

Employee Performance Evaluation at PT WIKA Based on Service Quality and Customer Satisfaction

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Abstract

Purpose: This study aims to evaluate customer satisfaction with employee performance at PT WIKA based on service quality dimensions using Service Quality (SERVQUAL) and Multi-Objective Optimization on the Basis of Ratio Analysis (MOORA) based decision support system approaches.

Research Methodology: This study employed a quantitative descriptive method by integrating SERVQUAL with the MOORA decision-support system. Data were collected through questionnaire-based surveys distributed to 100 PT WIKA customers using 20 service quality indicators representing the tangibility, reliability, responsiveness, assurance, and empathy dimensions. The analysis compared customer perception and expectation scores to identify satisfaction gaps and determine the priority service dimensions.

Results: The findings revealed that the average SERVQUAL satisfaction ratio was 1.01, indicating that overall service performance generally met customer expectations. A total of 14 out of 20 indicators (67%) were categorized as satisfactory, while six indicators (33%) remained unsatisfactory. Furthermore, the MOORA analysis identified reliability as the most dominant service quality dimension contributing to customer satisfaction and employee performance evaluations.

Conclusions: Overall, customers were satisfied with the employee performance at PT WIKA. However, several indicators related to responsiveness and service consistency require improvement to enhance customer satisfaction.

Limitations: This study was limited to a single company and a specific customer sample, which may reduce the generalizability of its findings. In addition, the weighting process in the MOORA method is determined subjectively.

Contributions: This study contributes to service quality and human resource management literature by integrating SERVQUAL and MOORA in evaluating employee performance and supporting service improvement decision-making

Keywords: *Customer Satisfaction, Employee Performance, MOORA, SERVQUAL*

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1. Introduction

The increasing intensity of global business competition has encouraged companies to continuously improve organizational performance through the optimization of human resources and service quality (Asmin, Yulianingsih, & Lupita, 2026). Human resources are considered strategic assets that contribute significantly to organizational sustainability, operational effectiveness, and long-term business growth (Lukiyana, Kamaruddin, & Firmansyah, 2026; Paramesta & Andika, 2026). In service-oriented industries, employee performance plays a critical role in shaping customer perceptions and determining

the overall quality of services provided to customers. Service quality has become one of the most important determinants of customer satisfaction because customers directly evaluate the company's performance through service interactions with employees. Frontline employees function not only as service providers but also as representatives of the company's image and reputation. Consequently, poor employee performance may negatively influence customer perceptions and reduce customer satisfaction levels company ([Ramirez-Lozano, 2025](#); [Zhang, Wu, Chen, & Nguyen, 2020](#)). Therefore, companies must continuously evaluate employee performance to ensure that service delivery remains aligned with customer expectations ([Aldabbas, Pinnington, & Lahrech, 2023](#)).

Customer satisfaction reflects the extent to which the perceived service performance meets or exceeds customer expectations. In this context, the Service Quality (SERVQUAL) method has been widely used to evaluate service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy ([Stamatis, 2018](#)). The SERVQUAL approach enables companies to identify gaps between customer expectations and perceived service performance, thereby assisting management in recognizing the service dimensions that require improvement. However, conventional service quality measurements often focus only on customer perceptions without determining the priority level of service dimensions that should receive managerial attention ([Kucharska & Kowalczyk, 2019](#); [Lorincová, Štarchoň, Weberová, Hitka, & Lipoldová, 2019](#)).

To address this limitation, this study integrates the SERVQUAL method with the Multi-Objective Optimization on the Basis of Ratio Analysis (MOORA) approach within a decision support system framework. The integration of SERVQUAL and MOORA provides a more comprehensive evaluation mechanism by not only measuring customer satisfaction levels but also prioritizing dominant service dimensions based on the optimization results. The MOORA method was selected because it can systematically and efficiently handle multi-criteria decision-making problems, particularly in evaluating multiple service quality indicators simultaneously.

Previous studies have generally examined customer satisfaction from perspectives such as store atmosphere, facilities, customer experience, pricing, and marketing strategies ([Marcu, 2021](#); [Stalmachova, Chinoracky, & Strenitzerova, 2021](#)). However, studies that specifically integrate SERVQUAL and MOORA to evaluate employee performance based on customer satisfaction remain limited. Existing studies also tend to emphasize customer satisfaction independently without integrating service quality evaluation and decision support system approaches into a unified analytical framework ([Mahssouni, Touijer, & Makhroute, 2022](#); [Safuan & Kurnia, 2021](#)). Therefore, this study addresses the research gap by combining SERVQUAL and MOORA methods to evaluate employee performance based on customer satisfaction at PT WIKA. This study contributes theoretically by strengthening the integration of service quality evaluation and decision support system approaches in employee performance assessments. Practically, the findings are expected to assist PT WIKA in identifying priority service dimensions requiring improvement to enhance customer satisfaction and service effectiveness. Accordingly, this study aims to evaluate customer satisfaction with employee performance using SERVQUAL and MOORA-based decision support system approaches at PT WIKA.

2. Literature Review

Previous studies have demonstrated that employee performance and service quality significantly influence customer satisfaction. High-quality employee performance contributes to positive customer experiences, increases customer trust, and strengthens long-term organizational relationships with customers ([Özkan, Süer, Keser, & Kocakoç, 2020](#); [Sugiarto & Octaviana, 2021](#)). In service-based companies, customer satisfaction is commonly used as an important indicator for evaluating organizational service performance, because customers directly assess service quality through interactions with employees. Customer satisfaction refers to customers' responses to the comparison between expected service performance and actual service experience received after service utilization ([Tran & Nguyen, 2022](#); [Uzir, Jerin, Al Halbusi, Hamid, & Latiff, 2020](#)). Customer satisfaction may be influenced by various factors, including service quality, product quality, pricing, and customer perceptions. Among these factors, service quality remains one of the most dominant determinants because it reflects a company's ability to meet customer expectations effectively and consistently.

Service quality is generally measured using the SERVQUAL approach, which evaluates five primary dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The tangible dimension refers to physical facilities, equipment, and employee appearance. Reliability relates to a company's ability to provide accurate and dependable services consistently. Responsiveness reflects employees' willingness to assist customers. Assurance refers to employee competence, courtesy, and ability to build customer trust, whereas empathy emphasizes individualized attention and understanding of customer needs. These dimensions are widely applied in service quality evaluation because they provide a comprehensive framework for measuring customer perceptions and expectations of organizational services.

Several studies have reported that service quality dimensions positively affect customer satisfaction. However, most studies focus on measuring satisfaction levels without identifying which service dimensions should be the primary managerial priority. Consequently, companies often experience difficulties in determining the most influential service quality dimensions affecting customer satisfaction (Birch-Jensen, Gremyr, Hallencreutz, & Rönnbäck, 2020; Lepistö, Saunila, & Ukko, 2024). This limitation indicates the need for a more comprehensive evaluation approach capable of not only measuring satisfaction levels but also systematically prioritizing dominant service dimensions. To address this issue, this study integrates the SERVQUAL method with the Decision Support System (DSS) approach using the Multi-Objective Optimization on the Basis of Ratio Analysis (MOORA) method. MOORA is a multi-criteria decision-making method designed to evaluate and rank alternatives based on multiple assessment criteria simultaneously (Gupta, Mangal, Srivastava, Gupta, & Patel, 2021; Moslem & Çelikbilek, 2020). In this study, MOORA was used to determine the most dominant service quality dimensions influencing customer satisfaction based on employee performance evaluation.

The integration of SERVQUAL and MOORA represents the novelty of this study because previous studies have generally examined service quality and customer satisfaction separately without incorporating decision-support system approaches for service prioritization. Through this integration, the study not only measures customer satisfaction levels but also identifies the priority service dimensions requiring managerial improvement. This approach is expected to support more effective decision-making processes to improve employee performance and service quality at PT WIKA. This study also utilizes customer complaint data collected through company suggestion boxes over the past three years. The complaint data indicate that several customers perceive employee services as suboptimal. These complaints were categorized and analyzed based on transaction periods to identify recurring service issues that affected customer satisfaction. Therefore, this study focuses specifically on employee performance from a service quality perspective and does not examine other potential factors such as product quality or pricing factors. Figure 1 shows the Conceptual Framework of this study.

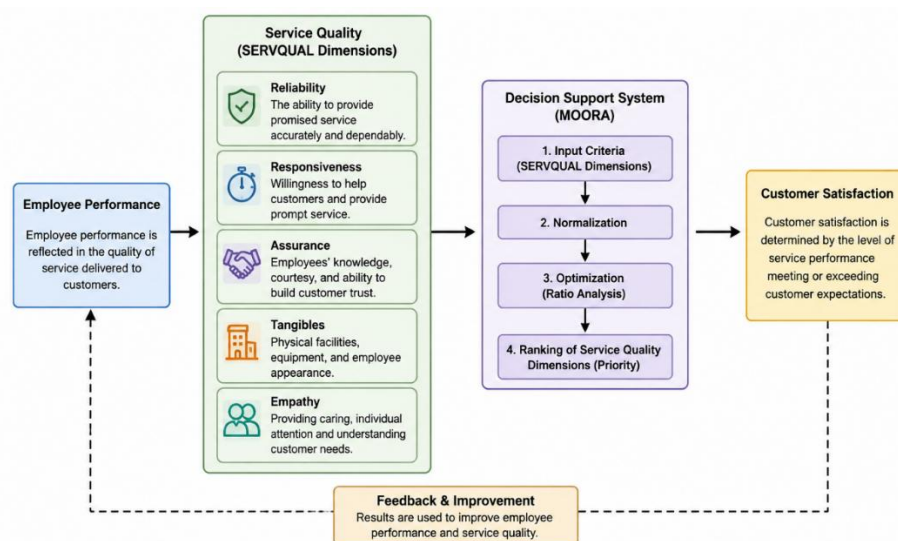


Figure 1. Conceptual framework

The conceptual framework of this study explains the relationship between employee performance, service quality dimensions, customer satisfaction, and the decision support system approach used to evaluate service quality at PT WIKA. Employee performance is the initial component in the framework because the quality of employee performance directly influences the services received by customers. In this study, employee performance is reflected in the quality of interaction, responsiveness, reliability, and professionalism demonstrated during service delivery. The framework assumes that better employee performance leads to higher service quality and ultimately increases customer satisfaction. To systematically measure service quality, this study adopts the SERVQUAL model, which consists of five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions are used as primary indicators to assess how customers perceive the services provided by PT WIKA employees. Therefore, the conceptual framework highlights that customer satisfaction is strongly influenced by how effectively employees perform across the five service quality dimensions.

The SERVQUAL dimensions are the core variables for evaluating service quality within the framework. Tangibility refers to physical facilities, equipment, and employee appearance that support customer perceptions of professionalism and quality. Reliability measures employees' ability to deliver services accurately, consistently, and dependably according to customer expectations. Responsiveness reflects employees' willingness to assist customers quickly and provide prompt service whenever needed. Assurance represents employee competence, courtesy, and ability to build customer trust and confidence during service interactions. Meanwhile, empathy focuses on employees' ability to provide personal attention, care, and understanding of customer needs and expectations. By integrating these five dimensions, this study identified satisfaction gaps between customer expectations and actual service experiences.

The SERVQUAL approach provides a comprehensive understanding of which aspects of employee performance contribute positively or negatively to customer satisfaction. In addition to SERVQUAL, this conceptual framework incorporates the Multi-Objective Optimization on the Basis of Ratio Analysis decision support system method to strengthen the evaluation process. The MOORA method functions as a decision-making tool that helps prioritize the most influential service quality dimensions affecting customer satisfaction and employee performance. Within this framework, the SERVQUAL dimensions become the input criteria for the MOORA analysis. The process began with data normalization to standardize the evaluation results for each criterion.

After normalization, optimization through ratio analysis was conducted to determine the relative importance and ranking of each service quality dimension. This ranking process allows the organization to identify which dimensions require immediate improvement and which dimensions perform effectively. Consequently, the integration of SERVQUAL and MOORA provides a more objective and systematic evaluation model for employee performance assessments. Therefore, the framework emphasizes not only measuring customer satisfaction but also supporting managerial decision-making for service quality improvement.

The conceptual framework also illustrates a direct relationship between service quality and customer satisfaction. Customer satisfaction is achieved when the services delivered by employees meet or exceed the customer's expectations. In this study, customer satisfaction was evaluated using customer perceptions and expectation scores collected from questionnaire surveys. SERVQUAL analysis compares these two components to determine whether the service performance is satisfactory or unsatisfactory. The findings of this study indicate that the overall service quality ratio reached 1.01, meaning that customer expectations were generally fulfilled. However, several indicators related to responsiveness and service consistency still showed lower satisfaction levels, suggesting areas that require further improvement.

The MOORA analysis additionally revealed that reliability was the most dominant dimension influencing customer satisfaction and employee performance evaluation. This finding strengthens the conceptual assumption that dependable and accurate service delivery is critical to maintaining positive customer perceptions. Finally, the conceptual framework demonstrates the importance of continuous

feedback and improvement in enhancing employee performance and service quality at WIKA. The results obtained from the SERVQUAL and MOORA analyses are used to measure current service conditions and support strategic improvement initiatives. Customer feedback provides valuable information regarding the strengths and weaknesses of employee performance.

Management can utilize the ranking results from the MOORA analysis to prioritize improvement programs and allocate organizational resources efficiently. Through this integrated framework, companies can continuously monitor service quality performance and maintain customer satisfaction over time. In addition, the framework contributes to the literature on service quality and human resource management by combining customer satisfaction measurements with decision support system analysis. Therefore, this conceptual framework provides both theoretical and practical value for evaluating and improving employee performance within service-oriented organizations.

3. Methodology

This study employed a quantitative descriptive approach to evaluate customer satisfaction with employee performance based on service quality dimensions at PT WIKA. Descriptive research systematically describes phenomena, characteristics, and relationships among variables based on observed data without generating broad generalizations beyond the research context (Byrnes, 2022; Schermerhorn, Bachrach, & Wright, 2020). This study integrated the SERVQUAL method and the Multi-Objective Optimization on the Basis of Ratio Analysis (MOORA) approach within a decision support system framework. SERVQUAL was used to measure customer perceptions and expectations regarding employee performance, while MOORA was applied to determine the dominant service quality dimensions influencing customer satisfaction.

The service quality variables were categorized into five SERVQUAL dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. These dimensions were used to evaluate customer perceptions of employee performance and identify service attributes that require managerial improvement at PT WIKA. The population of this study consisted of customers who had directly utilized the services provided by PT WIKA. Data were collected through questionnaire-based surveys distributed to 100 customers selected using purposive sampling. Respondents were selected based on the criteria that they had experience interacting directly with employees and had used company services within the last three years. The questionnaire was distributed directly and online during the data collection period.

The research instrument consisted of 20 service quality indicators developed based on SERVQUAL dimensions. The instrument employs a five-point Likert scale to measure customer perceptions and expectations regarding service performance. Prior to data analysis, the questionnaire items were reviewed and adjusted to ensure clarity and consistency with the research objectives of this study. The measurement scale used in this study was a five-point Likert scale, as shown in Table 1.

Table 1. Measurement scale

No	Category	Score
1	Strongly Disagree	1
2	Disagree	2
3	Neutral	3
4	Agree	4
5	Strongly Agree	5

Customer satisfaction levels were analyzed by comparing the perception and expectation scores using a performance-to-expectation ratio approach. A ratio value greater than 1 indicates that the service performance met or exceeded customer expectations, whereas a ratio below 1 indicates customer dissatisfaction. Furthermore, the MOORA method was employed to rank the service quality dimensions based on the optimization results and identify the priority dimensions influencing customer satisfaction.

4. Result and Discussion

4.1 Results

PT WIKA evaluated customer satisfaction with employee performance using the SERVQUAL approach integrated with a MOORA-based decision support system. Data were collected from 100 customers through questionnaires consisting of 20 service quality indicators categorized into five SERVQUAL dimensions, such as reliability, assurance, responsiveness, tangibles, and empathy. The analysis focused on identifying customer perceptions of employee performance and determining the dominant service quality dimensions that influence customer satisfaction.

4.1.1 Questionnaire Results

The questionnaire results indicate that customer perceptions of employee performance at PT WIKA were generally positive across all the service quality dimensions. Most respondents selected “Agree” and “Strongly Agree” for indicators related to employee competence, product quality, service friendliness, and transaction convenience. This finding suggests that customers perceive employee services as generally satisfactory and aligned with their expectations.

Several indicators within the Reliability and Assurance dimensions received relatively high positive responses, particularly regarding employee expertise in customer service processes, product quality, and the company’s ability to provide accurate information. Customers also perceive that employees demonstrate adequate professionalism and service competence during service interactions. However, several indicators within the responsiveness dimension showed relatively lower performance perceptions than customer expectations. Indicators related to promotional bonuses, responsiveness to customer needs, and service flexibility demonstrated lower satisfaction levels, indicating that customers expect more responsive and adaptive services from employees, as shown in Table 2.

Table 2. Summary of questionnaire results by SERVQUAL dimension

Dimension	Main Findings	General Customer Perception
Reliability	Employees provided accurate information and reliable services	Generally satisfactory
Assurance	Customers perceived employees as competent and trustworthy	Satisfactory
Responsiveness	Several customers expected faster responses and better service flexibility	Needs improvement
Tangibles	Physical facilities and service environment were considered adequate	Satisfactory
Empathy	Employees demonstrated polite and friendly behavior toward customers	Generally satisfactory

4.1.2 Customer Satisfaction Analysis

The customer satisfaction analysis revealed that the overall average satisfaction ratio was 1.01, indicating that the employee service performance at PT WIKA generally met customer expectations. This finding demonstrates that customers were satisfied with the quality of services provided by employees. Among the 20 service quality indicators evaluated, 14 (67%) were categorized as satisfactory, while 6 (33%) were categorized as unsatisfactory. Satisfactory indicators were primarily associated with employee professionalism, service assurance, and product-related services. Meanwhile, the unsatisfactory indicators were mostly related to responsiveness, transaction convenience, and promotional service, as shown in Table 3.

Table 3. Customer satisfaction analysis results

Category	Number of Indicators	Percentage (%)
Satisfied	14	67
Unsatisfied	6	33
Total Indicators	20	100

4.1.3 Service Quality Dimension Evaluation Using MOORA

MOORA analysis was conducted to determine the most dominant service quality dimensions influencing customer satisfaction. The analysis identified reliability as the highest-ranked dimension, indicating that customers placed the greatest importance on accurate, dependable, and consistent services provided by employees. The Assurance dimension ranked second, indicating that employee competence, trustworthiness, and professionalism also played important roles in shaping customer satisfaction. Meanwhile, the Responsiveness dimension obtained lower optimization results than the other dimensions, suggesting that service responsiveness and flexibility still require managerial improvement.

Table 4. MOORA optimization results

Service Quality Dimension	Optimization Result	Rank
Reliability	0.634860969	1
Assurance	0.526921979	2
Responsiveness	0.418096267	3
Tangibles	0.315258538	4
Empathy	0.212184318	5

Table 4 show findings indicate that employee reliability is the most influential factor affecting customer satisfaction at PT WIKA. Customers particularly value employees' ability to provide dependable services, accurate product information, and consistent service performance. In contrast, responsiveness-related indicators still showed relatively lower customer satisfaction levels, suggesting the need for improvements in service speed, customer handling and adaptive communication. Overall, the integration of SERVQUAL and MOORA provides a comprehensive evaluation framework for measuring customer satisfaction and identifying priority service dimensions requiring improvement. The findings may assist PT WIKA in developing more targeted service quality improvement strategies based on customer expectations and performance priorities.

4.2 Discussion

This study aimed to evaluate customer satisfaction with employee performance at PT WIKA using the SERVQUAL and MOORA-based decision support system approaches. The findings revealed that the overall customer satisfaction ratio was 1.01, indicating that employee service performance generally met customer expectations. Nevertheless, the existence of 33% unsatisfactory service indicators demonstrates that several aspects of service delivery require managerial improvement. These findings confirm that service quality remains a critical determinant of customer satisfaction because customer perceptions are directly shaped by employee interactions and service experiences ([Illahi & Rojuaniah, 2025](#); [Paramesta & Andika, 2026](#)).

The results further indicate that the reliability dimension obtained the highest optimization value in the MOORA analysis. This finding suggests that customers highly value employees' ability to provide accurate information, dependable services, and consistent service performance ([Ayu & Yani, 2023](#)). Reliability is essential because customers tend to develop stronger trust and satisfaction when service delivery is performed accurately and consistently. This result supports previous studies emphasizing that reliable service performance positively influences customer satisfaction and organizational credibility ([Kerry & Mandeine, 2024](#)).

In contrast, several indicators within the responsiveness dimension showed relatively lower satisfaction levels. Customers expect faster responses, better handling of customer needs, and more adaptive communication during service interactions. This finding indicates that although employee performance was generally perceived positively, response speed and service flexibility still require improvement ([Aldiansyah, Muzakir, Syarifuddin, & Lamusa, 2025](#)). According to the SERVQUAL perspective, responsiveness reflects employees' willingness and readiness to assist customers effectively, making it one of the most influential dimensions that affect customer perceptions of service quality.

The findings also demonstrate that integrating SERVQUAL with an MOORA-based decision support system provides a more comprehensive service evaluation framework. Previous studies have generally focused only on measuring customer satisfaction levels without identifying priority service dimensions requiring improvement. In this study, the MOORA approach enabled the systematic ranking of service quality dimensions, allowing management to identify the dominant dimensions influencing customer satisfaction more effectively. This finding supports previous research indicating that decision support systems can improve organizational decision-making accuracy through data-driven evaluation approaches ([Ramos, Cardoso, Fernandes, & Rodrigues, 2022](#)).

Furthermore, the integration of service quality measurement and multi-criteria decision-making methods theoretically contributes to the development of employee performance evaluation models. Previous studies have applied approaches such as Fuzzy SERVQUAL, Analytical Hierarchy Process (AHP), and Simple Additive Weighting (SAW) to improve service quality assessment accuracy ([Taufiq, Faridi, & Hardono, 2020](#); [Yunanto, 2024](#)). However, studies integrating SERVQUAL and MOORA specifically to evaluate employee performance based on customer satisfaction remain relatively limited. Therefore, this study extends the previous literature by demonstrating that the integration of SERVQUAL and MOORA can provide a more objective and systematic framework for simultaneously evaluating service quality dimensions and customer satisfaction.

From a managerial perspective, the findings imply that PT WIKA should prioritize improvements in responsiveness-related services while maintaining a strong reliability performance. Several practical strategies include improving employee communication skills, accelerating customer response processes, strengthening employee training programs, and utilizing customer feedback systems more effectively. Continuous evaluation of customer perceptions is essential because customer expectations may change dynamically with business competition and digital transformation developments ([Stalmachova et al., 2021](#)).

In addition, organizational support factors such as employee training, compensation systems, and working conditions may also influence service quality performance ([Mahssouni et al., 2022](#); [Safuan & Kurnia, 2021](#)). Therefore, improving customer satisfaction should not only focus on service delivery processes but also involve strengthening internal organizational support systems that enhance employee capabilities and the effectiveness of the service. In addition, the findings of this study indicate that customer satisfaction is closely associated with an organization's ability to maintain balanced performance across all service quality dimensions. Although the Reliability dimension achieved the highest evaluation score, customer satisfaction cannot be sustained if other dimensions, such as Responsiveness, Empathy, and Assurance, are neglected. Customers evaluate service quality holistically, meaning that weaknesses in one dimension may influence their overall perception of organizational performance.

This highlights the importance of implementing integrated service management strategies that focus not only on technical performance but also on interpersonal communication and customer-oriented behavior. The SERVQUAL approach applied in this study successfully identified both strengths and weaknesses in employee service performance, enabling management to obtain a clearer understanding of customer expectations and the service gaps. Consequently, the evaluation results may serve as a valuable reference for developing continuous service quality improvement programs at PT WIKA. Through regular evaluation and performance monitoring, organizations can improve customer trust and maintain long-term satisfaction.

Moreover, this study demonstrates the practical value of combining quantitative service quality measurements with decision support system methods in organizational performance evaluation. The integration of SERVQUAL and MOORA enables management to transform customer perception data into strategic information that supports more effective decision-making. By ranking service quality dimensions objectively, organizations can allocate resources more efficiently and prioritize improvement initiatives based on customer requirements. This approach is particularly important in

competitive business environments, where customer satisfaction significantly influences organizational reputation and sustainability.

In addition, the implementation of data-driven evaluation methods may help organizations reduce subjectivity in employee performance assessments and improve managerial transparency. Therefore, the findings suggest that integrating service quality analysis with multi-criteria decision-making approaches can provide both operational and strategic advantages for organizations. As business environments continue to evolve, organizations increasingly require systematic evaluation models that can adapt to changing customer expectations and service standards. Despite its contributions, this study has several limitations that should be considered in future research. The research was conducted within a single company and involved a limited customer sample, which may restrict the generalizability of the findings to broader organizational contexts in the hospitality industry.

Furthermore, the weighting process in the MOORA analysis relies on subjective judgment, potentially influencing the prioritization results of the service quality dimensions. Future studies should involve larger and more diverse samples across multiple industries to improve external validity and research generalization. Researchers should also consider integrating other decision-making approaches, such as Fuzzy Logic, Technique for Order Preference by Similarity to Ideal Solution, or machine learning-based evaluation methods, to enhance analytical accuracy and objectivity. Future research could also examine the influence of digital service systems, organizational culture, and employee engagement on customer satisfaction and employee performance evaluation. By expanding the research scope and analytical methods, future studies may contribute more comprehensively to the advancement of service quality management and decision support system literature.

5. Conclusions

5.1 Conclusion

This study evaluated customer satisfaction toward employee performance at PT WIKA using the SERVQUAL and MOORA-based decision support system approaches. The findings indicate that the overall customer satisfaction ratio reached 1.01, demonstrating that the employee service performance generally met customer expectations. Among the 20 evaluated service indicators, 67% were categorized as satisfactory and 33% as unsatisfactory. These findings suggest that although customers were generally satisfied with employee performance, several service aspects still require improvement, particularly in the responsiveness dimension.

The MOORA analysis further revealed that the reliability dimension obtained the highest optimization value, indicating that accurate, consistent, and dependable services were the most influential factors affecting customer satisfaction at PT WIKA. This finding confirms that customer trust and satisfaction are strongly influenced by employees' ability to provide reliable services and clear information. The integration of SERVQUAL and MOORA contributes to the theoretical framework by providing a more comprehensive framework for evaluating employee performance based on customer satisfaction. Practically, the findings provide managerial insights for PT WIKA in identifying priority service dimensions that require improvement and supporting data-driven service quality evaluation processes.

5.2 Research Limitations

This study had several limitations. First, the research was conducted only at PT WIKA, which may limit the generalizability of the findings to other organizations. Second, the study involved a limited number of respondents and applied purposive sampling techniques, which may not fully represent all customer perception. Third, the study employed a descriptive approach and therefore could not examine the causal relationships between the service quality dimensions and customer satisfaction. In addition, the weighting process within the MOORA method was determined subjectively, which may influence the optimization results. The study also relied primarily on customer perception data without incorporating other organizational performance indicators such as operational efficiency or employee productivity measurements.

5.3 Suggestions and Directions for Future Research

Future studies should develop more comprehensive customer service evaluation systems by integrating online complaint mechanisms that enable customers to submit feedback and receive real-time responses more effectively. Furthermore, future research should consider integrating additional multi-criteria decision-making methods, such as the Analytical Hierarchy Process (AHP), Entropy Weighting, Fuzzy AHP, or other hybrid approaches, to improve weighting accuracy and decision-making objectivity. Future studies should involve larger sample sizes and multiple organizational contexts to improve the generalizability of the findings. In addition, further research may apply causal analysis approaches, such as Structural Equation Modeling (SEM), to examine the direct relationships between service quality dimensions, employee performance, and customer satisfaction more comprehensively.

Author Contributions

APS contributed to the conceptualization, methodology, data collection, and original draft preparation. MJS contributed to the supervision, validation, methodology review, and research evaluation. DSK contributed to the data analysis, interpretation of the findings, manuscript editing, and final review.

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