companies. To test the relationships mentioned above, data analysis was carried out using SPSS and SmartPLS statistical software for empirical analysis. The results of this research show that there is a significant relationship between customer satisfaction and employee satisfaction, between service assurance and empowerment, as well as service recovery responsiveness and service quality. The main advantage of this research is the application of signaling theory in the context of service assurance and service quality, seen from the perspective of customers, employees and involving employee empowerment in the context of B2B construction services companies in the Jabodetabek area.

Keyword: *Service Guarantees, Empowerment, Responsiveness in a Service Recovery Effort, Service Quality, Customer Satisfaction, Employee Satisfactin*

1. Introduction

Service guarantees with the current system have a significant impact on the level of risk faced by customers (Laa et al., 2022). To reduce this risk, companies must build positive relationships with customers and prioritize guaranteeing good service to customers (Shahril & Aziz, 2022). Therefore, companies must focus on service guarantees so that they can improve performance and provide superior service quality to customers, thereby increasing customer satisfaction (Kashyap, 2001). Therefore, service quality must be a top priority for companies (Shahril & Aziz, 2022). And service guarantees must be provided unconditionally (Hart, 1988). A study in Vietnam shows that the application of a fuzzy analytical hierarchy process based on the SERVQUAL concept is very effective in improving service quality (Nguyen, 2021). Thus, these aspects can help companies improve service quality and create satisfaction for customers.

Previous research shows that there is a relationship between employees, service guarantees and service quality perceived by customers (Hays & Hill, 2001). Therefore, research is needed to investigate the impact of service guarantees on service quality in order to determine the effectiveness of these service guarantees (Paraman, 2020). Meanwhile, service recovery can be achieved through empowerment, employee performance and employee job

satisfaction (Hewagama et al., 2019). In this case, companies can assess employee commitment in providing service quality and service recovery (Rod & Ashill, 2010). Because employees have an important role in the success of the company and providing quality services to customers (Heskett et al., 1994). Therefore, in conducting a survey, factors such as service recovery, customer satisfaction with service recovery and customer loyalty will be part of the analysis (Shams et al., 2020).

This research aims to evaluate the impact of empowerment on service quality and employee engagement, with empowerment as a mediating variable (Shahril & Aziz, 2022). Empowerment was chosen as the main focus because it has an influence on employee performance (Shahril & Aziz, 2022). However, to see the impact of customer satisfaction on employee satisfaction, the Employee Satisfaction variable was added (Shahril & Aziz, 2022). Therefore, although using mixed methods provides better results, this research is limited to quantitative methods (Shahril & Aziz, 2022). Where the sample of this research is limited to two departments that interact with customers (Shahril & Aziz, 2022). Therefore, in the future it is recommended to involve more departments in research to get a broader picture (Shahril & Aziz, 2022). To get better results, future research should involve departments from various countries to gain a deeper understanding of the implementation of service guarantees and employee empowerment (Shahril & Aziz, 2022).

2. Literature Review

Theoretical Framework

Service guarantee is a company's commitment to restore its service after a failure occurs (Peng et al., 2016). As well as being committed to maintaining good quality service guarantees (McCollough & Gremler, 2004). Service guarantee is also an important factor in measuring service quality (Butarbutar et al., 2019). The success of a service guarantee is largely determined by guarantees that are easy to understand, clear and have simple requirements (Peng et al., 2016). Therefore, effective implementation of service guarantees can result in improved service quality, reduce customer risks and provide significant benefits for companies (Peng et al., 2016). Service guarantees have also been shown to generate significant revenues, and are also an effective means of improving service quality (Wirtz, 1998). Additionally, service assurance has the potential to increase perceived quality and market share by reducing the risk perceived by customers (Peng et al., 2016). Even though service quality is very good, service guarantees can still influence the level of customer satisfaction (Hocutt & Bowers, 2008).

According to Rappaport (1987) psychological empowerment is the ability to influence and control personal circumstances, as well as having social influence, political power and legal rights. Apart from that, the real form of empowerment is belief in customer abilities which is a manifestation of empowerment (Rappaport, 1987). Empowerment within a company is defined as a process to increase self-confidence, as explained by Bandura (1977), and defined by Conger & Kanungo (1988). Empowerment is also considered a type of intrinsic motivation which is in line with the research results of Thomas (1990). In addition, empowerment aims to increase the positive intrinsic motivation of individuals. Empowerment itself has two conceptions, namely structural and psychological conceptions (Maynard et al., 2012). The aspect of psychological empowerment emerged in the late 1990s and is defined as an internal motivational factor that stimulates individual behavior and performance within the company (Jácome & Chi6n, 2022). However, previous studies show that employee empowerment can create better employee performance (Oktaviani et al., 2020).

Service recovery response is a form of response from the Company due to a failure in service (Gr6nroos, 1988). Because customer evaluations are greatly influenced by service

recovery efforts (Bitner, 1990). Because according to Lu et al. (2020) customers are often dissatisfied with the results of service recovery. Therefore, in dealing with customer dissatisfaction, companies are advised to build trust in customers (Harris et al., 2006). In addition, service recovery can be carried out through three dimensions, namely compensation (using discounts to compensate for service failures caused by the company), efficient recovery (handling service failures with a quick response), and psychological compensation (using apologies and polite attitudes as a way to replace service failures) (Hoffman et al., 2003). In this context compensation is considered a more effective method of service recovery. Apology, speed of response, politeness, and compensation are four very important dimensions of service recovery (Lu et al., 2020).

Service Quality is the service performance expectations that customers have regarding the services provided by the company (Mercangoz et al., 2012). To ensure customer satisfaction in all sectors, processes are needed that focus on service quality (Grzinic, 2007). Service quality is measured by the extent of the level of service provided and how capable it is of providing quality services consistently according to customer expectations (Parasuraman et al., 1985). Therefore, the quality of the services provided is expected to be able to maintain market competitiveness and business continuity (Allen et al., 2020). Service quality also provides various benefits for the business sector, such as increasing customer satisfaction, loyalty, repeat purchases, and long-term profits (Hashim & Majeed, 2013). Based on experience in the international fast food restaurant industry, perceived price is one of the bases for customer satisfaction and loyalty (Syah et al., 2022). Cascetta & Carteni (2014) and Parasuraman et al. (1994) agree that service quality is closely related to customer satisfaction. Customer satisfaction is the result of excellent service quality (Kulsum & Syah, 2017). If the quality of service received by consumers is in line with their expectations, then the service quality is considered good and satisfying (Kulsum & Syah, 2017). Customers tend to choose to continue using the service, if they feel satisfaction with the service (Kulsum & Syah, 2017).

Customer satisfaction is defined as a feeling of pleasure regarding services that meet or exceed a customer's expectations (Kotler & Caslione, 2009 and Praja et al., 2023). Meanwhile, customer satisfaction is considered an estimate made by customers (Syah & Wijoyo, 2021). Other research states that customer satisfaction is indirectly influenced by perceived price and price perception (Dalati & Al Hamwi, 2016 and Syah et al., 2022). Because services are always evaluated by customers based on price, price is felt to be very important to achieve customer satisfaction (Al-Msallam, 2015 and Syah et al., 2022). Customer satisfaction is also based on customer expectations and experiences after using services for a certain period (Ismail et al., 2016). If customers believe that the company can meet their needs, hopes and desires, then customer satisfaction can be achieved (Jou et al., 2022). This is based on the results received by customers according to their expectations (Jou et al., 2022).

Job satisfaction is generally defined as a concept that includes several aspects such as working conditions, pay, and relationships with superiors, all of which influence employee satisfaction (Brown & Peterson, 1993 and Mobley, 1977). To analyze customer satisfaction in influencing employee satisfaction, companies will focus on aspects of job satisfaction related to employee interactions with customers (Frey et al., 2013). Customer satisfaction significantly influences employee perceptions of salary or career opportunities as an effect of job satisfaction (Frey et al., 2013). The effect of customer satisfaction on employee satisfaction can be influenced by customer assessments. In other words, positive assessments from customers can be a link between customer satisfaction and employee satisfaction (Frey et al., 2013). Factors that motivate employees are a sense of success in work, a sense of responsibility, and perceptions of appreciation for achievements achieved (Frey et al., 2013). Several studies have

found evidence that supports the role of this motivation in influencing employee satisfaction (Hellman, 2010 and Tett & Meyer, 1993).

Empirical Studies

Service guarantees can reduce risks for customers and create a positive perception of the company's reputation (Wu et al., 2012). Providing services that meet customer expectations can create a positive image for the company (Shahril & Aziz, 2022). Shahril & Aziz (2022) also emphasized the importance of service guarantees in improving service quality. Service guarantee is an important dimension for measuring service quality, because it has a positive impact on customer satisfaction (Shahril & Aziz, 2022). If the service does not satisfy the customer, the company needs to offer a solution quickly and fulfill the promises made to the customer (Shahril & Aziz, 2022). Customers can assess the company provided by the organization, by providing evidence of service to customers (Shahril & Aziz, 2022). Evidence of the company's commitment to serving customers according to expectations can build customer confidence and loyalty towards the quality of the services provided (Paraman, 2020). To guarantee service quality standards and facilitate evaluation, concrete evidence is needed that shows the company's commitment to providing quality services (Shahril & Aziz, 2022).

H1 : Service Guarantees have a positive relationship with Service Quality

The success of service guarantees in a company cannot be separated from employee empowerment (Wirtz, 1998). Therefore, the service guarantee aspect is very important for employee empowerment (Shahril & Aziz, 2022). Wirtz (1998) also emphasized that to achieve successful service guarantees, companies must prioritize employee empowerment. Therefore, management must have trust and give authority to employees so that they play an active role in developing service guarantees (Shahril & Aziz, 2022). Hewagama et al. (2019) also suggest that a company's commitment to providing satisfactory service can be a motivation for employees to improve their performance. According to Hewagama et al. (2019), organizational commitment to providing satisfactory services can motivate empowered employees to perform better. Shahril & Aziz (2022) state that companies can empower employees to solve customer problems by giving employees the power to take actions that suit customer needs. Therefore, employee involvement is the main key in increasing service guarantees which become marketing programs in organizations (Hays & Hill, 2006). Through employee empowerment, organizations have succeeded in providing quality services to customers and obtained significant benefits (Shahril & Aziz, 2022).

H2: Service Guarantees have a positive relationship with Empowerment

The relationship between Empowerment and Service Guarantees and Service Quality Companies tend to be less successful in providing service guarantees, this is because they do not empower employees (Wirtz, 1998). In terms of service guarantees, employee empowerment is needed to improve service quality (Shahril & Aziz, 2022). In situations where customers have diverse needs, employee empowerment becomes very relevant because it allows them to adapt services according to customer needs (Shahril & Aziz, 2022). Therefore, empowered employees have the authority to change their behavior according to customer requests, so as to provide service satisfaction (Shahril & Aziz, 2022). The company's

commitment to providing satisfactory service can be a motivation for empowered employees to achieve better performance (Hewagama et al., 2019). Therefore, in meeting customer needs, empowered employees will make every effort to satisfy customers (Hewagama et al., 2019). In addition, the relationship between empowerment and service quality is very close, because service guarantees depend on employee participation and involvement in improving service quality (Hays & Hill, 2006). Where companies gain various benefits from employee empowerment, especially in improving the quality of services provided to customers (Shahril & Aziz, 2022).

H3: Empowerment has a positive relationship with Service Guarantees and Service Quality

Ostrom & Iacobucci (2016) revealed that providing service recovery assistance is a solution to resolve failures in service quality. In restoring service quality, customer feedback is very important, because it can provide information to resolve problems faced by customers (Kashyap, 2001). And when important problems occur, efficient recovery and fast employee response are needed (Shahril & Aziz, 2022). Therefore, in handling customer complaints, companies must learn from past experience (Wirtz, 1998). Meanwhile, to help identify the causes of failure and prevent future mistakes, companies must learn from past analysis (Shahril & Aziz, 2022). Employee support for the company is a condition of employee commitment, because this can influence service recovery efforts carried out by employees (Shahril & Aziz, 2022). Service quality has an important role in the success of a company (Shahril & Aziz, 2022). Therefore, to provide good service quality, companies must use the service-profit chain concept so that customers are always willing to use the company's services (Hays & Hill, 2006 and Heskett et al., 1994). Apart from that, in business competition, customer satisfaction is very important and service quality is a top priority for companies (Shahril & Aziz, 2022).

H4: Empowerment has a positive relationship with Service Guarantees and Employee Responsiveness In A Service Recovery Effort

H5: Employee Responsiveness In A Service Recovery Effort has a positive relationship with Service Recovery and Service Quality

To improve service quality, companies can offer service recovery assistance to customers when they experience service failures. This action can help companies resolve customer problems so that customers feel satisfaction in service (Ostrom & Iacobucci, 2016). Previous research shows that a positive relationship between employee commitment to service recovery can improve service quality and customer satisfaction (Shams et al., 2020). Therefore, customer loyalty and service quality are important factors for company success, and integrating customer satisfaction into service (Shahril & Aziz, 2022). In addition, good service quality will increase customer satisfaction, which will ultimately strengthen customer loyalty to continue using company services (Hays & Hill, 2006 and Heskett et al., 1994). Other research states that good service quality will increase customer satisfaction, which in turn will increase customer loyalty (Shahril & Aziz, 2022). Service quality is an important factor in influencing customer satisfaction (Shams et al., 2020). And according to Shahril & Aziz (2022) in this millennium era of competition, customer satisfaction is the company's top priority because it is recognized as having a positive relationship with service quality which can provide significant benefits for customer retention and the company's economic stability.

H6: Service Quality will have a positive relationship with Customer Satisfaction

Job satisfaction is a construct that consists of various aspects, such as working conditions, salary, and relationship with superiors, all of which influence the level of employee satisfaction (Brown & Peterson, 1993 and Mobley, 1977). Therefore, customer satisfaction has a significant impact on employee perceptions regarding aspects such as salary, career opportunities which are a major part of job satisfaction (Frey et al., 2013). However, the importance of positive assessments from customers can also play a mediating role in the relationship between customer satisfaction and employee satisfaction (Frey et al., 2013). The main motivating factors for employees are a sense of success at work, a sense of responsibility, and perceptions of appreciation for the achievements they have achieved (Frey et al., 2013). A number of studies have found evidence supporting the role of motivational factors in influencing employee job satisfaction (Hellman, 2010 and Tett & Meyer, 1993). Customer satisfaction can be realized through appreciation or positive feedback on employee performance (Frey et al., 2013). Where employees can provide positive feedback more quickly than feedback from employees' superiors (Frey et al., 2013).

H7: Customer Satisfaction has a positive influence on Employee Satisfaction

Based on the hypothesis framework above, the research model can be described as in Figure 1 below:

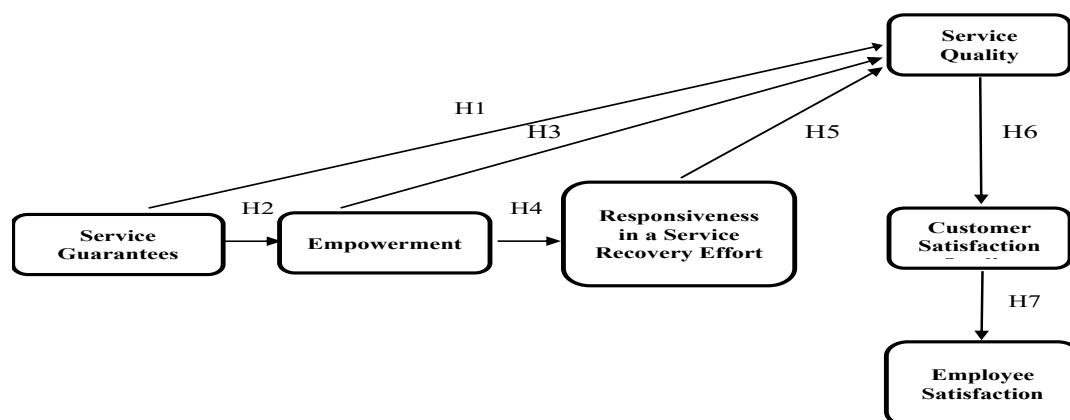


Figure 1: Research Model

By implementing service guarantees effectively, companies can improve the quality of services provided to customers. Customers also expect service guarantees to influence the company's service quality. Companies can do this by empowering employees to be able to resolve problems quickly, because efficient service recovery is very important to service quality, customer satisfaction and company employee satisfaction with their performance (McCollough, 2010)

3. Research Methods

In this research, the variables to be studied are service guarantee, empowerment, service recovery, service quality, customer satisfaction and employee satisfaction. To measure these variables, previous research was checked which was then adjusted and used in the current research (Hays & Hill, 2006). Therefore, this research was carried out in obtaining data through an online survey using the Google Form application with a five-point scale, where 1 is

"strongly disagree" and 5 is "strongly agree". This five-point scale was carried out with the aim of obtaining answers that are easy to understand.

The measurement scale for employee satisfaction is a scale developed by Hays & Hill (2006). To measure empowerment, this research uses a scale developed by Gazzoli et al. (2010). The scale used to measure customer satisfaction was adapted from the scale used by Hays & Hill (2006) and for measuring service quality, this research uses the scale used by Hays & Hill (2006). To obtain information from employees, researchers used a questionnaire method, because it would be easier to reach employees. Marketing employees who work in all B2B companies operating in the construction services sector in the Jabodetabek area were selected to participate in this research.

This research focuses on marketing employees of B2B construction services companies throughout Jabodetabek such as PT. Brantas Abipraya (Persero), PT. Waskita Karya (Persero), PT. Hutama Karya (Persero), PT. Nusa Solusi Enjiniring, Tbk and other construction service companies have received complaints from customers about unsatisfactory service experiences. The nature of customer complaints is expressed through face-to-face communication, customer satisfaction forms, company emails, or in the form of letters of warning. In determining the number of respondents, this study followed the suggestions of Long et al. (2022) who recommend a minimum sample size of 129 which gives an actual statistical power of 0.95.

The population in this study were marketing employees of B2B state-owned/private construction services companies who reside in the Jabodetabek area. Marketing employees who actually work for B2B construction services companies were selected and participated in this research. In determining the number of respondents, this research followed the methods and suggestions of Long et al. (2022). Where the recommended sample size is 129 samples. To maximize the number of respondents, in this study we have a sample size that is larger than 129. Therefore, this study uses 207 samples so that it meets the requirements for this research. To maximize the number of respondents, researchers distributed 207 survey questionnaires to marketing employees of B2B construction service companies in the Jabodetabek area who received complaints from customers. Researchers distribute questionnaires to respondents and first ask whether they are willing to participate in the survey. Before answering the questionnaire, researchers obtained feedback and agreement from respondents regarding their satisfaction with construction services and the extent to which their expectations were met, even though several unsatisfactory service experiences occurred during the work process. Data collection was carried out from early March 2023 to early June 2023, a period when the company usually experiences an increase in customers. Researchers succeeded in collecting 207 survey questionnaires from participating respondents during the several month data collection process.

This research uses two main statistical tools to analyze data, namely SPSS and for final analysis with Smart PLS, to match structural equation modeling (SEM). The main reason for choosing SEM analysis for this research is because the research assumes that SEM is able to overcome research problems related to the relationship between given constructs. Thus, SEM will be able to test the mediating effects of the variables.

4. Results and Discussions

Data Analysis

The research results from the online questionnaire distributed via Google Forms totaled 207 with details: 126 (61.3%) were women and the remaining 81 (38.7%) were men. In this study, researchers focused on marketing employee respondents at B2B state-owned/private construction services companies who often received complaints from

customers/employers aged 25 to 55 years with vocational to doctoral education backgrounds, bringing the total number of respondents to 207 respondents. The respondents included in this research were all marketing employees at B2B BUMN/Private construction services companies in the Jabodetabek area, bearing in mind that the population was the community/marketing employees of B2B BUMN/Private construction services companies who lived in the Jabodetabek area. Total respondents from marketing employees of B2B construction services companies were 207 respondents, where private employees ranked first with (56.4%), second were BUMN employees (40.9%) and others (2.7%). For customers/or employers who often submit complaints to B2B company marketing employees, 207 respondents are private companies in first place (54.1%), second are state-owned companies (23.7%), and ministries (22.2%). Details regarding respondent profile data can be seen in Appendix 4, table 5.

The results of the construct validity test in this study are acceptable because all items in each variable and dimension have an outer loading factor value above 0.7. The value of the Average Variance Extracted (AVE) for each variable is above 0.5 where $SG = 0.571$ $EMP = 0.668$ $SR = 0.636$ $SQ = 0.644$ $CS = 0.651$ and $ES = 0.666$. The results of construct reliability measurements also meet the criteria where everything has a composite reliability value above 0.7, namely $SG = 0.869$ $EMP = 0.909$ $SR = 0.839$ $SQ = 0.844$ $CS = 0.848$ and $ES = 0.857$. The results of the Cronbach's Alpha value for each variable item are above 0.7, namely $SG = 0.812$ $EMP = 0.875$ $SR = 0.710$ $SQ = 0.724$ $CS = 0.732$ and $ES = 0.753$. Detailed values of the construct reliability and validity measurements can be seen in more detail in Appendix 5B, table 6, table 7 and figure 4.

The next analysis is that structural tests are carried out to obtain the R square value. This value is used to explain how significantly the independent variable is able to explain the dependent variable. The Service Quality (SQ) variable is influenced by the Service Guarantees (SG) variable, the Empowerment (EMP) variable and the Responsiveness in a Service Recovery Effort (SR) variable with an R^2 value of 0.344. This means that 34.4% of the variance in Service Quality (SQ) can be explained by the Service Guarantees (SG) variable, the Empowerment variable (EMP) and the Responsiveness in a Service Recovery Effort (SR) variable. Meanwhile, the remaining 65.6% can be explained by other variables. The Empowerment variable (EMP) is influenced by the Service Guarantees (SG) variable with an R^2 value of 0.226. This means that 22.6% of the variance in the Empowerment (EMP) variable can be explained by the Service Guarantees (SG) variable. Meanwhile, the remaining 77.4% can be explained by other variables. The Responsiveness in a Service Recovery Effort (SR) variable is influenced by the Empowerment (EMP) variable with an R^2 value of 0.211. This means that 21.1% of the variance in the Responsiveness in a Service Recovery Effort (SR) variable can be explained by the Empowerment (EMP) variable. Meanwhile, the remaining 78.9% can be explained by other variables. The Customer Satisfaction (CS) variable is influenced by the Service Quality (SQ) variable with an R^2 value of 0.397. This means that 39.7% of the variance in the Customer Satisfaction (CS) variable can be explained by the Service Quality (SQ) variable. Meanwhile, the remaining 60.3% can be explained by other variables. The Employee Satisfaction (ES) variable is influenced by the Customer Satisfaction (CS) variable with an R^2 value of 0.119. This means that 11.9% of the variance in the Employee Satisfaction (ES) variable can be explained by the Customer Satisfaction (CS) variable. Meanwhile, the remaining 88.1% can be explained by other variables.

	Hypothesis	T-Value
H1	Service Guarantees memiliki hubungan positif dengan Service Quality	2.06
H2	Service Guarantees memiliki hubungan positif dengan Empowerment	3.75
H3	Empowerment memediasi hubungan antara Service Guarantees dan Service Quality	2.06
H4	Empowerment memediasi hubungan antara Service Guarantees dan daya tanggap karyawan dalam Service Quality	4.64
H5	Employee Responsiveness dalam upaya Service Recovery akan memiliki hubungan positif dengan Service Quality	2.93
H6	Service Quality akan memiliki hubungan yang positif dengan Customer Satisfaction	8.88
H7	Customer Satisfaction berpengaruh positif terhadap Employee Satisfaction	4.72

Source: Processed Data (2023)

Based on the explanation in the previous section, it can be seen that of the total of 7 hypotheses, all hypotheses were accepted.

Furthermore, below are the diagram results from the SEM analysis carried out with the SMARTPLS 3 program.

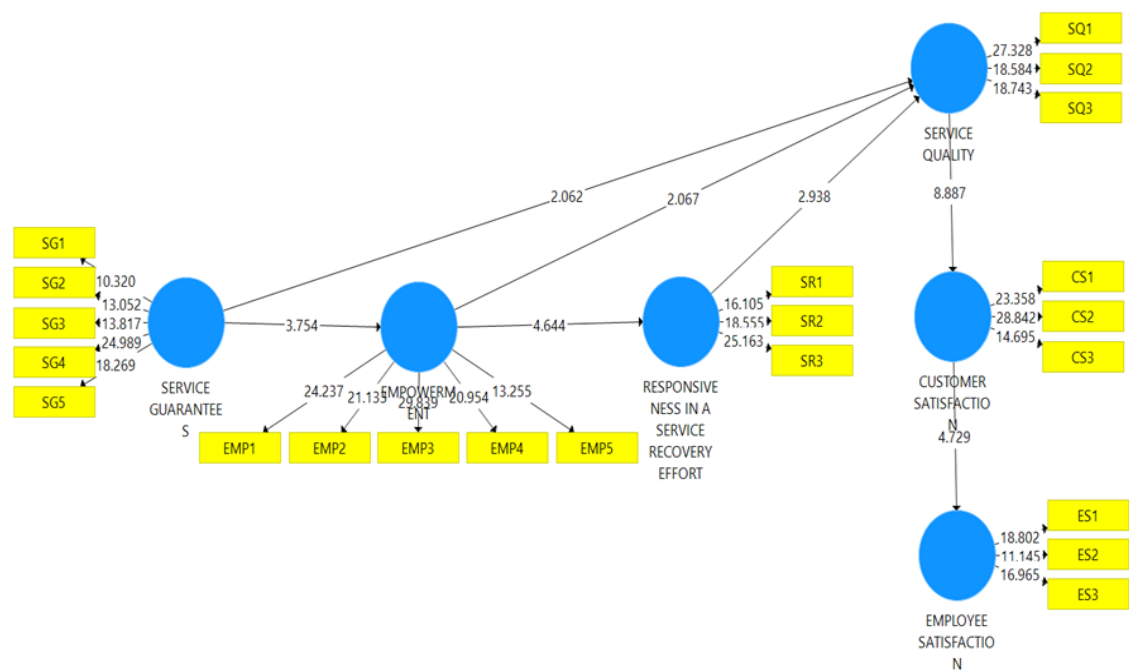


Figure 2. T-Value Path Diagram.

Discussions

This research examines the positive relationship between service guarantees and service quality, then the positive relationship between service guarantees and empowerment, then the positive relationship between empowerment and service guarantees and service quality, then the positive relationship between empowerment and service guarantees and employee responsiveness in a service recovery effort, then the positive relationship between employees' responsiveness in a service recovery effort with service quality, then the positive relationship between service quality and customer satisfaction and the positive relationship between customer satisfaction and employee satisfaction.

The research results show that the service guarantees offered by the company influence the company's service quality. Service guarantees are a company commitment to empowering employees to improve service quality (Mccollough & Gremler, 2004). One form of service guarantee provided by B2B companies in the construction services sector is fast response and recovery to customer complaints. When customer complaints are handled quickly and efficiently, customers can experience good service quality from the company. Basically, customers of B2B companies in the construction services sector feel that the most important thing is good quality service. Therefore, when the service guarantees offered by the company increase, the company's service quality will also increase. This is in accordance with research conducted Shahril & Aziz (2022), which states that service guarantees have a positive effect on service quality.

The research results show the influence of service guarantees on empowerment. When a company believes that the service guarantees offered are much better than other companies, this will enable the company to empower employees. This is done because the company aims to make customers satisfied with customer responses when problems occur in service. Apart from that, when a company is committed to maintaining and improving service guarantees, employee motivation will arise to perform better because employees feel empowered (Hewagama et al., 2019). Therefore, when the service guarantees offered by B2B construction service companies increase, employee empowerment will also increase. This is in line with research by Shahril & Aziz (2022), namely that service guarantees have a positive effect on empowerment.

The research results show that empowerment has a positive relationship with service guarantees and service quality. Service guarantees and employee empowerment can create superior service quality (Shahril & Aziz, 2022). When B2B construction services companies empower employees by giving them responsibility and authority in handling service problems, this can make employees feel they have a very important role in providing good quality service to customers. The impact is an increase in employees' feelings of concern for their work. Employees who feel they care about their work will have high motivation to provide the best quality service. Because they see service quality as a top priority, this is reflected when they interact with customers. They will try their best to solve any problems that may arise and ensure customers are satisfied.

Employee empowerment can also make employees feel like they have control over their work and have the ability to make positive changes. This encourages creativity and innovation in improving service quality. Employees can also identify problems and solve solutions that are effective and provide benefits to the company and customers. Thus, service guarantees and employee empowerment are effective ways to create the best service quality. These results are in accordance with research conducted by Hewagama et al. (2019), which states that empowerment has a positive relationship with service guarantees and service quality.

Furthermore, there are research results which show that empowerment has a positive relationship with service guarantees and employee responsiveness in a service recovery effort. Employee empowerment as a service guarantee is an important step in creating superior service quality (Shahril & Aziz, 2022). When B2B construction services companies pay serious attention to service guarantees by involving employees in conveying service guarantees, it will enable employees to work effectively. This has an impact on employees' ability to deliver service guarantees to customers effectively and efficiently.

Employee empowerment creates responsiveness to service quality. Empowered employees will have control over their work and ensure that service guarantees are adhered to and service quality is maintained. They will quickly respond to problems that may arise in service. Therefore, employee empowerment and service guarantees make employees have the ability to work well in delivering service guarantees to customers. This results in employee responsiveness to service quality so that customers can understand what is expected from the services of B2B construction services companies. These results are in line with the findings of Shahril & Aziz (2022), namely that empowerment has a positive relationship with service guarantees and employee responsiveness in a service recovery effort.

The next thing found in this research is that employee responsiveness in a service recovery effort has a positive relationship with service quality. One of the things that customers see is employee responsiveness in a service recovery effort. Where customers feel that there is service recovery and fast response from employees when problems occur and this will make customers believe in the company's service quality (Shahril & Aziz, 2022). Customers understand the service quality offered by B2B construction service companies so they reuse the company's services. When customers have experienced quality service and clearly understand what the company guarantees. They become more confident that the service quality of this company is much better compared to other companies. This agrees with research conducted by Shahril & Aziz (2022) which states that employee responsiveness in a service recovery effort has a positive relationship with service quality.

In this research, it was found that service quality has a positive relationship with customer satisfaction. Service quality is an important element in creating customer satisfaction (Shams et al., 2020). When customers feel that the service quality provided by a B2B construction services company is very good compared to other companies, this will significantly increase customer satisfaction. Consistent and superior service quality will create a positive experience for customers, which will ultimately build strong relationships between the company and customers. Company employees who have high standards for service quality will ensure that every interaction with customers goes well. They will try to meet or even exceed customer expectations, which will create customer satisfaction.

When customers feel that the company provides extraordinary service, it will make them become repeat customers. This benefits the company financially, because repeat customers will generate long-term income (Shahril & Aziz, 2022). Therefore, service quality is a key factor in creating customer satisfaction. Where company employees will uphold high service quality standards in providing a positive experience and strong relationships with customers. This is in line with the findings of Shahril & Aziz (2022), namely that service quality has a positive effect on customer satisfaction.

The results of this research show that there is a positive influence of customer satisfaction on employee satisfaction. Customer satisfaction is an important element in the success of a company (Frey et al., 2013). When B2B construction services companies realize that their customer satisfaction exceeds that of other companies, this will have a significant positive impact. One of them has an impact on employee satisfaction. And when employees know that the results of their work provide benefits to customers and achieve a high level of

satisfaction compared to other companies, this creates feelings of satisfaction in employees. They feel proud of their achievements and feel they have contributed to creating positive experiences for customers.

This feeling of satisfaction can provide encouragement for employees to continue to perform better. They feel motivated to always maintain and improve customer satisfaction, because they see the positive impact that has resulted from their efforts. This creates a positive atmosphere in the company, where employees feel happy and satisfied with their work, so they are motivated to provide better service to customers. Thus, customer satisfaction not only improves the company's image in the eyes of customers, but also has a positive influence on employee satisfaction.

The pleasure felt by employees in providing services to customers is an indicator of employee satisfaction. They feel happy and satisfied working with customers. This sense of pleasure reflects that their work provides satisfaction and a sense of personal achievement, which ultimately increases overall employee satisfaction. Thus, customer satisfaction and employee satisfaction are interconnected, creating a positive work environment and overall having a positive effect on company performance.

Customer satisfaction plays an important role in creating employee satisfaction. When employees realize that the results of their work bring positive benefits to customers, this will trigger feelings of satisfaction and joy in employees. The positive impact of customer satisfaction brings internal motivation to employees to continue to provide better service. In this way, customer satisfaction and employee satisfaction become two mutually reinforcing factors, creating a positive and productive work environment in the company. This is in line with research by Shahril & Aziz (2022) which suggests that customer satisfaction has a positive effect on employee satisfaction.

5. Conclusion

All hypotheses in this research are proven and accepted. Service guarantees have a positive relationship with service quality and empowerment. Then, empowerment has a positive relationship with service guarantees and service quality. Then, empowerment has a positive relationship with service guarantees and employee responsiveness in a service recovery effort. Furthermore, employee responsiveness in a service recovery effort has a positive relationship with service quality. Then, service quality has a positive relationship with customer satisfaction. And customer satisfaction has a positive influence on employee satisfaction.

This study has several limitations that need to be addressed. First, this study was conducted on B2B companies operating in the construction services sector which does not necessarily describe the condition of B2B construction services companies as a whole, therefore further research can be focused on B2B companies operating in other fields to gain broader insight. Second, this study does not include a moderating variable, in the future it is recommended to add a moderating variable. Third, this study only used quantitative methods, in future research it is recommended to use mixed methods which might provide better results.

There are several managerial implications provided in this study. First, companies can focus on improving service quality by completing construction on time, at the right cost and right quality as well as implementing K3 in the project environment, which includes building construction with a green, environmentally friendly, inclusive, smart building concept and with modern technology with green building standards. , so that later customers will feel satisfied and confident that this company cares about the environment and provides a positive image of the company. This increase in service quality is also able to increase customer

satisfaction which will ultimately also increase employee satisfaction. Second, management and employees have a joint commitment to implementing quality management system standards, SMK3 and GCG (Good Corporate Governance) principles, and providing additional training for employees to improve their ability to deal with and provide service to customers. Because when employees feel confident in their ability to provide understanding to customers regarding the quality of service offered by the Company, this will affect customer satisfaction. As customer satisfaction increases, it will also have an impact on increasing employee satisfaction.

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