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The Role of Service Quality, Service Innovation, and Customer Orientation on Service Management Performance through Customer Satisfaction

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Abstract: This study aims to examine the influence of service quality, service innovation, and customer orientation on service management performance through customer satisfaction in service companies in Indonesia. In an increasingly competitive service industry, companies are required to manage their services effectively in order to improve customer satisfaction and strengthen sustainable service management performance. Therefore, understanding the factors that influence service management performance is crucial for service companies in formulating effective service strategies. This research uses a descriptive qualitative approach with a literature review method. The data used are secondary data, consisting of 30 scientific articles obtained from reputable national and international journals. The sources of the articles include international publishers such as Sage, Springer, Elsevier, Web of Science, and Emerald; international databases such as Ebsco, Copernicus, and Google Scholar; as well as reputable national journals indexed in Sinta. The results of the study indicate that service quality, service innovation, and customer orientation have a positive influence on customer satisfaction. In addition, service quality, service innovation, and customer orientation also directly influence service management performance. Customer satisfaction itself has a significant effect on service management performance. Furthermore, customer satisfaction acts as a mediating variable that strengthens the influence of service quality, service innovation, and customer orientation on service management performance in service companies.

Keywords: Service Quality, Service Innovation, Customer Orientation, Service Management Performance, Customer Satisfaction

INTRODUCTION

Service management is a strategic aspect of modern organizational operations, focused on creating customer value through the provision of high-quality, responsive, and sustainable services. Organizations that implement service management effectively are generally able to

integrate various important elements, such as service quality, service innovation, and customer orientation, thereby increasing customer satisfaction while strengthening overall service management performance (Tresna et al., 2023).

In various developed countries, service management practices have developed into a systematic, customer-based managerial approach, where service companies consistently improve service quality, develop service innovations, and strengthen customer orientation to maintain competitive advantage in an increasingly dynamic market (Deswantoro et al., 2025).

In Indonesia, service-oriented service companies still face various challenges in improving their service management performance, including limitations in optimizing service quality, lack of innovation in service development, and the suboptimal implementation of customer orientation in business strategies, which impacts the level of customer satisfaction and the effectiveness of the resulting service performance (Cahyaningrum, 2020).

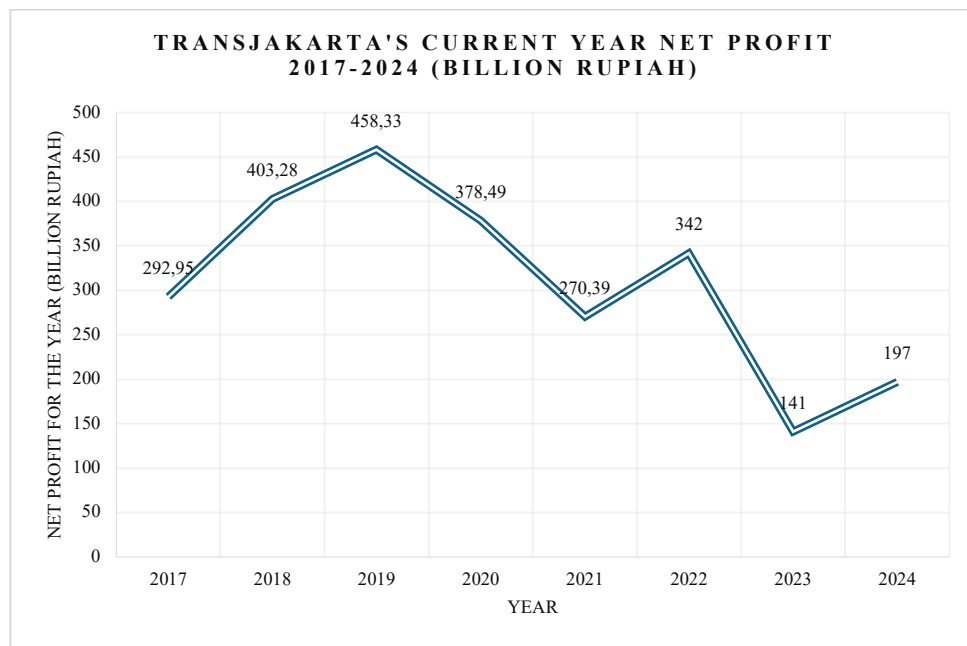


Figure 1. Transjakarta's Current Year Net Profit 2017-2024 (billion rupiah)

Source: (Santika, 2023), (Akhmad, 2024)

Figure 1 shows the development of PT Transportasi Jakarta (Transjakarta)'s net profit for the current year during the 2017–2024 period, which generally shows a downward trend from year to year. This decline in net profit indicates challenges in the company's service management performance, particularly in maintaining a balance between improving the quality of public services and the company's operational efficiency. As a service-based public transportation company, Transjakarta faces various external factors such as increasing operational costs, fare subsidies, urban transportation policies, and changes in community mobility behavior that can impact the company's financial performance (Ramadhan & Widowati, 2024).

The decline in net profit may reflect that service management performance is not yet optimal in creating sustainable economic value, even though the company continues to play a vital role in providing public transportation services to the community. Therefore, the downward trend in net profit in Figure 1 is an important indicator that underscores the need for a more effective, innovative, and customer-oriented service management strategy to support the sustainable performance of transportation service companies like Transjakarta (Pratama & PS, 2024).

This research is urgently needed because it can provide an empirical contribution to enriching the service management literature, particularly regarding the role of service quality, service innovation, and customer orientation in improving service management performance through customer satisfaction. Furthermore, the results of this study are also expected to provide practical implications for service companies in designing more customer-oriented service strategies to improve service performance sustainably.

The urgency of this research lies in its potential to provide empirical contributions to the service management literature, particularly regarding the role of service quality, service innovation, and customer orientation in improving service management performance through customer satisfaction. Furthermore, the results of this study are expected to provide practical implications for service companies in designing more customer-oriented service strategies to sustainably improve service performance.

Based on the above background, the following research questions are formulated to generate hypotheses for further research, specifically in service companies: 1) Does Service Quality affect Customer Satisfaction in service companies?; 2) Does Service Innovation affect Customer Satisfaction in service companies?; 3) Does Customer Orientation affect Customer Satisfaction in service companies?; 4) Does Service Quality affect Service Management Performance in service companies?; 5) Does Service Innovation affect Service Management Performance in service companies?; 6) Does Customer Orientation affect Service Management Performance in service companies?; 7) Does Customer Satisfaction affect Service Management Performance in service companies?; 8) Does Service Quality affect Service Management Performance through Customer Satisfaction in service companies? 9) Does Service Innovation affect Service Management Performance through Customer Satisfaction of service companies?; and 10) Does Customer Orientation affect Service Management Performance through Customer Satisfaction of service companies?.

METHOD

This study uses a qualitative approach with a literature review method, aiming to comprehensively examine the relationship between service quality, service innovation, customer orientation, customer satisfaction, and service management performance in service companies in Indonesia.

The data used in this study is secondary data obtained from various scientific articles relevant to the research topic. These articles come from national (SINTA), international (Copernicus, EBSCO, Google Scholar), and reputable international (Elsevier, Sage, Springer, Web of Science, Emerald) scientific journals that have been officially published and are accessible through various academic databases (Saharan et al., 2024).

The data analysis technique in this study used descriptive qualitative analysis through a literature synthesis approach. The analysis was conducted by thoroughly examining the content of each selected article, then identifying the main concepts, research variables, and the relationships between the variables reported in the study (Boulton, M. J., & Houghton, 2021).

Next, the researchers grouped the research findings based on the variables studied: service quality, service innovation, customer orientation, customer satisfaction, and service management performance. Through this process, the researchers were able to identify patterns of relationships between variables that consistently emerged across previous studies (Adeniran & Tayo-Ladega, 2024).

RESULTS AND DISCUSSION

Results

Based on the problem formulation above, the results of applied theory in this literature study are as follows:

Service Management Performance

Service management performance is the degree to which an organization succeeds in planning, managing, and optimizing the service delivery process to customers, thereby effectively and efficiently achieving organizational goals. In service companies, service management performance is measured not only by financial results but also by the company's ability to provide a quality, consistent service experience that meets or even exceeds customer expectations. Service management performance reflects how well a company manages all resources related to service activities, from human resources, operational systems, technology, to customer interaction processes (Fiqri & Sutabri, 2023).

Indicators or dimensions contained in the Service Management Performance variable include: 1) Service Effectiveness: Service effectiveness indicates the extent to which the services provided by the company are able to meet customer needs and expectations; 2) Service Operational Efficiency: Service operational efficiency is related to the company's ability to optimally manage its resources to produce quality services; 3) Response Speed: Management's ability to respond quickly to requests, complaints, or changes in customer needs (Halawa & Daulay, 2025).

The Service Management Performance Variable is relevant to previous research conducted by: (Tresna et al., 2023), (Ananda et al., 2025), (Salim & Alijoyo, 2024)

Customer Satisfaction

Customer satisfaction is an emotional state or feeling that arises after customers compare their expectations before receiving a service with the actual service performance they experience. If the service they receive meets or even exceeds their expectations, they will feel satisfied. Conversely, if the service provided falls below their expectations, dissatisfaction will arise. Therefore, customer satisfaction is often seen as an important indicator in assessing the quality of a company's services (Veta Lidya Delimah Pasaribu, 2023).

Indicators or dimensions contained in the Customer Satisfaction variable include: 1) Conformity to Expectations: The extent to which the service received by customers matches or exceeds what they previously imagined; 2) Return Visit Intention: The customer's desire to reuse the same service in the future as a form of satisfaction; 3) Willingness to Recommend: The customer's willingness to provide positive reviews or recommend the service to others (Fadilah et al., 2021).

The Customer Satisfaction variable is relevant to previous research conducted by: (Veta Lidya Delimah Pasaribu, 2023), (Novianty et al., 2021), (Fadilah et al., 2021).

Service Quality

Service quality is the level of service excellence provided by a company in meeting customer needs and expectations. The concept of service quality relates to customers' perceptions of how well the service they receive compares to their prior expectations. In other words, service quality reflects the extent to which a company's services deliver value and a positive experience for customers (Susanto, Mahaputra, et al., 2024).

Indicators or dimensions contained in the Service Quality variable include: 1) Reliability: Reliability is the company's ability to provide services accurately, consistently, and reliably in accordance with promises made to customers; 2) Responsiveness: Responsiveness reflects the willingness and ability of company employees to help customers and provide services quickly and responsively.; 3) Assurance: Assurance relates to the knowledge, abilities, and professional attitudes of employees in providing services to customers. Employees who have good competence will be able to provide a sense of security and trust to customers (Rachman et al., 2025).

The Service Quality variable is relevant to previous research conducted by: (Susanto, Mahaputra, et al., 2024), (Rachman et al., 2025), (Candra et al., 2023).

Service Innovation

Service innovation is the process of developing and implementing new ideas, methods, or concepts in service delivery, aimed at increasing customer value and enhancing a company's competitiveness. Service innovation extends beyond the creation of new services, including improvements or developments to existing services to make them more effective, efficient, and relevant to evolving customer needs (Li et al., 2021).

Indicators or dimensions contained in the Service Innovation variable include: 1) Service Novelty: The extent to which the service offered has features or methods that are truly new and different from those already on the market; 2) Technology Utilization: The use of digital platforms or the latest technology to facilitate access and service transaction processes; 3) Increased Customer Value: Innovation that directly provides additional benefits, both in terms of convenience, cost, and comfort (Wan et al., 2022).

The Service Innovation variable is relevant to previous research conducted by: (Wan et al., 2022), (Li et al., 2021), (Kwak et al., 2024).

Customer Orientation

Customer orientation is a strategic approach that places customer needs, desires, and satisfaction as the primary focus in all of a company's business activities. In a company with a strong customer orientation, every organizational decision and action is based on efforts to create maximum value for customers. This includes a deep understanding of customer preferences, the ability to respond quickly to customer needs, and a commitment to providing a satisfying service experience (Johnson et al., 2021).

Indicators or dimensions contained in the Customer Orientation variable include: 1) Understanding Customer Needs: The extent to which the company is proactive in identifying what customers want and need before they complain; 2) Creating Customer Value: The company's focus on delivering solutions that provide long-term benefits to customers, not just momentary transactions; 3) After-Sales Satisfaction: The company's commitment to continue to accompany and serve customers even after the transaction is completed (Wiwoho, 2019).

The Customer Orientation variable is relevant to previous research conducted by: (Johnson et al., 2021), (Sukardi et al., 2025), (Wiwoho, 2019).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this study	Differences with this research	Hypothesis
1	(Winarni, 2022)	Service Quality Variables Influence Consumer Satisfaction on Gojek Transportation Services	The similarity with this research is in the independent variable of Service Quality and the dependent variable of Consumer Satisfaction	There are research objects carried out on Gojek Transportation Services	H1
2	(Nataya & Yudianto, 2022)	Service Innovation Variable Influences Garuda Indonesia Customer Satisfaction at	The similarity with this research is in the independent variable Service Innovation and	There is a research object conducted at Garuda Indonesia Airlines at Yogyakarta International Airport	H2

	Yogyakarta International Airport	the dependent variable Customer Satisfaction		
3 (Prasetyo, 2021)	Customer Orientation and Service Quality Variables Influence Customer Satisfaction at Muslimah Salons	The similarity with this research is in the independent variable Customer Orientation and the dependent variable Customer Satisfaction.	There are research objects carried out at the Muslimah Salon	H3
4 (Vidananda & Setiawan, 2021)	Service Quality and Product Quality Variables Influence Service Management Performance at Larissa Aesthetic Center Denpasar	The similarity with this research is in the independent variable Service Quality and the dependent variable Service Management Performance.	There are research objects conducted at the Larissa Aesthetic Center Denpasar	H4
5 (Hasna, 2021)	Product Innovation, Process Innovation, and Service Innovation variables influence MSME Service Management Performance	The similarity with this research is in the independent variable Service Innovation and the dependent variable Management Performance.	The difference with this research is in the other independent variables, namely Product Innovation and Process Innovation.	H5
6 (Karina & Sari, 2022)	Market Orientation and Customer Orientation Variables Influence the Marketing Management Performance of Legok Village Convection MSMEs	The similarities with this research are in the independent variable Customer Orientation and the dependent variable Management Performance.	There are research objects carried out at the Legok Village Convection UMKM	H6
7 (Afrizon, 2021)	The variables of service quality and customer satisfaction have an influence on management performance at PT PLN (Persero) Tanjungbatu Rayon	The similarities with this research are in the independent variable of customer satisfaction, and the dependent variable of management performance.	There are research objects carried out at PT PLN (Persero) Tanjungbatu Rayon	H7
8 (Medah et al., 2024)	Motivation, Transfer and Service Quality Variables Influence Management Performance through Satisfaction	The similarities with this research are in the independent variable of service quality, the dependent variable of management performance, and the mediating variable of satisfaction	The difference with this research is in the other independent variables, namely motivation and mutation	H8
9 (Juniasih et al., 2025)	Service Innovation Variable Influences Management Performance Through Satisfaction in the Padangsidempuan Hutaimbaru District Government	The similarities with this research are in the independent variable Service Innovation, the dependent variable Performance, the mediating variable Satisfaction	There are research objects carried out at the Padangsidempuan Hutaimbaru District Government	H9
10 (Heng, 2021)	Customer Orientation and Value Creation Capability Variables Influence Management Performance Through	The similarities with this research are in the independent variable Customer Orientation, the dependent variable	There are research objects conducted on Creative Sub-Sector MSMEs in Pontianak City	H10

Customer Satisfaction in Creative Sub-Sector MSMEs in Pontianak City	Management Performance and the mediating variable Satisfaction.
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Discussion

Based on the problem formulation, research objectives and previous research results above, the discussion in this research which focuses on service companies in Indonesia is as follows:

1. *The Influence of Service Quality on Customer Satisfaction in Service Companies*

Based on a literature review and relevant previous research, it was found that service quality influences customer satisfaction in service companies in Indonesia.

To increase customer satisfaction through improved service quality, management or management of service companies in Indonesia must strengthen three key indicators of service quality: 1) Reliability: Management must ensure that the company has the ability to deliver promised services promptly, accurately, and consistently; 2) Responsiveness: Management needs to equip frontline staff with the authority to make quick decisions when dealing with complaints; 3) Assurance: Management is required to build employee competence, courtesy, and credibility. This involves intensive training to ensure staff have in-depth product/service knowledge (skill certification) and the ability to instill a sense of security in customers.

If management or management of service companies in Indonesia can consistently implement these three service quality indicators, it will positively impact customer satisfaction, including: 1) Conformity to Expectations: When reliability and assurance are met, the gap between expectations and reality is closed, so customers feel they are receiving value for their money; 2) Intention to revisit: Customers who feel served responsively and professionally will develop behavioral loyalty, resulting in frequent interest in visiting or returning; 3) Willingness to recommend: Customers who feel assured and satisfied will not only return, but also voluntarily promote the service to their social networks, which systematically reduces the cost of acquiring new customers for the company.

The results of this study are in line with previous research conducted by (Winarni, 2022), which states that there is an influence between service quality and customer satisfaction in service companies in Indonesia.

2. *The Influence of Service Innovation on Customer Satisfaction in Service Companies*

Based on a literature review and relevant previous research, it was found that service innovation influences customer satisfaction in service companies in Indonesia.

To improve customer satisfaction through increased service innovation, management or leaders of service companies in Indonesia must strengthen three key indicators of service innovation: 1) Service novelty: Management must be bold in introducing unprecedented features or processes or making significant modifications to existing services; 2) Technology utilization: Management must integrate the latest technologies such as artificial intelligence (AI) for service chatbots, the Internet of Things (IoT) for tracking, and the use of user-friendly mobile applications; 3) Increased customer value: Management must ensure that every innovation provides tangible benefits, including cost savings, time efficiency, and psychological well-being for customers.

If management or leaders of service companies in Indonesia are able to consistently implement these three indicators of service innovation, it will positively impact customer satisfaction, including: 1) Conformity to expectations: Well-targeted innovation will update customer expectations. When technology and new services make customers' lives easier, they will feel that the company truly understands their needs; 2) Intention to revisit: Innovation

creates positive dependency. Customers who have experienced the ease of using technology and the added value of an innovative service will be reluctant to switch to competitors who still use old methods; 3) Willingness to recommend: Successful innovations will generate positive buzz on social media and offline. Customers who are satisfied with the innovative experience will voluntarily become brand ambassadors (brand advocates), attracting new customers without additional promotional costs.

The results of this study align with previous research conducted by (Nataya & Yudianto, 2022), which states that there is an influence between service innovation and customer satisfaction in service companies in Indonesia.

3. *The Influence of Customer Orientation on Customer Satisfaction in Service Companies*

Based on a literature review and relevant previous research, it was found that Customer Orientation influences Customer Satisfaction in service companies in Indonesia.

To improve customer satisfaction through enhanced customer orientation, management or leaders of service companies in Indonesia must strengthen three key indicators of customer orientation: 1) Understanding customer needs: Management must be proactive in collecting and analyzing data regarding customer desires, expectations, and problems; 2) Creating customer value: Management must ensure that every service interaction provides benefits that outweigh the costs incurred by customers. Management needs to design a service strategy that efficiently resolves customer challenges; 3) After-sales satisfaction: Management must strengthen post-purchase services, including complaint handling, warranties, and follow-up. Management must ensure easily accessible communication channels for after-sales support.

If management or leaders of service companies in Indonesia are able to consistently implement these three indicators of customer orientation, it will positively impact customer satisfaction, including: 1) Congruence with expectations: When value creation is executed effectively, the promises made by the company in advertising will align with the reality received by customers; 2) Return intention: Customers who feel their needs are understood and valued, especially through good after-sales service, will develop emotional loyalty. They are more likely to use the same company's services again due to a sense of trust and comfort. 3) Willingness to recommend: Customers who feel prioritized by the company are more likely to share their positive experiences with others.

The results of this study align with previous research conducted by (Prasetyo, 2021), which states that there is an influence between customer orientation and customer satisfaction in service companies in Indonesia.

4. *The Influence of Service Quality on Service Management Performance*

Based on a literature review and relevant previous research, it was found that service quality influences service management performance in service companies in Indonesia.

To improve service management performance through improved service quality, management or management of service companies in Indonesia must strengthen three key indicators of service quality: 1) Reliability: Management must establish a system that ensures services are delivered promptly and accurately from the outset; 2) Responsiveness: Management must provide a real-time communication channel that allows every customer request to be immediately entered into the service queue system for instant processing; 3) Assurance: Management must invest resources in developing the competence and professionalism of staff.

If management or management of service companies in Indonesia can consistently implement these three service quality indicators, it will positively impact service management performance, including: 1) Service effectiveness: Service management becomes more effective due to an increased order or request fulfillment ratio; 2) Service operational efficiency: Good

service quality from the outset (right the first time) automatically reduces operational costs; 3) Response speed: Service management performance is measured by how quickly the organization reacts to market dynamics. A strong culture of responsiveness ensures shorter service lead times.

The results of this study align with previous research conducted by (Vidananda & Setiawan, 2021), which states that there is an influence between service quality and service management performance in service companies in Indonesia.

5. *The Influence of Service Innovation on Service Management Performance*

Based on a literature review and relevant previous research, it was found that service innovation influences service management performance in service companies in Indonesia.

To improve service management performance through increased service innovation, management or leaders of service companies in Indonesia must strengthen three key indicators of service innovation: 1) Service novelty: Management must be able to identify market gaps to introduce unprecedented service features or processes. Leaders need to create an ecosystem that encourages employees to contribute creative ideas to transform the way services are delivered, so the organization doesn't become trapped in outdated, irrelevant patterns; 2) Technology utilization: Leaders must integrate digital technologies (such as AI, cloud computing, or automation) into the core of the service management system; 3) Increasing customer value: Management must ensure that every innovation is directed towards increasing customer benefits. Leaders need to design innovations that directly reduce customer costs (such as costs, time, and effort).

If the management or leadership of service companies in Indonesia is able to consistently implement these three service innovation indicators, it will positively impact service management performance, including: 1) Service effectiveness: Innovation ensures that the services provided truly meet changing market needs; 2) Service operational efficiency: Utilizing technology and simplifying processes through innovation automatically eliminates non-value-added activities. This reduces operational costs per service unit; 3) Response speed: Service management performance is highly dependent on speed. Technological innovations (such as response automation or intelligent queuing systems) enable organizations to interact with and resolve customer requests in a shorter time.

The results of this study align with previous research conducted by (Hasna, 2021), which states that there is an influence between service innovation and service management performance in service companies in Indonesia.

6. *The Influence of Customer Orientation on Service Management Performance*

Based on a literature review and relevant previous research, it was found that Customer Orientation influences Service Management Performance in service companies in Indonesia.

To improve service management performance through enhanced customer orientation, management or leaders of service companies in Indonesia must strengthen three key indicators of customer orientation: 1) Understanding customer needs: Management must ensure that information regarding customer needs is distributed throughout all departments (not just marketing), so that the service design is truly relevant to the problems faced by service users; 2) Creating customer value: Management must design a unique value proposition that goes beyond basic service functions; 3) After-sales satisfaction: Management must expand the service focus beyond the point of transaction. This includes strengthening complaint handling systems and responsive feedback mechanisms.

If management or leaders of service companies in Indonesia are able to consistently implement these three indicators of customer orientation, it will positively impact service management performance, including: 1) Service effectiveness: Through a keen understanding

of needs, service management becomes more precise. Services provided are more targeted (effective) because their design is based on the customer's actual desires; 2) Service operational efficiency: By eliminating steps irrelevant to customers, service processes become leaner, which directly lowers operational costs without sacrificing quality; 3) Response speed: Customer-centric organizations have a higher sense of urgency. Service management performance is measured by how quickly the system reacts to customer dynamics.

The results of this study align with previous research conducted by (Karina & Sari, 2022), which states that there is an influence between customer orientation and service management performance in service companies in Indonesia.

7. *The Influence of Customer Satisfaction on Service Management Performance*

Based on a literature review and relevant previous research, it was found that customer satisfaction influences service management performance in service companies in Indonesia.

To improve service management performance through customer satisfaction, management or leaders of service companies in Indonesia must strengthen three key indicators of customer satisfaction: 1) Conformity to expectations: Management must ensure that communicated service promises align with operational reality. Leaders must use gap analysis data between customer expectations and perceptions to adjust standard operating procedures (SOPs); 2) Return visit intention: Leaders must monitor customer retention rates as a proxy for management success. Management needs to strengthen loyalty programs and ensure consistent quality to keep customers within the company's service ecosystem, which in turn provides stability for service capacity planning; 3) Willingness to recommend: Management must activate the role of customers as promoters. Satisfied customers who are willing to recommend services provide external validation of management performance. Leaders can leverage this positive testimonial to motivate internal staff that their management system has had a real impact on the public, while simultaneously reducing the burden of formal marketing costs.

If the management or leadership of service companies in Indonesia is able to consistently implement these three customer satisfaction indicators, it will positively impact service management performance, including: 1) Service effectiveness: High customer satisfaction demonstrates that management has effectively allocated resources to meet market needs. This effectiveness is reflected in the management system's ability to provide solutions that customers truly desire; 2) Service operational efficiency: Satisfied customers tend to be more cooperative and understand service procedures, which indirectly reduces complaint handling costs; 3) Response speed: With a satisfied customer base, management can conduct service improvement trials more quickly because customers are willing to provide constructive input.

The results of this study align with previous research conducted by (Afrizon, 2021), which states that there is an influence between customer satisfaction and service management performance in service companies in Indonesia.

8. *The Influence of Service Quality on Service Management Performance through Customer Satisfaction*

Based on a literature review and relevant previous research, it was found that Service Quality influences Service Management Performance through Customer Satisfaction in service companies in Indonesia.

To improve service management performance through improved service quality and customer satisfaction, management or leaders of service companies in Indonesia must strengthen six key indicators of service quality and customer satisfaction, including: 1) Reliability: Management must ensure service consistency. This means the system must be able to deliver accurate results as promised, without repetitive errors; 2) Responsiveness: Management must build a culture of responsiveness. Staff must be empowered to assist

customers quickly, especially in emergencies or complaint handling, so that customers do not feel neglected; 3) Assurance: Management must ensure that all staff possess the technical and behavioral competencies that foster trust; 4) Conformity to Expectations: Management must actively align the service profile with marketing promises; 5) Return Repurchase Intention: Management must monitor this behavioral loyalty. Customers' willingness to return is evidence that the service experience provided by management provides ongoing value; 6) Willingness to Recommend: Management must encourage customers to become brand advocates.

If the management or leadership of service companies in Indonesia is able to consistently implement these six indicators of service quality and customer satisfaction, it will positively impact service management performance, including: 1) Service effectiveness: Customer satisfaction provides feedback that the service provided is truly on target. Service management becomes more effective because quality targets are achieved with high accuracy; 2) Service operational efficiency: Quality and satisfactory service will minimize complaints. This automatically reduces complaint handling costs and prevents wasted resources on rework. 3) Response speed: Well-documented customer satisfaction data enables management to more quickly detect changing market demand trends. The service management system becomes more responsive in adapting operations, enabling the organization to always respond to market dynamics with high speed.

The results of this study align with previous research conducted by (Medah et al., 2024), which states that there is an influence between service quality and service management performance through customer satisfaction in service companies in Indonesia.

9. The Influence of Service Innovation on Service Management Performance through Customer Satisfaction

Based on a literature review and relevant previous research, it was found that Service Innovation influences Service Management Performance through Customer Satisfaction in service companies in Indonesia.

To improve service management performance through increased service innovation and customer satisfaction, management or leaders of service companies in Indonesia must strengthen six key indicators of service innovation and customer satisfaction, including: 1) Service novelty: Management must continuously redesign service processes or features to remain relevant; 2) Technology utilization: Management must adopt cutting-edge technologies (such as AI, IoT, or cloud-based systems) to digitize interaction points; 3) Increased customer value: Every innovation must be tested to see whether it adds real benefits, whether in terms of economics, convenience, or functionality, so that customers feel significantly benefited compared to before; 4) Conformity to expectations: Management must ensure that introduced innovations align with the company's promises; 5) Return Repurchase Intention: Management monitors this loyalty as evidence that the innovation provides an experience that discourages customers from switching to competitors; 6) Willingness to recommend: Satisfying innovations will trigger a positive viral effect. Customer recommendations provide strong external validation that service management has achieved the highest standards.

If the management or leadership of service companies in Indonesia are able to consistently implement these six indicators of service innovation and customer satisfaction, it will positively impact service management performance, including: 1) Service effectiveness: Service management becomes more precise in achieving organizational goals. With targeted innovations that are favored by customers, every resource expended by management produces maximum output, minimizing wasted or unsold services in the market; 2) Service operational efficiency: High customer satisfaction also reduces complaint handling and customer retention costs. Management is able to provide higher-quality service at a lower cost per unit, creating a more competitive cost structure; 3) Response speed: Response speed is a key performance

indicator that demonstrates that service management has transformed into an agile organization that is responsive to market dynamics.

The results of this study align with previous research conducted by (Juniasih et al., 2025), which states that there is an influence between service innovation and service management performance through customer satisfaction in service companies in Indonesia.

10. The Influence of Customer Orientation on Service Management Performance through Customer Satisfaction

Based on a literature review and relevant previous research, it was found that Customer Orientation influences Service Management Performance through Customer Satisfaction in service companies in Indonesia.

To improve service management performance through increased customer orientation and satisfaction, management or leaders of service companies in Indonesia must strengthen six key indicators of customer orientation and satisfaction, including: 1) Understanding customer needs: Management must build a customer intelligence system, such as using Customer Relationship Management (CRM) to map individual preferences. Leaders must ensure frontline staff have sufficient data to provide relevant solutions before customers request them; 2) Creating customer value: Leaders must design services that provide benefits that exceed the costs (money, time, and effort) incurred by customers; 3) Post-sales satisfaction: Management must not abandon customers after a transaction is completed; 4) Congruence of expectations: Management must ensure that marketing promises align with the reality of service delivery; 5) Return intention: Leaders monitor this retention rate as an indicator that customers feel safe and benefit from being within the company's ecosystem. 6) Willingness to Recommend: Management must be able to create memorable experiences so that customers voluntarily become brand advocates in their social circles.

If the management or leadership of service companies in Indonesia is able to consistently implement these six indicators of customer orientation and customer satisfaction, it will positively impact service management performance, including: 1) Service effectiveness: Service management becomes more precise. Because each process is based on an understanding of real needs, the resulting service output is always on target; 2) Service operational efficiency: By focusing on what customers consider important, companies can reduce wasteful internal bureaucracy, reduce complaint handling costs, and optimize the use of human resources; 3) Response speed: Service management performance is measured by how quickly the system reacts to customer dynamics. This speed of response creates an agile service cycle, enabling management to serve more customers while maintaining quality.

The results of this study align with previous research conducted by (Heng, 2021), which states that there is an influence between customer orientation and service management performance through customer satisfaction in service companies in Indonesia.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

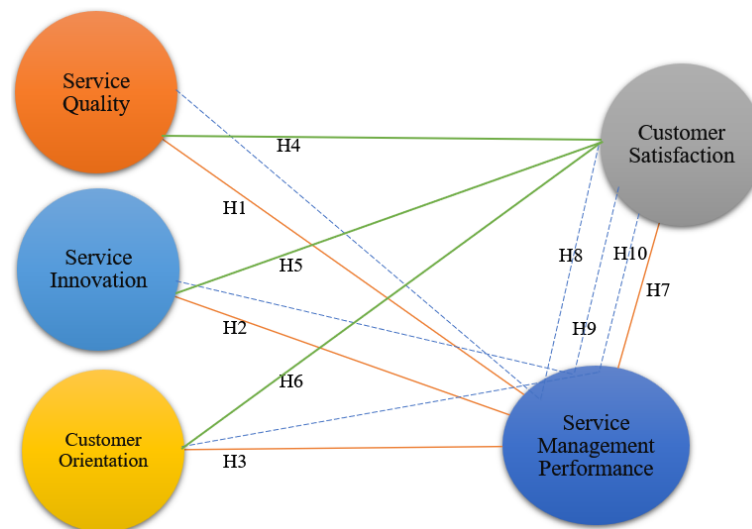


Figure 2. Conceptual Framework

Based on Figure 2 above, service quality, service innovation, and customer orientation influence service management performance through customer satisfaction at service companies in Indonesia. However, in addition to the variables of service quality, service innovation, customer orientation, and customer satisfaction that influence service management performance at service companies, there are other variables that influence it, including:

- 1) Organizational Commitment: (Primadi Candra Susanto et al., 2023), (Susanto, 2022), (Rachman et al., 2025).
- 2) Transformational Leadership: (Adhi & Aima, 2021), (Sanguanwongs & Kritjaroen, 2023), (Abourokbah et al., 2024).
- 3) Human Resources Competence: (Susanto, Sawitri, et al., 2024), (Gultom et al., 2022), (Ali et al., 2024), (Fauzi et al., 2023).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions from the literature review research with case studies on service companies in Indonesia are as follows:

- 1) Service quality influences customer satisfaction;
- 2) Service innovation influences customer satisfaction;
- 3) Customer orientation influences customer satisfaction;
- 4) Service quality influences service management performance;
- 5) Service innovation influences service management performance;
- 6) Customer orientation influences service management performance;
- 7) Customer satisfaction influences service management performance;
- 8) Service quality influences service management performance through customer satisfaction;
- 9) Service innovation influences service management performance through customer satisfaction;
- 10) Customer orientation influences service management performance through customer satisfaction.

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