



# Employee Service Quality and Satisfaction at an Airline Service Center

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## Abstract

**Purpose:** This study examines employee service quality and satisfaction at the Employee Service Center (ESC) of PT Citilink Indonesia, focusing on the quality of internal services provided to employees and their implications for organizational support and employee engagement.

**Research Methodology:** A qualitative descriptive approach was employed using field observations, semi-structured interviews, and employee satisfaction questionnaires. The analysis covered facilities and infrastructure, workforce characteristics, work procedures, and service implementation, with data analyzed thematically using service quality frameworks.

**Results:** The ESC's facilities and infrastructure were generally adequate and supported service delivery. Employee performance largely complied with established SOPs, although minor issues were identified regarding dress code adherence and punctuality. Communication pacing emerged as the primary challenge, as information was sometimes delivered too quickly for employees to fully absorb. Satisfaction levels were predominantly rated as excellent, with requests for larger service room capacity noted.

**Conclusions:** The ESC demonstrates strong service quality performance; however, improvements in communication practices, facility maintenance, SOP compliance, and physical space capacity are needed to further enhance employee satisfaction.

**Limitations:** The study was conducted within a single airline's ESC, used a cross-sectional design, and relied on a limited convenience sample, restricting the generalizability of the findings.

**Contributions:** This study provides empirical evidence on internal service center operations in the Indonesian aviation industry and offers practical insights for HR management, service quality improvement, and future research on organizational support services.

**Keywords:** Airline Industry, Employee Satisfaction, Human Resource Management, Internal Service, Service Center

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## 1. Introduction

The quality of internal service—the degree to which an organization's support functions effectively meet the needs and expectations of its employees—has emerged as a critical, though historically under-researched, dimension of organizational performance. While the external service quality literature, anchored by the SERVQUAL model of Parasuraman et al. (1988) and subsequent refinements by Zeithaml et al. (2018), has generated substantial empirical and practical insights, the internal service

dimension has received comparatively less systematic attention, particularly in the aviation sector of developing economies (Heskett et al., 1994; Schneider & Bowen, 2019; Sumi & Kabir, 2021). Employee satisfaction with internal support services is theoretically and empirically linked to employee engagement, organizational commitment, job performance, and ultimately to the quality of external services delivered to passengers and clients, a causal chain captured in the service-profit chain framework (Heskett et al., 1994; Jusufbašić & Stević, 2023; Rucci et al., 2021).

PT Citilink Indonesia, a subsidiary of the Garuda Indonesia Group and one of Indonesia's most prominent low-cost carriers, employs a large and geographically distributed workforce across operational, technical, commercial, and administrative functions. The Employee Service Center (ESC) functions as the company's centralized internal service delivery unit, providing employees with access to HR administrative services, payroll inquiries, benefits management, leave processing, and general workforce support. As the primary institutional interface between the organization and its employees for administrative and support needs, the ESC's service quality directly influences employee perceptions of organizational support, which in turn shapes affective commitment and work satisfaction (Eisenberger et al., 1986; Rhoades & Eisenberger, 2022).

Despite the ESC's functional centrality, no published empirical research has systematically documented the service quality dimensions, operational procedures, or employee satisfaction outcomes of PT Citilink Indonesia's ESC. More broadly, the academic literature on internal service centers in Indonesian airlines is limited. Existing research has focused primarily on passenger service quality (Hussain et al., 2015; Luke & Heyns, 2020; Nadiri et al., 2008) or external customer satisfaction in the airline context (Chou et al., 2011), with employee-facing service quality in aviation organizations receiving little scholarly attention. This represents a meaningful research gap with practical implications for airline HR and organizational effectiveness (Aboubakr & Bayoumy, 2022; Bowen, 2024).

This study addresses this gap through four specific research objectives: (1) to document and assess the adequacy of the facilities and infrastructure available at PT Citilink Indonesia's ESC; (2) to describe and evaluate the workforce composition, roles, and service conduct at the ESC; (3) to document and assess the work procedures and SOPs governing ESC service delivery; and (4) to describe the implementation of ESC services and evaluate employee satisfaction. By pursuing these objectives through systematic field observation, structured interviews, and a satisfaction assessment instrument, this study generates the first empirical documentation of ESC operations at a major Indonesian airline, contributing to the internal service quality and organizational support literature.

The remainder of this paper is organized as follows. Section 2 reviews the relevant theoretical and empirical literature on the subject. Section 3 describes the research methodology used in this study. Section 4 presents and discusses the findings across the four analytical dimensions. Section 5 concludes with a summary of the findings, limitations, and directions for future research.

## 2. Literature Review

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### 2.1 Theoretical Framework

#### 2.1.1 Service-Profit Chain Theory

The service-profit chain, introduced by Heskett et al. (1994) and subsequently validated in multiple organizational contexts, posits a causal mechanism linking internal service quality to employee satisfaction, productivity and retention, external service value, customer satisfaction, and ultimately, organizational revenue and profitability (Ismaeil, 2024; Jilani et al., 2024). A foundational proposition of this framework is that the quality of internal services—including HR support, workplace facilities, management processes, and administrative responsiveness—drives employee satisfaction, which, in turn, enables

consistent, high-quality external service delivery. In the airline context, where employee satisfaction and engagement are critical determinants of service consistency and safety culture, the service-profit chain provides a compelling theoretical rationale for investing in the quality of employee-facing service centers (Potel, 2023; Schneider & Bowen, 2019; Suri & Lakhanpal, 2024).

### 2.1.2 Perceived Organizational Support Theory

Perceived Organizational Support (POS) theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2022) posits that employees develop global beliefs about the extent to which their organization values their contributions and cares about their well-being. These beliefs are shaped by the quality, responsiveness, and fairness of organizational support practices and interactions, including those experienced at internal service centers (Li et al., 2020; Rockstuhl et al., 2020). A high POS is consistently associated with increased affective organizational commitment, reduced turnover intention, enhanced job performance, and greater organizational citizenship behavior (Aldabbas et al., 2023; Allen et al., 2023; Rhoades & Eisenberger, 2022). The ESC, as a concrete institutional manifestation of the organization's investment in employee support, is thus a strategic POS-building mechanism whose service quality has implications well beyond transactional administrative efficiency (Astuty & Udin, 2020; Imran et al., 2020).

### 2.1.3 SERVQUAL Framework

The SERVQUAL model (Parasuraman et al., 1988), refined by Zeithaml et al. (2018), identifies five dimensions of service quality: tangibles (physical facilities, equipment, and personnel appearance), reliability (ability to perform the promised service accurately and dependably), responsiveness (willingness to help and provide prompt service), assurance (knowledge, courtesy, and trustworthiness of employees), and empathy (individualized attention and understanding of customer needs). While originally developed for external customer service contexts, the SERVQUAL dimensions have been applied extensively to internal service quality assessment, including HR service delivery (AlOmari, 2021; Kamaludin, 2019; Tumsekali et al., 2021). In this study, the five SERVQUAL dimensions provide an organizing framework for evaluating the service quality of PT Citilink Indonesia's ESC across its four analytical dimensions.

## 2.2 Employee Satisfaction: Concept and Measurement

Employee satisfaction is defined as an affective response to the work environment, reflecting the degree to which work experiences meet or exceed employee expectations and needs (Wiliandari, 2015). Kasmir (2017) and Wang and Wang (2020) operationalizes service satisfaction in the organizational context as the extent to which an employee's needs, desires, and expectations regarding service quality are fulfilled, encompassing both instrumental (task completion, problem resolution) and relational (respect, communication quality, responsiveness) dimensions. Hossain et al. (2023) and Wibowo (2012) identifies six performance-relevant indicators of employee satisfaction in service contexts: goal achievement, service standards, availability of tools and means, feedback quality, motivational support, and opportunity for competence expression (Firaldi et al., 2023; Haryanto et al., 2023; Tabasum & Ghosh, 2021).

Employee satisfaction with internal organizational services, as distinct from job satisfaction, has been identified as a distinct and theoretically meaningful construct, particularly in large, service-intensive organizations where administrative support quality materially affects employees' ability to perform their primary duties (Amegayibor, 2023; Heskett et al., 1994; Staiful Bahri & Widjajanti, 2017). In the airline industry, where operational tempo, shift work patterns, and geographically distributed workforces create distinctive HR service delivery challenges, ESC responsiveness and quality are especially consequential for workforce retention and engagement (Firmananda Hutama Akbar, 2016; Fortuna, 2016; Muliyanto et al., 2023).

### **2.3 Internal Service Quality in the Airline Industry**

The airline industry presents a distinctive context for internal service quality research for several reasons (Thongkruer & Wanarat, 2021). First, the sector's operational complexity—integrating flight operations, ground handling, maintenance, commercial, and administrative functions across multiple locations and time zones—creates heterogeneous employee service needs that vary substantially by functional role, location and shift pattern (Bakır & Atalık, 2021; Bellizzi et al., 2020). Second, the regulatory intensity of aviation operations means that administrative accuracy and timely access to personnel documentation (employment records, certification status, regulatory compliance data) have safety implications beyond their immediate HR management function (Ozbekler & Ozturkoglu, 2020). Third, the low-cost carrier (LCC) segment, within which PT Citilink Indonesia operates, is characterized by cost discipline and lean organizational structures that may constrain the resource availability of support functions, potentially creating service quality tensions between efficiency and responsiveness (Chou et al., 2011; Libent & Magast, 2024).

Prior research on employee service satisfaction in Indonesian organizations has generally found moderate-to-high satisfaction levels in well-structured service environments, with communication quality, response timeliness, and physical environment adequacy emerging as the most salient satisfaction drivers (Adamy, 2016; Jasiora, 2019; Suandi, 2019). Kamaludin (2019) specifically identified communication clarity and staff empathy as the strongest predictors of internal service satisfaction in an organizational support context, a finding that is directly relevant to the communication challenges observed in the current study.

### **2.4 Human Resource Management and Employee Service Centers**

Human Resource Management (HRM) is broadly defined as a set of organizational activities directed at effectively managing people to achieve organizational objectives (Kaehler & Grundei, 2019; Wajdi, 2017). The Employee Service Center is a specialized HRM delivery mechanism that consolidates transactional HR services—payroll, benefits, leave management, employment documentation, and policy information—into a dedicated and accessible service point, consistent with the shared services model of HR delivery (Ulrich & Brockbank, 2015). The shared services model predicts that centralized, specialized ESCs improve service consistency, reduce administrative costs, and free HR business partners to focus on strategic value-adding activities. However, the model's success is contingent on adequate technology infrastructure, well-trained service staff, clear SOPs, and physical service environment quality, all of which are examined in this study (Allen et al., 2023).

## **3. Methodology**

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### **3.1 Research Design**

This study employed a qualitative descriptive research design (Creswell & Poth, 2018), appropriate for studies that aim to systematically document, describe, and interpret phenomena in their natural organizational settings without manipulating variables or testing directional hypotheses. The descriptive orientation is particularly suitable here, given that the primary aim is the comprehensive documentation of ESC operations and satisfaction patterns rather than causal inference. A single-site case study approach (Yin, 2018) was adopted, with PT Citilink Indonesia's ESC serving as the bounded unit of analysis.

### **3.2 Research Site and Access**

The research site was the Employee Service Center of PT Citilink Indonesia, located at the company's operational headquarters in Jakarta, Indonesia. Access was facilitated through a structured internship, enabling sustained naturalistic observation of daily service operations across the four analytical dimensions. The ESC operates Monday through Friday, 07:00–16:00 WIB (Western Indonesian Time), with modified hours during the Ramadan fasting period (07:00–15:00 WIB) and differentiated rest break schedules

(Monday–Thursday: 12:00–13:00 WIB; Friday: 11:30–13:00 WIB).

### **3.3 Data Collection**

Three complementary data collection methods were employed to ensure the triangulation. First, systematic field observation was conducted throughout the internship attachment using a structured observation protocol organized around four analytical dimensions: (1) facilities and infrastructure, (2) workforce characteristics and performance, (3) work procedures and SOP compliance, and (4) service implementation and employee satisfaction. Observation notes were recorded in real time and reviewed at the end of each day.

Second, semi-structured interviews were conducted with key informants, including ESC officers and a sample of employees who had recently used ESC services, eliciting qualitative assessments of service strengths, weaknesses, and improvement priorities.

Third, a satisfaction assessment questionnaire was distributed to a sample of employees during a two-week data collection window, generating ordinal satisfaction ratings across service quality dimensions, which were used to supplement and validate the observational and interview data.

### **3.4 Data Analysis**

Qualitative data were analyzed using thematic content analysis (Schreier, 2012), proceeding through inductive coding of observation notes and interview transcripts, followed by thematic synthesis against the SERVQUAL framework dimensions and Wibowo (2012) employee satisfaction indicators. Quantitative satisfaction ratings were descriptively analyzed (frequency distributions and modal response categories). Member checking was performed with two ESC officers to confirm the accuracy of the procedural descriptions.

## **4. Results and Discussion**

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### **4.1 Facilities and Infrastructure**

The physical facilities and infrastructure of the Employee Service Center were assessed across the SERVQUAL tangible dimension, evaluating the adequacy of equipment, workspace ergonomics, and supporting facilities in enabling efficient and comfortable service delivery.

Table 1. Facilities and Infrastructure at PT Citilink Indonesia’s Employee Service Center

Facility / Equipment	Function	Adequacy Assessment
Computers / Workstations	Employee data retrieval, system access, document processing	Adequate; minor maintenance gaps noted
Printers	Printing employment documents, payslips, HR correspondence	Adequate
Office telephones	Internal communication between ESC staff and departments	Adequate
CCTV surveillance system	Security monitoring; supports investigation of lost files or goods	Adequate
Air conditioning (AC)	Thermal comfort for staff and visiting employees	Good
Desks and chairs	Workstations for officers; seating for visiting employees	Adequate; room capacity noted as insufficient
Toilets	Sanitary facilities for staff and visitors	Adequate
Company vehicles (cars)	Off-site activities; external HR visits	Available; adequate
Employee shuttle bus	Employee commuting support; welfare benefit delivery	Available; periodic maintenance gaps noted

Source: Field Observation, PT Citilink Indonesia Employee Service Center, 2022

Table 1 shows a systematic inventory of the observed facilities and their adequacy assessments. The overall infrastructure profile of the ESC is broadly adequate for its operational mandate, providing ESC officers with the technological and physical tools necessary to process employee service requests efficiently and effectively. The availability of CCTV surveillance is noteworthy as it serves a dual function: ensuring workplace security and providing an audit trail for document management, which is particularly relevant in HR administrative contexts where confidential employee records are maintained. Air conditioning was assessed as providing good thermal comfort, a factor that, while seemingly minor, meaningfully contributes to both officer productivity and the comfort of visiting employees during service interactions.

Two infrastructure-related concerns were identified through observations and employee feedback. First, several computers experienced performance degradation due to deferred maintenance, leading to occasional slowdowns in employee data retrieval, a deficiency with direct implications for service responsiveness and employee satisfaction, particularly when multiple employees require simultaneous service. The SERVQUAL reliability dimension (Parasuraman et al., 1988) is directly implicated: slow or unreliable system performance reduces ESC officers’ ability to deliver accurate and prompt service, undermining a core dimension of perceived service quality. Second, employees frequently requested larger physical spaces within the ESC. The current room dimensions were observed to create congestion during peak service periods, reducing privacy for sensitive HR discussions, limiting seating availability for waiting employees, and creating a less-professional service environment. This finding aligns with Schneider and Bowen (2019) observation that physical servicescape quality—the tangible environment in which service is delivered—shapes customer (in this case, employee) perceptions of service quality and organizational care.

#### 4.2 Workforce Characteristics and Performance

ESC officers at PT Citilink Indonesia are responsible for delivering responsive, accurate, and empathetic HR administrative services to the company’s employees.

Table 2. ESC Officer Service Performance Assessment

Service Dimension	Observed Behavior	Assessment
Greeting and welcoming	Officers greet visiting employees with smile and welcome	Consistent with SOP
Problem inquiry	Officers ask about employee’s service need before processing	Consistent; supports accurate routing of requests
Communication pacing	Officers tend to explain at a pace exceeding employee absorption capacity	Improvement needed; risk of miscommunication
Information accuracy	Data retrieval and document accuracy maintained through careful verification	Adequate; dependent on system performance
Dress code compliance	Some officers non-compliant with Monday (white shirt) and Thursday (batik) requirements	Partial non-compliance observed
Punctuality	Some officers arrive after the 07:00 WIB operational start time	Partial non-compliance observed
Employee data management	Careful attention to accuracy in employee data lookup and verification	Strong; supports service reliability

Source: Field Observation and Informant Interviews, PT Citilink Indonesia ESC, 2022

Table 2 summarizes the key service behaviors and performance dimensions. ESC officers demonstrate consistent compliance with the most visible and relational service SOPs: greeting employees warmly, inquiring about their needs, and maintaining accuracy in employee data management. These behaviors reflect positively on the organization’s investment in service orientation training and align with Kasmir’s (2017) definition of effective internal service as an action directed at meeting the needs of employees with responsiveness and respect.

The most significant service quality challenge identified across observations and interviews was communication pacing. ESC officers were observed to convey information—particularly explanations of HR policies, leave entitlement calculations, and benefit procedures—at a rate that employees found difficult to fully comprehend, particularly when the information was complex or unfamiliar. This finding is consistent with Jasiara (2019) identification of communication function quality as a primary driver of internal service satisfaction and Kamaludin (2019) finding that empathy—the ability to adapt communication style to the receiver’s needs—is a critical SERVQUAL dimension in organizational service contexts. The practical recommendation arising from this finding is the introduction of a structured communication protocol for ESC officers that incorporates comprehension checks at key information junctures, uses plain language rather than technical HR jargon, and provides written summary materials for complex benefit or policy explanations.

Partial noncompliance with the dress code and punctuality standards was observed. While these compliance gaps are individually minor, they have reputational and organizational culture implications. Dress code standards in service environments signal professionalism and institutional identity, and inconsistent compliance can undermine the ESC’s credibility as a structured, standards-compliant unit. Similarly, late arrivals reduce the hours during which ESC services are reliably accessible to early shift employees. These observations suggest the need for more consistent enforcement of appearance and punctuality

standards, potentially through supervisory monitoring and periodic reminder communications aligned with the company's broader HR policy framework.

#### 4.3 Work Procedures and Standard Operating Procedures

PT Citilink Indonesia's ESC operates under a formal SOP framework governing office hours, employee service sequencing, and officer conduct.

Table 3. ESC Work Procedures and Standard Operating Procedures

Procedure Domain	SOP Specification	Compliance Observed
Operating hours (standard)	Monday–Friday: 07:00–16:00 WIB	Generally compliant; late arrival exceptions noted
Operating hours (Ramadan)	07:00–15:00 WIB during Ramadan fasting period	Compliant
Rest breaks	Mon–Thu: 12:00–13:00 WIB; Fri: 11:30–13:00 WIB	Compliant
Dress code	Monday: white shirt; Thursday: batik; other days: neat, polite, casual business attire	Partial compliance; Mon/Thu non-compliance observed
Employee greeting protocol	Greet with smile; welcome employee; inquire about service need	Fully compliant
Service request processing	Verify employee identity; retrieve data; process request; confirm resolution; close interaction	Compliant; system delays occasionally interrupt flow
Satisfaction assessment	Annual questionnaire distributed to all company employees	Compliant; conducted as scheduled

Source: Document Analysis and Field Observation, PT Citilink Indonesia ESC, 2022

Table 3 summarizes the key elements of the procedure. The SOP framework governing ESC operations at PT Citilink Indonesia is comprehensive and covers operational scheduling, staff presentation, service sequencing, and feedback collection. The existence of an annual employee satisfaction assessment questionnaire is a particularly noteworthy procedural element: it provides the organization with systematic longitudinal data on service quality perceptions that can inform resource allocation and improvement prioritization decisions. Regular satisfaction monitoring is consistent with best-practice internal service management (Ulrich & Brockbank, 2015) and reflects an organization's recognition of employee satisfaction as a strategic concern.

The SOP compliance observations reveal a distinction between relational service procedures, which are consistently followed, and regulatory/appearance procedures, which experience partial non-compliance. This distinction is important for improvement targeting, as communication quality and compliance with scheduling and dress standards appear to require different types of interventions. Relational service consistency may reflect strong internalization of service values through training and organizational culture, while punctuality and dress code compliance gaps may reflect insufficient supervisory reinforcement or employee engagement with procedural rationale. A brief periodic supervisory briefing—particularly at the start of each week when dress code requirements change—could address the compliance gap without requiring additional formal training.

#### 4.4 Service Implementation and Employee Satisfaction

The implementation of ESC services was observed across the full service delivery cycle, from initial employee contact to service resolution. Employee satisfaction was assessed using a structured questionnaire

administered over a two-week period and qualitative interview feedback.

#### 4.4.1 Service Implementation

The ESC service process follows a clear and sequential interaction model. An employee visiting the ESC is greeted and welcomed by the officer on duty, who inquires about the nature of their service needs. The officer then retrieves the relevant employee data from the HR information system, processes the request (whether administrative, informational, or documentary), and confirms the resolution before closing the interaction. For complex requests requiring escalation to HR specialists or involving multi-department coordination, officers triage the request and communicate the expected resolution timeline to employees. The ESC also maintains an email channel for employees who prefer the digital submission of service requests, reducing physical visit requirements for straightforward administrative matters.

The primary implementation challenge documented through observation and interviews is communication pacing—specifically, the tendency of officers to explain policy or procedural information without adequately checking whether the employee has comprehended each step before proceeding. This challenge is amplified for employees from operational functions (cabin crew, ground handling, maintenance) who may be less familiar with HR administrative terminology and processes. The practical consequence is that employees occasionally leave the ESC with an incomplete understanding of the resolution provided, necessitating follow-up contacts that reduce ESC efficiency and create employee frustration. The implementation of a 'teach-back' communication protocol—where the officer briefly asks the employee to summarize the key information received before concluding the interaction—would provide a low-cost, high-impact quality improvement for this identified gap.

#### 4.4.2 Employee Satisfaction Assessment

The satisfaction assessment questionnaire, administered to employees over a two-week observation period as part of the ESC's periodic three-month evaluation cycle, yielded predominantly excellent ratings across all measured service dimensions. This result aligns with the generally sound SOP compliance and professional conduct observed among ESC officers during the fieldwork. Table 4 summarizes the key satisfaction findings by SERVQUAL dimension.

Table 4. Employee Satisfaction Assessment by SERVQUAL Dimension

SERVQUAL Dimension	Assessment Focus at ESC	Overall Rating	Key Issue
Tangibles	Physical facilities, equipment, officer appearance	Good	Room capacity
Reliability	Accuracy and consistency of service delivery	Good	System slowdowns
Responsiveness	Speed and willingness of officers to assist	Excellent	None major
Assurance	Officer knowledge, accuracy, and trustworthiness	Excellent	None major
Empathy	Communication pacing and individual attention	Satisfactory	Pacing / comprehension

Source: Satisfaction Questionnaire and Field Observation, PT Citilink Indonesia ESC, 2022

Table 4 summarizes the key satisfaction findings by SERVQUAL dimension. The satisfaction profile reveals a broadly positive assessment of ESC service quality, with responsiveness and assurance receiving the strongest ratings, reflecting the consistent service orientation and knowledge competence of ESC officers. The relatively lower rating on the empathy dimension, corresponding directly to the communication pacing challenge documented in earlier sections, represents the most actionable service

quality improvement target. The tangibles dimension score reflects both the ESC's generally adequate physical environment and the recognized deficiency in room capacity, which employees consistently identified as a priority improvement need across multiple qualitative feedback interactions.

The finding that employee satisfaction ratings are predominantly excellent aligns with [Fortuna \(2016\)](#) and [Firmananda Hutama Akbar \(2016\)](#), both of which found that structured, SOP-governed internal service environments in Indonesian organizations tend to generate moderate-to-high employee satisfaction when core service behaviors are consistently maintained. This also corroborates the service-profit chain logic ([Heskett et al., 1994](#)): the ESC's investment in trained officers, formal procedures, and adequate equipment translates into measurable employee satisfaction outcomes. However, the communication pacing and space capacity issues identified suggest that satisfaction can be further elevated through targeted investments in officer communication training and physical space expansion/redesign.

## 5. Conclusions

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This study evaluated service quality and employee satisfaction at the Employee Service Center (ESC) of PT Citilink Indonesia using a qualitative descriptive case study. First, the ESC's facilities and infrastructure are generally adequate, but computer maintenance issues and limited physical space occasionally reduce service comfort and quality. Second, officer performance is generally strong in SOP compliance, particularly in greetings, welcoming behavior, and accurate data management, although issues remain in communication pacing, dress code adherence, and punctuality. Third, work procedures are well structured and mostly implemented as required, with minor deviations in discipline-related aspects. Fourth, employee satisfaction is generally high, especially in responsiveness and assurance dimensions; however, empathy (communication style) and tangibles (room capacity) are the main areas requiring improvement.

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## Author Contributions

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APR was responsible for the conceptualization of the study and interpretation of the research data. SS was responsible for data collection, field observations, and analysis of cargo handling processes in airline operations. RFS contributed to the literature review, research methodology design, manuscript preparation, participated in reviewing and finalizing the manuscript.

## Conflicts of Interest

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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