



Service Effectiveness in Enhancing Customer Satisfaction: Evidence from Studio Room Services in Gowa Regency, Indonesia

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ABSTRACT

This study investigates the effectiveness of service delivery in enhancing customer satisfaction at Kamar Studio, a small and medium-sized enterprise (SME) operating in the fashion and printing service industry in Gowa Regency, Indonesia. Adopting a qualitative descriptive approach, the research explores how service effectiveness is perceived and experienced by customers through the dimensions of service quality. Data were collected through in-depth interviews, direct observations, and documentation involving the business owner, employees, and customers. The analysis followed an interactive qualitative model encompassing data reduction, data display, and conclusion drawing, supported by triangulation to ensure credibility. The findings reveal that service effectiveness significantly contributes to customer satisfaction across all SERVQUAL dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. Reliable service delivery, reflected in order accuracy and timely completion, strengthens customer trust and satisfaction. Responsiveness through prompt communication and proactive service updates enhances perceived service value. Assurance, manifested in employee competence and service guarantees, reduces perceived risk and fosters repeat patronage. Empathy creates emotional satisfaction by providing personalized and attentive service experiences, while tangible aspects such as facilities, equipment, and visual presentation reinforce perceptions of professionalism and service credibility. Overall, the study confirms that integrated service effectiveness plays a vital role in shaping positive customer perceptions, encouraging loyalty, repeat purchases, and positive word-of-mouth. These findings highlight the applicability of the SERVQUAL framework within the context of SMEs in creative service industries and offer practical insights for improving service-oriented strategies to support sustainable business growth.

1. Introduction

In the era of rapid technological advancement and globalization, business environments have experienced profound changes, particularly within service-based and creative industries. Information technology has become an essential enabler for improving operational efficiency, transparency, and service performance. The integration of technology into business processes allows organizations to enhance productivity, improve service delivery, and strengthen customer

engagement. In this context, service effectiveness has emerged as a crucial determinant of organizational sustainability, especially for small and medium-sized enterprises (SMEs) that operate in highly competitive markets.

Service effectiveness is closely related to an organization's ability to meet or exceed customer expectations through reliable, responsive, and value-oriented service delivery. Ineffective services often result in dissatisfaction, increased customer complaints,

and declining organizational performance in both public and private sectors. As competition intensifies, organizations are increasingly required to adopt customer-oriented strategies that emphasize service quality, responsiveness, and continuous improvement. Previous studies indicate that customer satisfaction is no longer determined solely by product quality, but is increasingly influenced by service experiences that shape customer perceptions and long-term loyalty ([Mala, 2021](#)).

Conceptually, service is defined as an intangible activity or performance offered by one party to another without resulting in ownership of a tangible product. Services are experiential in nature, meaning that customers evaluate them based on interactions, processes, and outcomes. According to [Romelus Anigomang et al. \(2023\)](#), service quality reflects an organization's ability to fulfill customer needs and expectations through professional, consistent, and empathetic service delivery. From this perspective, effective service is not merely an operational necessity but a strategic asset that enables businesses to differentiate themselves from competitors.

In recent years, customer satisfaction has become a key indicator of success for organizations in the service sector. Customers perceive consumption as a series of experiences, where each interaction with a service provider contributes to an overall evaluation of satisfaction. Positive service experiences encourage repeat purchases, foster customer loyalty, and generate favorable word-of-mouth communication. Conversely, poor service experiences may damage brand reputation and reduce customer retention, particularly in industries characterized by low switching costs and intense competition.

The fashion and creative industries, including apparel and custom printing services, operate in environments marked by rapid market changes, evolving consumer preferences, and strong price competition. In this sector, customer satisfaction is influenced not only by product design and quality but also

by service-related factors such as order accuracy, delivery timeliness, communication effectiveness, and after-sales support. While maintaining product quality and competitive pricing is essential, these factors alone are insufficient to secure customer loyalty without effective service delivery.

From a managerial standpoint, organizational success is strongly influenced by how well service strategies are implemented and how effectively customer expectations are managed. Firms must identify their internal strengths and weaknesses in service delivery to build sustainable competitive advantages. When service effectiveness aligns with customer expectations, organizations are more likely to achieve long-term growth and stability. However, in increasingly competitive markets, conventional service practices are often inadequate. Businesses are therefore required to innovate and adopt customer-centric approaches that respond to changing consumer demands. As emphasized by [Cesariana et al. \(2022\)](#), contemporary markets are no longer dominated by producers; instead, consumers play a dominant role in shaping service standards and business strategies. Kamar Studio is a small-scale SME located in Gowa Regency, Indonesia, operating in the fashion and apparel printing industry. Established in 2022, the business specializes in custom-designed T-shirts, uniforms, and contemporary fashion products tailored to customer preferences.

Kamar Studio uses cotton combed materials in various specifications, which are widely recognized for comfort and durability. Despite offering creative designs and competitive products, the business faces challenges commonly encountered by emerging SMEs, particularly in terms of service infrastructure and operational capacity.

The printing and apparel service industry in Gowa Regency has experienced notable growth, driven by the region's strategic location and its role as an educational and economic center. This growth has intensified

competition among service providers, compelling businesses to differentiate themselves through innovation, design creativity, and service excellence. In this competitive environment, service effectiveness becomes a critical factor influencing customer satisfaction and business continuity.

However, Kamar Studio faces several service-related constraints that may negatively affect customer satisfaction. These include limited human resources, inadequate service facilities, and infrastructural shortcomings. The absence of supporting facilities such as waiting areas, air-conditioned rooms, and fitting rooms may reduce customer comfort and influence perceptions of service quality. Additionally, the relatively less accessible geographical location of the business may further limit customer reach and satisfaction.

These conditions highlight the importance of evaluating service effectiveness as a strategic effort to enhance customer satisfaction. For SMEs such as Kamar Studio, improving service quality involves not only upgrading physical facilities but also enhancing employee performance, communication, and customer interaction processes. Customers who feel valued and satisfied with service experiences are more likely to demonstrate loyalty through repeat purchases and positive recommendations, contributing to business sustainability.

Despite the recognized importance of service effectiveness and customer satisfaction, empirical studies focusing on SMEs in the creative fashion sector at the regional level remain limited. Much of the existing literature concentrates on large organizations or urban service industries, leaving a gap in understanding how service effectiveness influences customer satisfaction in small-scale, emerging businesses. Addressing this gap is essential for developing context-specific strategies that support SME competitiveness and sustainability.

Based on these considerations, this study aims to examine the effectiveness of service delivery in enhancing customer satisfaction at

Kamar Studio in Gowa Regency. By analyzing service practices and customer perceptions, this research seeks to provide empirical evidence on the role of service effectiveness in SME performance. The findings are expected to contribute theoretically to the service effectiveness and customer satisfaction literature and practically to provide insights for SME owners, practitioners, and policymakers in strengthening service-oriented strategies. The novelty of this study lies in its focus on a small-scale fashion SME at the regional level, an area that remains underexplored in existing research.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

a. Marketing

Marketing is a strategic managerial process through which individuals and organizations identify, create, communicate, and exchange value to satisfy customer needs and wants. In modern business environments, marketing functions as an integrative mechanism that connects producers and consumers through value creation, delivery, and relationship management. Marketing activities are not limited to sales transactions but encompass long-term processes aimed at building customer satisfaction and loyalty ([Batinggi & Ahmad, 2014](#)).

Several scholars emphasize marketing as a holistic system of organizational activities. Marketing is a comprehensive business system designed to plan, price, promote, and distribute goods and services to meet the needs of existing and potential customers ([Rio Sasongko, 2021](#)). Marketing is also viewed as a social process in which individuals and groups obtain what they need and want through the creation and exchange of valuable products. Marketing can further be conceptualized as an organizational function and a set of processes for creating, communicating, and delivering value to customers while managing customer relationships in ways that benefit both the organization and its stakeholders.

Based on these perspectives, marketing can be understood as a continuous social and managerial process that begins before production and extends beyond the point of sale. Marketing is therefore not a short-term activity but an ongoing effort to understand consumer needs, design value propositions, and ensure customer satisfaction ([Cesariana et al., 2022](#)).

b. Service Effectiveness

Effectiveness generally refers to the extent to which predetermined objectives are achieved through appropriate strategies and resource utilization. In organizational contexts, effectiveness is associated with the degree to which outputs align with expected outcomes. Effectiveness can be defined as the extent to which work results correspond to planned targets in terms of time, cost, and quality ([Mawardi, 2021](#)). Effectiveness is also described as a performance evaluation of individuals, groups, or organizations based on their proximity to established standards.

In service-oriented organizations, effectiveness is closely related to how well services meet customer expectations. Effectiveness involves the optimal use of resources and infrastructure to generate desired service outcomes. Service effectiveness therefore reflects the organization's ability to deliver services efficiently, consistently, and in accordance with predefined standards ([Firdaus et al., 2023](#); [Saiful, 2022](#); [Utami & Lubis, 2021](#)).

Service itself refers to activities or benefits offered by one party to another that are essentially intangible and do not result in ownership. Effective service delivery requires reliability, responsiveness, courtesy, and competence, all of which contribute significantly to customer satisfaction.

c. Service Quality and SERVQUAL Dimensions

Service quality is a central determinant of customer satisfaction and competitive advantage, particularly in service-based industries. High-quality service enables

firms to differentiate themselves, strengthen customer relationships, and enhance long-term organizational performance. Service quality is defined as the extent to which a service meets or exceeds customer expectations ([Romelus Anigomang et al., 2023](#)).

The SERVQUAL model, developed by Parasuraman et al., is one of the most widely adopted frameworks for measuring service quality. It consists of five dimensions:

- 1) **Tangibles**, referring to physical facilities, equipment, personnel appearance, and communication materials that represent the firm's service capability.
- 2) **Reliability**, defined as the ability to perform promised services accurately and dependably, which is crucial in maintaining customer trust.
- 3) **Responsiveness**, reflecting the willingness of employees to help customers and provide prompt service.
- 4) **Assurance**, encompassing employee competence, courtesy, credibility, and the ability to instill confidence in customers.
- 5) **Empathy**, referring to individualized attention, understanding customer needs, and effective communication.

These dimensions collectively shape customer perceptions of service quality and strongly influence satisfaction levels.

d. Characteristics of Good Service

Effective service delivery is characterized by simplicity, speed, transparency, attentiveness, and interpersonal warmth. Service systems should be designed to be easy to understand and accessible to customers. Transparency and consistency between promises and actual performance are essential in building trust. Organizations must also demonstrate attentiveness to customer needs and foster a sense of familiarity and respect, thereby enhancing the overall service experience.

Good service includes adequate facilities, competent and courteous employees, accountability throughout the service process, prompt and accurate service delivery, effective

communication, and responsiveness to customer needs (Indriani Ayuliana Saputri, 2024).

e. Customer Satisfaction

Customer satisfaction refers to the emotional response resulting from a comparison between perceived performance and prior expectations. Customer satisfaction is defined as feelings of pleasure or disappointment arising from such comparisons (Butarbutar et al., 2021; Halim et al., 2025a, 2025b; Hendriana & Irawan, 2024; Shofa Lucyana et al., 2024; Silalahi & Wahyudi, 2025; Syafrina & Siregar, 2024). Satisfied customers are more likely to engage in repeat purchases, demonstrate loyalty, and spread positive word-of-mouth communication.

Customer satisfaction is a critical factor for organizational sustainability and competitive advantage. Syahidin and Adnan (2022) emphasizes that satisfaction plays a key role in repurchase decisions, which constitute a substantial portion of company sales volume. In service industries, satisfaction is closely linked to service quality perceptions.

Determinants and Dimensions of Customer Satisfaction

Service quality is widely recognized as a primary determinant of customer satisfaction. Empirical studies consistently demonstrate positive and significant relationships between service quality and customer satisfaction (Cesariana et al., 2022; Gita Indrawan & Lestari Siregar, 2021; Rio Sasongko, 2021).

In addition to service quality, customer satisfaction is influenced by several dimensions, including product quality, price fairness, promotional activities, employee service, and service atmosphere.

2.2 Review of Empirical Studies

Empirical studies consistently demonstrate a strong and positive relationship between service quality and customer satisfaction across various service sectors.

Research findings indicate that improvements in SERVQUAL dimensions significantly enhance customer satisfaction levels, which in turn influence loyalty and repurchase intentions. Studies conducted in retail, hospitality, banking, and small business contexts confirm that reliability, responsiveness, assurance, empathy, and tangibles are critical predictors of satisfaction.

Recent empirical evidence also suggests that service effectiveness strengthens the impact of service quality on customer satisfaction by ensuring consistency, efficiency, and responsiveness in service delivery (Firdaus et al., 2023; Iqbal, 2021; Nasution et al., 2023; Saiful, 2022). Research highlights that organizations with effective service systems are better positioned to translate service quality into customer satisfaction outcomes. In addition to service quality, empirical studies identify other determinants of customer satisfaction, including product quality, price fairness, emotional value, promotional effectiveness, service atmosphere, and employee behavior. These factors jointly shape customer perceptions and satisfaction evaluations.

Despite extensive empirical investigation, most prior studies focus on large organizations or formal service industries, with limited attention given to small and medium-sized enterprises (SMEs), particularly in creative and local service sectors. Furthermore, empirical research examining service effectiveness as a mediating or strategic mechanism to enhance customer satisfaction remains relatively scarce, especially in localized business contexts.

2.3 Identification of the Research Gap

Based on the synthesis of theoretical perspectives and empirical findings, a clear research gap emerges. Although the relationship between service quality and customer satisfaction has been widely examined, empirical evidence focusing on SMEs operating in local creative industries, such as fashion and printing services, remains

limited. Moreover, prior studies tend to emphasize service quality dimensions without sufficiently integrating the concept of service effectiveness as a strategic effort to enhance customer satisfaction. Context-specific studies that capture the unique characteristics of local SMEs and their service delivery practices are still underrepresented in the literature. This gap underscores the need for empirical research that examines service effectiveness and service quality in improving customer satisfaction within local SME settings.

2.4 Development of the Conceptual Framework

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2.5 Hypotheses or Research Propositions

Based on the conceptual framework and prior empirical evidence, this study proposes that effective service delivery enhances service quality perceptions and positively influences customer satisfaction. Furthermore, each dimension of service quality is expected to contribute significantly to customer satisfaction. These propositions are formulated to address the identified research gap and provide empirical insights into service effectiveness as a strategic mechanism for

improving customer satisfaction in local SMEs, particularly in the fashion and printing industry.

3. Research Methods

3.1 Research Design

This study employs a qualitative research approach with a descriptive research design. The qualitative approach is selected due to its suitability for exploring social phenomena in depth and capturing the meanings, experiences, and perspectives of research participants without reliance on statistical procedures. A descriptive qualitative design allows the researcher to systematically describe and interpret service effectiveness and customer satisfaction as they naturally occur within the research setting. The use of inductive reasoning enables patterns and themes to emerge directly from empirical data, making this design particularly relevant for service-based SMEs where contextual understanding and subjective experiences are essential.

3.2 Research Context and Setting

The research was conducted in the context of a small-scale fashion and printing SME, namely Kamar Studio, located in Gowa Regency, South Sulawesi, Indonesia. This setting was selected due to its active engagement with customers and its relevance as a growing SME within the local creative industry. The chosen context provides a meaningful environment for examining service delivery practices and customer satisfaction, thereby enhancing the contextual validity and practical relevance of the study's findings.

3.3 Population and Sample / Research Participants

The research participants consisted of individuals who were directly involved in or experienced the service delivery process at Kamar Studio. A purposive sampling technique was employed to ensure that informants possessed relevant knowledge and lived experience related to the research focus. The

participants included a graphic designer, the head of production, administrative staff, and customers of the business. This selection ensured diverse perspectives from both service providers and service recipients, thereby strengthening the credibility and richness of the qualitative data.

3.4 Data Sources and Data Collection

This study utilized both primary and secondary data sources. Primary data were collected through in-depth interviews and participant observation. Semi-structured interviews were conducted to explore participants' perceptions and experiences regarding service effectiveness and customer satisfaction, while direct observations focused on daily service activities, employee behavior, and customer interactions. Secondary data were obtained from organizational documents, service records, internal reports, and relevant academic literature related to service quality and customer satisfaction. The use of multiple data sources aimed to enhance data accuracy and reduce potential bias.

3.5 Measurement of Variables and Research Instruments

In line with the qualitative research approach, the study did not employ numerical measurement scales but operationalized key concepts through thematic indicators derived from the literature. Service effectiveness was explored through indicators such as employee responsiveness, service facilities, service processes, and overall customer experience, while customer satisfaction was examined through participants' expressed perceptions and evaluations of the services received. The research instruments consisted of interview guidelines and observation checklists developed based on established service quality and customer satisfaction concepts, ensuring conceptual clarity and construct validity.

3.6 Data Analysis Techniques

Data analysis followed the interactive model proposed by Miles and Huberman,

which consists of data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting, simplifying, and categorizing relevant information obtained from interviews, observations, and documentation. The reduced data were then organized into narrative descriptions, matrices, and thematic tables to facilitate interpretation. Finally, conclusions were drawn by identifying recurring themes and relationships, with continuous verification conducted throughout the analysis process to ensure analytical rigor.

3.7 Validity, Reliability, and Trustworthiness

To ensure the trustworthiness of the study, credibility, transferability, dependability, and confirmability criteria were applied. Credibility was enhanced through data triangulation across interviews, observations, and documentation, as well as prolonged engagement in the field. Member checking and peer discussions were conducted to validate interpretations, while transparent documentation of research procedures supported dependability and confirmability.

3.8 Ethical Considerations

Ethical considerations were observed throughout the research process. All participants were informed about the purpose of the study and provided voluntary consent prior to participation. Confidentiality and anonymity were maintained by ensuring that personal identities were not disclosed in the reporting of findings. Data were used solely for academic purposes, in accordance with ethical standards for qualitative research.

3.9 Research Procedure

The research procedure was conducted in several stages. The study began with preliminary observations and informal interactions to refine the research focus. This was followed by the development of data collection instruments, data collection through observation, interviews, and documentation, and systematic data analysis using the

interactive model. The final stage involved drawing conclusions and validating findings through triangulation and verification processes.

3.10 Methodological Limitations

This study has several methodological limitations. As a qualitative case study focusing on a single SME, the findings are context-specific and may not be generalized to all SMEs. Additionally, the reliance on participant perceptions may introduce subjectivity, although this was mitigated through triangulation and verification strategies. These limitations provide opportunities for future research to adopt comparative or mixed-method approaches across broader organizational contexts.

4. Results and Discussion

4.1 Research Results

1. Sample Description and Descriptive Statistics

The unit of analysis in this study consisted of customers and employees of Kamar Studio. Informants included repeat customers and first-time customers who utilized printing and design services, as well as service and production staff directly involved in service delivery. Customers varied in terms of order volume, service frequency, and design complexity, ranging from individual custom orders to large-scale printing for events and organizational needs. Employees involved possessed practical experience in design, printing, and customer service operations, providing comprehensive insights into service processes and quality control practices.

2. Data Quality and Preliminary Analysis (if applicable)

To ensure data credibility and trustworthiness, triangulation techniques were applied by comparing interview data with observations and service-related documentation. Consistency of responses across different informants indicated reliable patterns, particularly regarding

service reliability, responsiveness, and assurance. Observational data supported interview findings, especially in relation to production processes, service interactions, and physical service facilities. These procedures confirmed that the qualitative data were suitable for further thematic analysis.

3. Main Analytical Results

The main findings were derived through thematic coding based on the SERVQUAL dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. Reliability was reflected in consistent fulfillment of service promises, accuracy of design execution, color consistency, and timely delivery. Responsiveness emerged through prompt replies to customer inquiries, efficient handling of revisions, and proactive communication during the production process. Assurance was demonstrated by staff competence, professional behavior, service guarantees, and willingness to correct production errors. Empathy appeared in personalized interactions, patience in assisting customers with limited design knowledge, and flexibility in accommodating special requests. Tangibles included clean and organized facilities, modern printing equipment, sample displays, digital previews, and comfortable consultation spaces that enhanced customer confidence.

4. Hypothesis Testing Results / Key Findings

The key findings indicate that all five service quality dimensions were perceived positively by customers and contributed to overall customer satisfaction. Reliability and responsiveness emerged as the most frequently emphasized dimensions, particularly in relation to trust formation and repeat purchasing behavior. Assurance, empathy, and tangible elements functioned as supporting factors that strengthened emotional satisfaction, reduced perceived risk, and reinforced service credibility.

5. Visual Presentation of Results

The qualitative findings are summarized thematically to enhance clarity and readability. Each service quality dimension is explicitly referenced in the text and linked to empirical evidence derived from interviews, observations, and documentation. This presentation facilitates a clear understanding of how each dimension contributes to service effectiveness and customer satisfaction.

4.2 Research Discussion

1. Interpretation of Key Findings

The findings indicate that service effectiveness at Kamar Studio is strongly influenced by the integrated performance of all five service quality dimensions. Reliability plays a dominant role by ensuring consistency, accuracy, and timeliness, which directly shape customer satisfaction. Responsiveness enhances perceived value by fostering customer involvement and efficient problem resolution, while assurance reduces uncertainty associated with customized printing services. Empathy and tangibles contribute to emotional comfort and perceived professionalism, respectively.

2. Comparison with Previous Studies

These findings are consistent with Stella Wijaya and Harry Susanto (2022), who identified reliability as a significant determinant of customer satisfaction, and Romelus Anigomang et al. (2023), who emphasized the importance of responsiveness in strengthening customer relationships. The role of assurance aligns with Firdaus et al. (2023), highlighting competence and service guarantees as key trust-building factors. Additionally, the contribution of empathy and tangibles supports prior empirical studies in service-oriented SMEs that emphasize emotional connection and physical evidence as drivers of satisfaction and loyalty (Iqbal, 2021; Nasution et al., 2023)

3. Theoretical Contributions

This study confirms the applicability of the SERVQUAL framework within the context of creative and printing service SMEs. It extends existing theory by demonstrating how the five dimensions operate simultaneously in a localized service setting, reinforcing the multidimensional nature of service quality and its role in shaping customer satisfaction beyond transactional outcomes.

4. Practical and Policy Implications

Practically, the findings suggest that service providers should prioritize service reliability and responsiveness as core operational strategies. Strengthening assurance mechanisms through written guarantees and durability assurances may further enhance customer trust. Training employees in empathetic communication and maintaining high-quality tangible service environments can also improve customer retention and competitive advantage.

5. Integration with the Research Gap

This study addresses the research gap by providing in-depth qualitative evidence on how service quality dimensions influence customer satisfaction in a local creative service enterprise, an area that has received limited empirical attention in prior studies. The findings demonstrate that service effectiveness is not driven by a single dimension but by the interaction of multiple service quality components.

6. Acknowledgement of Study Limitations

Despite its contributions, this study is limited by its single-case design, which may restrict generalizability to other service sectors or regions. Future research is encouraged to employ comparative case studies or mixed-method approaches to enhance external validity and broaden theoretical insights.

5. Conclusion

5.1 Summary of Key Findings

This study investigated the effectiveness of service quality in enhancing

customer satisfaction at Kamar Studio using a qualitative approach based on interviews, observations, and documentation. The findings demonstrate that all five dimensions of service quality—reliability, responsiveness, assurance, empathy, and tangibles—contribute positively to customer satisfaction.

Reliability emerged as a dominant factor, as accuracy in order fulfillment and timeliness of service delivery strengthened customer trust and reduced perceived service risk. Responsiveness was also identified as a critical dimension, particularly in terms of prompt communication, handling of customer requests, and resolution of service issues. Assurance, reflected in employee competence and service guarantees, enhanced customer confidence and encouraged repeat service usage. Empathy contributed to emotional satisfaction through personalized attention and flexible service interactions, while tangible elements reinforced perceptions of professionalism and service credibility. Collectively, these dimensions shaped positive customer experiences, leading to higher satisfaction and loyalty.

5.2 Theoretical Contributions

This study contributes to the service quality literature by confirming the relevance and applicability of the SERVQUAL framework in the context of small and medium-sized enterprises within the creative and printing service industry. The findings extend existing theory by providing qualitative, context-specific evidence that demonstrates how the five service quality dimensions operate simultaneously rather than independently in shaping customer satisfaction.

By focusing on a localized SME context, this study addresses a research gap in prior literature that has predominantly emphasized quantitative approaches or large-scale service organizations. The results reinforce the multidimensional nature of service quality and highlight the importance of integrating functional, emotional, and physical service

elements in understanding customer satisfaction.

5.3 Practical and Policy Implications

The findings offer practical implications for service-oriented SMEs, particularly in the printing and creative industries. Managers should prioritize service reliability and responsiveness as core operational strategies, ensuring consistent service performance and effective communication with customers. Strengthening assurance mechanisms through clear service guarantees and systematic quality control can further enhance customer trust.

In addition, continuous employee training in service skills, customer interaction, and problem-solving is essential to maintaining empathetic and professional service delivery. From a broader perspective, policymakers and SME development institutions may use these findings to design training and capacity-building programs that emphasize service quality management as a key driver of SME competitiveness and sustainability.

5.4 Limitations of the Study

Despite its contributions, this study has several limitations. First, the research was conducted as a single-case study, which may limit the generalizability of the findings to other service sectors or geographic contexts. Second, the qualitative nature of the study emphasizes depth of understanding rather than statistical generalization, which may restrict broader empirical comparisons. These limitations should be considered when interpreting the results and applying them to different organizational settings.

5.5 Directions for Future Research

Future research is encouraged to expand this study by examining multiple service providers or employing comparative case study designs to enhance external validity. The use of mixed-method or quantitative approaches could also provide stronger empirical generalization and allow for hypothesis testing regarding the relationships

between service quality dimensions and customer satisfaction.

Additionally, future studies may incorporate other variables, such as customer trust, perceived value, or digital service quality, to further enrich the service quality framework. Exploring different service industries or cultural contexts would also contribute to a more comprehensive understanding of service quality and customer satisfaction dynamics.

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