

The Role of Employee Recovery Performance on Service Recovery Performance and Quality of Service

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Abstract

Purpose: This study aims to evaluate the influence of employee and service recovery performance on service effectiveness in SAMSAT Semarang City. This study explores the empirical model of employee recovery performance, service recovery performance, and quality of service in Public Service Institutions. Methodology/approach: This method uses a quantitative approach, with data collected through surveys of employees directly involved in the service.

Results/findings: The results showed that employee recovery performance had a positive effect on service quality, whereas service recovery performance did not impact service quality. The study also found that employee recovery performance serves as a mediator in the relationship between service recovery performance and service quality.

Conclusion: This study aimed to explore the role of service recovery performance and employee performance in enhancing service effectiveness at the SAMSAT office in Semarang City. The results indicate that employee recovery performance has a positive effect on service quality, in line with initial expectations. These findings suggest that improving employee recovery performance can strengthen public perceptions of SAMSAT services.

Limitations: This study focuses on internal factors, such as employee performance and service recovery, but has not extensively examined external influences on service effectiveness.

Contribution: These findings emphasize the importance of training and support for employees in improving customer satisfaction. The results of this study are expected to provide concrete recommendations for service improvement at SAMSAT, as well as open up opportunities for further research on factors that affect the effectiveness of public services.

Keywords: *Employee recovery Performance, Public Service Institutions, Service recovery performance, Service effectiveness, Quality of service.*

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1. Introduction

The performance of community service institutions owned by the government is very important in ensuring the fulfillment of the needs and expectations of the community. These institutions focus on providing quality public services, transparency, and accountability. The efforts of these public service providers by implementing one-stop integrated services, automation and simplification of various

licensing processes, as well as more flexible and community-friendly outreach methods have been developed around the world (Maulana et al., 2024). However, these various efforts have not been able to improve the quality of public services to the maximum. There is still a bad picture of the quality of public services in almost all fields, both in the fields of taxation, education, health, drinking water, electricity, licensing services, and the protection of Indonesian workers at home and abroad. In the context of public services, especially in SAMSAT Semarang City, interactions between officers and the community often involve various challenges that can affect service performance. SAMSAT (One-Stop Manunggal Administration System) as the agency responsible for the management of motor vehicle taxes in Semarang City, faces challenges in maintaining community satisfaction, especially when there are errors or failures in service. SAMSAT, as the institution responsible for the management of motor vehicle taxes, is faced with a high level of expectations from the public. In the era of increasingly competitive public services, the success of a government institution in providing services to the community is highly dependent on the quality of services and the performance of service recovery.

The effectiveness of workers or employees in public services still needs to be evaluated and reviewed through various studies conducted. Improving the performance of recovery services faces various problems. One of the main problem phenomena is limited resources, which not only include financial, human, and technological resources (Varadarajan, 2020). This can hinder the effectiveness of employees' ability to provide adequate services. Many employees do not receive enough training on service recovery skills. These service recovery skills can lead to employees being unable to handle customer complaints effectively (Boshoff & Allen, 2000; Kurniawati & Artaningrum, 2024). In addition, complicated bureaucratic processes often make complaint handling slow and inefficient, where employees are hampered by strict procedures. This reduces the ability of the workers to act quickly to provide good services (Erude et al., 2023).

Public perception also plays an important role in good public service, if the public does not believe in the ability of the institution to handle complaints, this can reduce the effectiveness of employees (Liua et al., 2022; Meuleman, 2021). In addition, employee welfare and motivation greatly affect the performance of the institution, employees who experience stress or burnout tend to be less effective in implementing service recovery (Kamath et al., 2020; Rao et al., 2023). By understanding these challenges, government agencies can devise better strategies to support employees in providing more effective and responsive services to the community (Mustahidda et al., 2025). This study emphasizes the relationship between service recovery performance and service effectiveness in SAMSAT Semarang City. From this point of view, the research emphasizes understanding the provision of public services with the concept of technological management because it uses a vehicle data collection system that is not a conventional product. In recent years, many SAMSATs have adopted information technology to speed up the service process, such as the introduction of mobile applications for tax payment and online vehicle registration. However, challenges such as long queues and lack of socialization still need to be overcome to improve SAMSAT's overall performance.

A multi-tiered approach is needed to explore how the performance of recovery services carried out by frontline workers affects the effectiveness of services. Some of the gaps in research results include, the results of research by Alnaser et al. (2022) and Amoako et al. (2021) show that the performance of service recovery has a positive effect on service effectiveness. Service providers have customer recovery performance, and can make customers who were once dissatisfied increase their loyalty (Nuraini et al., 2024). Satisfaction and intention to behave positively, customers are more receptive to good service recovery, can play a greater role than customers who do not experience any problems in receiving services (Shams et al., 2020). However, the results of Kumar et al. (2020) stated that service recovery does not always result in increased effectiveness, because there are external contexts and factors. Meetings between employees and citizens in public service are common, so the possibility of service failure is quite large and there is no attention from the public administration (Döring, 2020).

This research is important to evaluate the performance of service recovery in SAMSAT, Semarang City. The results of the study can contribute to better service improvement. By integrating organizational and individual perspectives, this study aims to provide deeper insights into the factors that affect service recovery performance as well as their impact on service effectiveness. Although satisfaction ratings have a higher value in community service agencies, the initiation of practices from employees needs to be improved and created in the performance of service recovery which is always closely related to the close monitoring of the people in a country. Because failure is inevitable, gaining knowledge on how employees in public service can focus on recovering from service failures that have occurred can increase public trust and potentially benefit public service institutions. These recovery efforts can prove the highest significance in preserving citizens' loyalty in carrying out regulations. Through this research, it is hoped that concrete recommendations can be produced for improving service performance at SAMSAT Semarang City so that it can increase community satisfaction and ultimately support community service goals, namely whether employee recovery performance and service recovery performance have a positive effect on service quality, whether there is a positive influence between service recovery performance and employee recovery performance, and whether employee recovery performance can mediate the relationship between service recovery performance and service quality.

2. Literature review and hypothesis development

The theory used as the basis for this study is the Relationship Marketing Theory proposed by Leonard L. Berry in 1995. Berry emphasizes building and maintaining long-term customer relationships as a more effective marketing strategy than focusing on one-time transactions. This theory emphasizes building strong customer relationships (Berry, 1995). In the service context, a good relationship between service providers and customers can increase customer loyalty (Gao et al., 2022). When customers feel valued and connected, companies are more likely to stick with the service, which contributes to the overall effectiveness of the service (Berry et al., 1988; Siyum, 2024). Relationship-based marketing emphasizes effective and quality communication between service providers and customers. Good interaction can help service providers understand customer needs and expectations. With the right information, service providers can make the necessary adjustments to improve the quality of the service, which in turn increases the effectiveness of the service (Mir et al., 2023).

The importance of employee performance in the marketing of community service institutions, under Relationship Marketing Theory, emphasizes factors that affect individual and organizational performance in the long term (Gao et al., 2022). Employees who have sufficient resources, such as training, managerial support, and a positive work environment can carry out service recovery more effectively. High employee recovery performance will contribute to an increase in the effectiveness of the services provided to customers. Employees are the spearhead in service delivery. In service marketing, the quality of interaction between employees and customers greatly affects customer perception of the performance of community service institutions (Amoako et al., 2021). Employees who are effective in restoring service can build positive relationships with customers, increasing customer loyalty and satisfaction. Employees who can perform well in in-service recovery create a positive experience for customers. When customers feel that their complaints are being taken seriously and effectively, they are more likely to have a positive perception of the services' effectiveness (Wu et al., 2023). Good employee recovery performance contributes to increased customer satisfaction and loyalty. So that the formulation of the first hypothesis is

H₁ Employee recovery performance has a positive effect on service quality

The impact of service recovery performance on customer satisfaction is important in determining service effectiveness. Relationship Marketing Theory emphasizes that long-term relationships with customers occur when the performance of service recovery can run well. This indicates that the institution has adequate resources to handle customer complaints and issues. (Chokpiriyawat & Siriyota, 2024; Mir et al., 2023). This indicates that the organization can provide more effective services, given that a good recovery improves the customer experience. Good service recovery performance can turn a customer's negative experience into a positive one. In marketing management, it underscores the

importance of an effective recovery strategy as part of the overall customer experience (Irrawati & Mukaramah, 2024). When customers feel that their complaints are well addressed, they are more likely to recommend the service to others and make a repeat purchase. Good service recovery performance shows the service provider's commitment to meeting customer needs (Kumar et al., 2020). When customers see that their service is well restored, they will feel valued and more satisfied, which leads to increased service effectiveness. Therefore, the formulation of the second hypothesis is as follows.

H₂ Service recovery performance has a positive effect on service quality

The positive relationship between service recovery performance and employee performance shows the application of Relationship Marketing Theory. When service recovery is done well, employees feel more engaged and motivated. A supportive environment and adequate resources will improve employee performance, thus creating a positive cycle in service recovery. Service Provider Ethics has a good recovery system, employees feel more empowered and motivated to provide quality services (Mukaramah & Sholahuddin, 2025). An environment that supports service recovery will improve employee performance, creating a positive cycle that is beneficial for the organization (Babin et al., 2021) Service recovery performance depends not only on individual employees, but also on the systems and processes that exist within the organization. Service Provider Ethics has a good recovery system, employees feel more empowered and motivated to provide quality services. An environment that supports service recovery will improve employee performance, creating a positive cycle that is beneficial for the organization. When employees are given the right training and adequate tools to handle complaints, the institution will be better able to carry out service recovery well, thereby supporting service recovery performance to improve employee recovery performance, so the third hypothesis formulation is as follows

H₃ There is a positive influence between service recovery performance and employee performance.

The role of Employee Performance Mediator is important according to Relationship Marketing Theory. In the context of service recovery, employee performance can serve as a mediator between service recovery performance and service effectiveness (Gao et al., 2022). Employees who are good at performing recovery can change the customer's perception of the service provided, thereby increasing the overall effectiveness of the service. Good service recovery performance can improve employee recovery performance through increased motivation and support. Employees who feel supported and have sufficient resources tend to be more effective in providing quality services, which can further increase service effectiveness (Kamath et al., 2020). The formulation of the fourth hypothesis is as follows

H₄ Employee recovery performance mediates the relationship between service recovery performance and service quality.

Today's modern marketing is increasingly focused on customer experience. In this case, service recovery management becomes an integral part of a broader marketing strategy. By investing in employee training and the development of effective recovery systems, organizations can create a positive customer experience, which will have a direct impact on brand reputation and marketing success. This research consists of four hypotheses, for more details are illustrated in Figure 1, as follows:

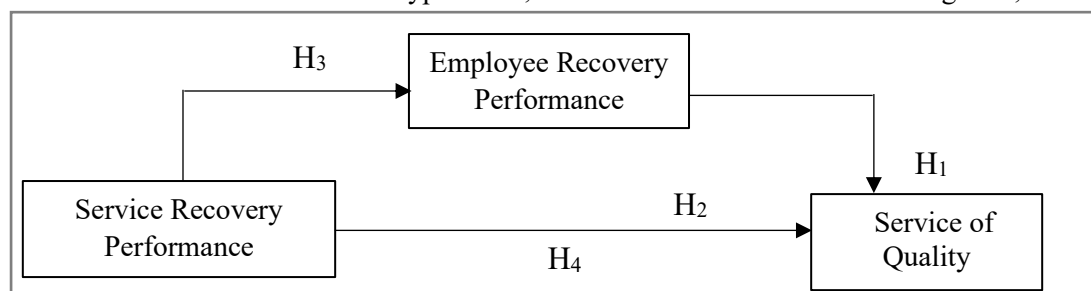


Figure 1. Research framework

3. Research methodology

This study is quantitative research, where data was taken using a survey that tested the influence of employee recovery performance and service recovery performance on service effectiveness at SAMSAT Semarang City. The equations in this study are as follows:

$$\begin{aligned} SQ &= \beta_0 + \beta_1 SRP + \beta_2 ERP + \varepsilon \\ ERP &= \beta_0 + \beta_3 SRP + \varepsilon \end{aligned}$$

Where:

β_0	= Constant or intercept
$\beta_1, \beta_2, \beta_3$	= Regression coefficients for each independent variable
ε	= Error term or residual
SQ	= Service of Quality
SRP	= Service Recovery Performance
ERP	= Employee Recovery Performance

Data was taken from customers who used services at SAMSAT Semarang City. The sample was taken using a purposive sampling technique to select all employees who were working and facing problems that required service recovery. The number of samples can be determined using the Slovin formula or by taking into account the time constraints and available resources. To calculate the sample size based on the population of SAMSAT employees in Semarang City consisting of 3 Regional Revenue Management Units that handle services, as many as 167, with tests determined with a confidence level of 90% and a margin of error of 10%, we can use the Slovin formula as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

n	= Sample size
N	= population size (167 person)
e	= margin of error (0,1 to 10%)

So, the number of samples required is at least 62 respondents. The instruments in the questionnaire are arranged from 3 variables with indicators as in Table 1. following:

Table 1. Operational definition of variables

No	Operational Definition	Indicator
1.	Employee Recovery Performance, which is the ability of employees to handle customer complaints and problems effectively and efficiently, with the aim of restoring customer satisfaction after a service failure. This includes aspects such as responsiveness, communication skills, the ability to provide the right solutions, and efforts in rebuilding positive relationships with customers (Davidow, 2003; Mir et al., 2023).	Employee capabilities in: <ul style="list-style-type: none"> - Handling complaints - Response speed - Solution-giving skills.
2.	Service Recovery Performance is the organization's ability to respond to and handle complaints or problems that arise in the service process, with the aim of restoring customer satisfaction. This includes aspects such as the speed, effectiveness of the solution provided, and the ability to restore customer trust after a service failure occurs (Davidow, 2003; Tax & Brown, 1998).	The quality of recovery services provided includes: <ul style="list-style-type: none"> - Recovery speed - Solution quality - Effectiveness in encounter customer needs.

No	Operational Definition	Indicator
3.	Service Quality is the extent to which the services offered by an organization meet or exceed customer expectations, which is reflected in customer satisfaction, loyalty, and positive perceptions of service quality. This effectiveness includes the ability to attract, retain, and provide value to customers through the right marketing strategy (Berry et al., 1988; Siyum, 2024)	Quality of Service includes: - Customer satisfaction - Customer loyalty - Service turnaround time - Perception of service quality

4. Results and discussion

Table data. 2 The following is a table of characteristics of 68 respondent data from Semarang City SAMSAT employees who filled out this research questionnaire.

Table 2. Respondent Demographic Data

Characteristics Respondent	Amount	Percentage
Gender:		
Man	45	66 %
Woman	23	34 %
Age:		
20-30 year	17	25 %
31-40 year	30	45 %
41-50 year	14	20 %
More than 50 year	7	10 %
Working Period:		
<5 year	16	23 %
5-10 year	25	37 %
11-15 year	17	25 %
More than 15 years	10	15 %
Position/Position:		
Counter Officer	24	50 %
Administrative Officer	20	29 %
Supervisor	10	15 %
Chief	4	6 %
Work Unit:		
Registration Service	38	56%
Information Services	14	21%
Complaint Service	9	13%
Management	7	10%

Source: Processed Data, 2024

Table 2, shows that the majority of respondents are men, with a percentage of 66%. The largest age group is 31-40 years old, with a percentage of 45% while the age group over 50 years old has the smallest percentage, which is 10%. Most of the respondents occupied the position of Counter Officer, with a percentage of 50%, the position of Administrative Officer and Supervisor had a smaller percentage, namely 29% and 15% respectively. Only 6% of respondents occupy the position of Leader. The majority of respondents work in the Registration Service unit, with a percentage of 56%. The percentage of respondents in the Information Services, Complaint Services, and Management units was 21%, 13%, and 10%, respectively. Furthermore, the initial data testing before hypothesis testing goes through the following stages

Table 3. Items loadings, Composite Reliability, and AVE Values

	SRP	ERP	SE	Cronbach's Alpha	rho_A	Composite Reliability	AVE
SRP1	0,716			0,807	0.859	0.886	0,723
SRP2	0,903						
SRP3	0,917						
ERP1		0,793		0,739	0,730	0,847	0,649
ERP2		0,824					
ERP3		0,800					
SE1			0,906	0,918	0.965	0.940	0,797
SE2			0,920				
SE3			0,880				
SE4			0,864				

Source: Processed Data, 2024

The results of the algorithm test on smartPLS in Table 3 show the values of outer loading, Internal Consistency Reliability, and Convergent Validity. A good outer loading value should be greater than 0.7, indicating that the indicators strongly reflect the construct. In Table 3, all the values of the outer loading of the reflective construct of SRS and ERP (3 indicator items), as well as the reflective construct of SE (4 indicator items) have met the criteria above 0.7. In organizational research, in this case, SAMSAT, for the measurement of reflective constructs according to Chin (1998), it comes from the value of Cronbach's Alpha which has exceeded the limit of 0.7. This shows the internal reliability of the consistency of the construct, all of these constructs are reliable. In addition, the reliability value of internal consistency is measured through composite reliability (CR) which is between the range of 0 and 1, has met the threshold value according to the provisions of Henseler et al. (2009) and the data shows that it is above 0.70 at a better value according to Hair et al. (2017). The convergent validity used looks at the ability and sensitivity of the construct in the same variable, through the mean extracted variance (AVE) of each latent construct having an AVE value above 0.5 so that the construct can explain the result well.

Table 4. Outer Weights and VIF

Variable	Items	Weights	VIF
Service Recovery Performance	Recovery	0,278	1,394
	Solution	0,422	2,403
	Effectiveness	0,458	2,472
Employee Recovery Performance	Proficiency	0,431	1,358
	Handling	0,409	1,549
	Skills	0,402	1,465
Service Quality	Satisfaction	0,365	2,681
	Loyalty	0,335	2,180
	Duration	0,169	3,216
	Quality	0,265	3,143

Source: Processed Data, 2024

Table 4 shows the formative scale of relational ties and quality of service along with weighted item scores and VIF scores. A VIF value of less than 5 indicates no linearity issues in all three reflective constructs. In addition, the Outer Weight values of the three constructs refer to a sufficient contribution to the main construct, i.e. above the threshold level of 0.1 as determined by Hair et al. (2019) which confirms the contribution relative to that used in this study is empirically valid and reliable for further analysis.

Table 5. Fornell-Larcker Criterion and R²

	SRP	ERP	SE
SRP	0,850		
ERP	0,584	0,806	
SE	0,233	0,257	0,893
R ²		0,341	0,087

Source: Processed Data, 2024

Discriminatory validity is evaluated through a comparison of items in cross-loading and Fornell & Lacker criteria. In the cross-loading approach, the loading factor of the set construct item should be higher than the loading score of other construction factors and can maintain a threshold value of 0.60 or more (Hair et al., 2020; Hair et al., 2019; Hair et al., 2017). The second criterion for discriminatory validity measurement shows that the AVE square route of each single construct is higher than the highest correlation of the construct with the latent construct which is more than 0.50 (Hair et al., 2021). Table 5 shows the discriminatory validity of the bolded numbers meeting the threshold requirements of both tests. The determination coefficient (R²) of the endogenous latent variable in the structural model showed that the R² value was higher than the value reported in other relevant studies (Reho & Rahmadhani, 2024). R² obtained from the three exogenous variables as a whole 34% variance in the variable mediating Service Recovery Performance to Service Quality in the model is at a substantial value. Following the provisions of Cohen (1988), this research model has substantial predictive validity.

Table 6. Hypothesis Result

Hypothesis	Path	β	S. D	t- Value	p- Values	Result
H1	ERP -> SE	0,368	0,152	2,368	0,0188**	Supported
H2	SRP -> SE	-0,186	0,198	0,894	0,372	Reject
H3	SRP -> ERP	0,594	0,093	6,270	0,000***	Supported
H4	SRP -> ERP-> SE	0,218	0,102	2,059	0,040**	Supported

P > 0.1*, P > .05**, P > 0.01***

Source: Processed Data, 2024

The output value of the beta coefficient in Table 6, indicates the direction of the relationship, namely positive or negative. It can be seen that the positive beta value is shown ERP→SE which is 0.368 and SRP→ERP which is 0.594. The t value and P value are derived from four direct hypotheses, only H2 (Service Recovery Performance and Service Quality) are proven not to be supported. The SRP→ERP→SE mediation test, confirms a significant indirect relationship through Employees Recovery Performance between Service Recovery Performance and Service Quality relationships (S.D = 0.102, t = 2.059, p < 0.040). Therefore, the H4 hypothesis shows the role of Employee Recovery Performance in the relationship between Service Recovery Performance and Service Quality.

The results in Table 6 show that the first hypothesis is supported according to the test, Employee recovery performance has a positive effect on service quality. The relationship Marketing Theory, emphasizes the factors that affect the long-term performance of individuals and organizations. These findings support the argument that employees who can restore service well will increase customers' positive perception of service quality. These results are supported by research conducted by Amoako et al. (2021), Gao et al. (2022) and Wu et al. (2023), employees who have adequate resources, such as training, managerial support, and a positive work environment, will be able to effectively restore services. High employee recovery performance will contribute to increasing the effectiveness of services provided to customers so that the quality of service becomes better. The recovery performance

of employees at SAMSAT Semarang is very important because they are at the forefront of serving the community. Well-trained employees, who have managerial support, and work in a positive environment will be better able to handle complaints or problems that arise during the administrative process. The high employee recovery performance at SAMSAT contributes to the increase in the effectiveness of services provided to the community. When customers feel that their complaints are being handled seriously and effectively, they are more likely to have a positive perception of the quality of service provided. Thus, improving employee recovery performance is the key to improving the quality of service at SAMSAT, which can ultimately increase community satisfaction and loyalty.

In the second hypothesis, the test results do not support the hypothesis. These findings do not support the argument that service recovery capabilities will directly improve customer perception of service quality. These findings show that the ability to recover services directly does not improve customer perception of service quality at SAMSAT. Although Relationship Marketing Theory emphasizes the importance of building long-term relationships with customers, this result is supported by research conducted by Döring (2020), especially in SAMSAT in the city of Semarang, where services tend to be routine and transactional. For example, the management of STNK renewal and vehicle tax payments is a process that is expected to run smoothly without many complaints. In such a situation, the failure to recover the service may not have a significant effect on the customer's perception of the overall quality of the service provided. In addition, to improve the effectiveness of service recovery, SAMSAT needs adequate resources to efficiently handle customer complaints and issues. Good service recovery performance can help turn a customer's negative experience into a positive one, but the results show that this is not enough to significantly affect their perception of service quality (Rahmadhani et al., 2023). People who visit SAMSAT may prioritize efficiency and speed of service over the recovery capabilities themselves. Therefore, although service recovery performance is important, in the context of SAMSAT, other factors related to the efficiency and regularity of the service process may be more dominant in determining the quality of customer perception.

The results in Table 6 show the third hypothesis of support where there is a positive influence between service recovery performance and employee performance. In accordance with Relationship Marketing Theory, when service recovery is done well, employees will feel more engaged and motivated. These results are supported by research conducted by Shams et al. (2020), Babin et al. (2021), and Rao et al. (2023), Sugiharti et al. (2024). The recovery of services that are done well, employees become more engaged and motivated. A supportive environment and adequate resources will improve employee performance, thus creating a positive cycle in service recovery. A supportive environment and adequate resources will improve employee performance, thus creating a positive cycle in service recovery. In the context of SAMSAT, these results are very relevant. Services at SAMSAT are often transactional and routine, but when employees are provided with the right support to handle customer complaints, they feel more empowered and motivated to provide quality service. Effective service recovery performance in SAMSAT can turn a negative customer experience into a positive one so that employees feel valued and more engaged in their work. Thus, the improvement of service recovery performance at SAMSAT not only benefits customers but also creates a more productive work environment for employees, supporting a continuous positive cycle in service delivery.

The results of the hypothesis 4 test prove that employee recovery performance mediates the relationship between service recovery performance and service quality. The findings of this study are supported by research conducted by Kamath et al. (2020), service recovery performance of frontline employees and customer recovery satisfaction act as mediating mechanisms that transmit the positive influence of integrated service recovery systems on customer service quality. In accordance with Relationship Marketing Theory, employee performance can serve as a mediator between service recovery performance and service effectiveness. Employees who are good at performing recovery can change the customer's perception of the service provided, thereby increasing the overall effectiveness of the service (Gao et al., 2022). Good service recovery performance can improve employee recovery performance through increased motivation and support. Thus, good employee recovery performance

can contribute significantly to the public's perception of service quality at SAMSAT, although the results of the second hypothesis show an insignificant direct relationship.

SAMSAT as a local government institution tends to provide routine and transactional services, so the role of employee recovery performance is increasingly important. Although a direct relationship between service recovery performance and service quality is not proven, the role of employees as mediators shows that when service recovery is done well, employees feel more motivated and engaged. A supportive work environment and adequate training will improve employee performance in handling customer complaints and problems. This creates a positive cycle that leads to increased service effectiveness. Thus, focusing on improving employee recovery performance at SAMSAT can contribute to improving overall service quality and building long-term relationships with customers. SAMSAT Semarang must further maximize employee performance capabilities well in order to be able to handle customer complaints more effectively. Employees who feel supported and have adequate resources, such as good training and management, will be better able to carry out their roles well. This creates a positive cycle where good recovery performance can improve employee performance, which in turn can help improve customer perception even though the perceived quality of service remains not directly affected by service recovery performance. This shows that despite the challenges in the context of routine services at SAMSAT, the role of employees as mediators remain critical in improving the quality of customer service.

5. Conclusion

This study seeks to explore the role of service recovery performance and employee performance in improving service effectiveness at SAMSAT Semarang City. This study aims to evaluate the relationship between employee recovery performance and service quality, as well as how service recovery performance can affect service quality by the wishes of the community. The results showed that employee recovery performance had a positive effect on service quality, which was in line with initial expectations. These findings indicate that by strengthening employee recovery performance, SAMSAT can increase the positive public perception of the services provided. The development of results of this research can be used by SAMSAT in developing the implementation of a more structured training program and strengthening the support system for employees in the service recovery process. This research also opens up opportunities for further study, focusing on other variables that can affect the effectiveness of services, such as external factors related to public perception. Future research can be continued by examining the impact of specific interventions in employee training and service recovery systems on customer satisfaction in more depth. Thus, the results of this study not only provide an overview of current conditions but also provide a direction for continuous improvement in the future.

Limitations

This research was conducted limited to SAMSAT Semarang City, which may limit the generalization of the findings to the context of other services or regions. This research is also still testing on internal factors, such as employee performance and service recovery. The study design has not captured the dynamic nature of service recovery and employee performance over time, thus limiting insights into the long-term effects.

Future research

Future research can overcome this limitation by conducting comparative analysis in several SAMSAT offices or similar institutions in various regions. Adding variables to test external factors that affect service quality, such as public expectations and market trends. Using longitudinal design to assess changes in service recovery and employee performance over time.

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