LEADERSHIP STRATEGIES FOR SERVICE EXCELLENCE: IMPROVING CUSTOMER SATISFACTION IN AFINITY ASSISTANT INDONESIA'S ROADSIDE ASSISTANCE DIVISION

STRATEGI KEPEMIMPINAN UNTUK LAYANAN YANG SANGAT BAIK: MENINGKATKAN KEPUASAN PELANGGAN DI DIVISI BANTUAN PINGGIR JALAN AFINITY ASSISTANT INDONESIA

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ABSTRACT

Referring to the rapidly growing service economy activity in Indonesia, customer satisfaction is the key to business success, especially for Affinity Assistant Indonesia (AAI). In a service company, leadership and organizational behavior are the main internal factors that shape service quality and customer satisfaction. This study examines AAI's Roadside Assistance (RSA) division which faces challenges in service consistency and fluctuations in customer satisfaction, where customer service is measured using the Net Promoter Score (NPS). Since the implementation of NPS at the end of 2021, the highest average RSA score reached 84 % in 2024 but has not met the 90 % target set for the Asia Pacific region. This study aims to explore the dynamics of leadership, organizational behavior, and develop service improvement strategies. Qualitative case study methodology is used through semi-structured interviews, Focus Group Discussions (FGDs), and secondary data analysis (NPS, QA and QC reports, division performance), with thematic analysis and root cause identification methods. The results of this study are expected to provide an in-depth understanding of the influence of leadership and organizational behavior on RSA service quality, identify performance gaps, and offer concrete recommendations. The main contribution of this study is to provide practical strategies to improve service excellence through improving leadership and organizational climate, as well as enriching academic literature and management practices in the service industry.
Keywords*: Leadership Strategies, Service Excellence, Customer Satisfaction, Organizational Behavior, Roadside Assistance, Qualitative Research, Net Promoter Score.*

ABSTRAK

Merujuk kepada aktivitas ekonomi jasa yang berkembang pesat di Indonesia, kepuasan pelanggan menjadi kunci keberhasilan bisnis, khususnya bagi Affinity Assistant Indonesia (AAI). Di dalam perusahaan jasa, kepemimpinan dan perilaku organisasi merupakan faktor internal utama yang membentuk kualitas layanan dan kepuasan pelanggan. Penelitian ini mengkaji divisi Bantuan Pinggir Jalan (Roadside Assistance/ RSA) AAI yang menghadapi tantangan dalam konsistensi layanan dan fluktuasi kepuasan pelanggan, dimana layanan kepada pelanggan diukur menggunakan Net Promoter Score (NPS). Sejak penerapan NPS pada akhir 2021, skor rata-rata tertinggi RSA mencapai 84 % di 2024, namun belum memenuhi target 90 % yang ditetapkan untuk wilayah Asia Pasifik. Penelitian ini bertujuan mengeksplorasi dinamika kepemimpinan, perilaku organisasi, serta mengembangkan strategi peningkatan layanan. Metodologi studi kasus kualitatif digunakan melalui wawancara semi-terstruktur, Focus Group Discussion (FGD), dan analisis data sekunder (NPS, laporan QA dan QC, kinerja divisi), dengan analisis tematik dan metode identifikasi akar masalah. Hasil penelitian diharapkan memberikan pemahaman mendalam mengenai pengaruh kepemimpinan dan perilaku organisasi terhadap kualitas layanan RSA, mengidentifikasi kesenjangan kinerja, serta menawarkan rekomendasi konkrit. Kontribusi utama penelitian ini adalah menyediakan strategi praktis untuk meningkatkan keunggulan layanan melalui perbaikan kepemimpinan dan iklim organisasi, serta memperkaya literatur akademik dan praktik manajemen di industri jasa.
Kata Kunci: Strategi Kepemimpinan, Keunggulan Layanan, Kepuasan Pelanggan, Perilaku Organisasi, Roadside Assistance, Penelitian Kualitatif, Net Promoter Score.

INTRODUCTION

In today's highly competitive market, customer satisfaction is a key determinant of success, particularly in service-based industries where customer experience plays a crucial role in shaping

business outcomes. In Indonesia, the service industry has been growing rapidly, becoming a significant contributor to the country's Gross Domestic Product (GDP). Companies in this sector, especially those providing intangible services, rely heavily on customer perception and satisfaction as a measure of performance and competitive advantage. Ensuring consistent and high-quality service delivery is therefore essential to retaining customers and fostering loyalty. Leadership and organizational behavior are two very important components in a company that will shape and direct overall service quality. Effective leadership style can form a strategy that has the right target and provides the right decisions in every complex situation. The right practice of leadership can inspire employees and cultivate a positive work environment, ultimately leading to enhanced customer satisfaction. On the other hand, organizational behavior, which includes attitudes, values, and interactions within a company, has a direct impact on employee performance and, by extension, customer experience. Leaders who understand the nuances of organizational behavior can better shape their teams to provide exceptional service.

Affinity Assistant is a global leader in assistance services, headquartered in Paris, France. The company offers a comprehensive range of products and services to both individuals and businesses, focusing on helping customers safeguard their well-being, protect their assets, and recover from unexpected events. Affinity Assistant globally operates in 89 countries. As one of the key players that leads the industry, Affinity Assistant drives positive outcomes and embeds sustainability in its core business processes. Affinity Assistant also highly prioritizes environmental, social and

governance (ESG) issues and their implementation with all their very diverse stakeholders.

Affinity Assistant Indonesia (AAI) is a business unit of the Affinity Group. The company was established in 2016. As a key player in the Third-Party Assistance (TPA) industry, AAI places a strong emphasis on service delivery, with the majority of its workforce dedicated to the Operations division. A key component of AAI's operations is its specialized 24/7 call center team. AAI currently manages two lines of business: Travel and Medical Assistance and Mobility and Roadside Assistance. Each line of business requires a distinct set of skills, supported by segmented and dedicated teams to deliver tailored services. For instance, the Travel & Medical Assistance call center is staffed with agents who possess a medical background, ensuring they have the knowledge required to assist clients effectively. Meanwhile, the Roadside Assistance (RSA) team is comprised of agents with expertise in automotive mechanics, often gained through prior experience as Service Advisors. This technical proficiency allows them to provide clear guidance and reassurance during emergency situations, including assisting customers with vehicle troubleshooting over the phone. Additionally, English fluency is a mandatory skill for all call center agents to ensure the delivery of high-quality service to an international client base.

The study will focus specifically on the RSA division. The RSA team is responsible for delivering emergency services that meet the agreed-upon client parameters, including eligible service types, response time, and prompt arrival for customers in need. Furthermore, the team is expected to provide comprehensive information and deliver courteous, professional behavior in line

with standard operating procedures. The effectiveness and quality of service provided by the RSA team are evaluated through internal Quality Assurance (QA) and Quality Control (QC) scores, as well as external customer satisfaction scores. Notably, there are significant variations in customer satisfaction scores, reflecting the dynamic nature of the organization's service performance. AAI currently measures customer satisfaction using the Net Promoter Score (NPS) method and have been implemented started on November 2021. The primary symptoms and challenges explored in this study pertain to the inconsistent customer satisfaction scores within the RSA division of AAI.
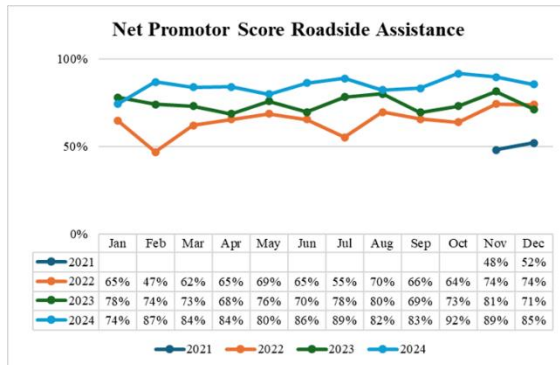

Figure 1 RSA Affinity Assistant NPS Score

Despite the team's technical expertise and the company's strong emphasis on service delivery, fluctuations in customer satisfaction metrics suggest underlying issues. These challenges may stem from factors such as internal leadership practices, employee engagement, and organizational behavior, all of which could be affecting the quality and consistency of service provided. the key symptoms found are: Inconsistent Customer Satisfaction Scores: Despite efforts to deliver high-quality service, customer satisfaction metrics exhibit significant variations, highlighting the need for closer examination of service delivery and operational efficiency.

Inconsistent Service Delivery : While the RSA team is highly skilled, there are gaps in meeting client expectations and delivering consistent service. These inconsistencies may also be linked to the performance of the call centre agents. These issues are particularly significant given the objectives set by Affinity Assistant's global management for the Asia Pacific (APAC) region. The target is to maintain a minimum average NPS of 90% annually, a standard that AAI is expected to meet. In 2024, the highest average NPS achieved by AAI was 84%, indicating a gap that needs to be addressed to align with the company's performance benchmarks. Indonesia's performance in the Asia Pacific region is ranked sixth out of seven countries, with Thailand having the highest NPS score at 94%.
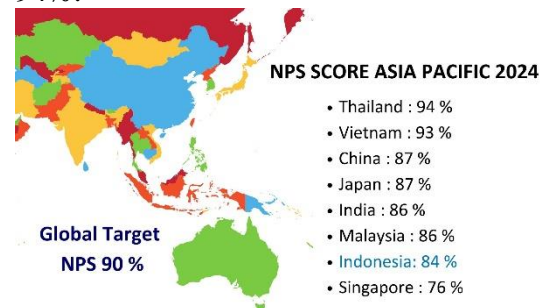

Figure 2. 2024 APAC NPS Score

This is a critical and pressing matter, as the operational key performance indicator (KPI) for customer satisfaction points has not yet reached the target. Additionally, the performance of one of the business units or countries in the Asia Pacific region has demonstrated that NPS 90% can be achieved in terms of global management understanding.

Based on the business issues outlined above, this study proposes the following research questions for further analysis: How do leadership practices impact service quality in the RSA division of AAI? What role does organizational behavior play in influencing employee performance and

customer satisfaction? What strategies can be implemented to improve service delivery and enhance customer satisfaction in the RSA division?

The objectives of this research are to evaluate the impact of leadership practices on service quality, analyze the relationship between organizational behavior and customer satisfaction, and develop actionable strategies to improve service delivery and increase customer satisfaction scores.

Literature Review

Customer satisfaction is the most important and primary metric for evaluating business performance, especially in the service provider industry, which is always interlinked to customer interaction and overall customer experience is highly valued. Customer satisfaction reflects the degree to which a company's services meet or exceed customer expectations (Kotler & Keller, 2016). In service sectors like roadside assistance, customer satisfaction is directly influenced by the quality of interactions between the customers and call center agents, the speed of response, and the ability to resolve issues effectively by the service providers. Therefore, it is imperative to deliver a good service in alignment with client expectations.

Customer Satisfaction Measurement Techniques

After gaining a comprehensive understanding of customer satisfaction, it is crucial to evaluate and measure it effectively; to do so, companies rely on a variety of measurement techniques. Two of the most widely used tools are the Net Promoter Score (NPS) and Voice of the Customer (VoC). These methods provide insights into customer experience and help companies identify areas for service improvement.

a. Net Promoter Score (NPS)

The Net Promoter Score (NPS) is a popular metric used by companies to determine customer loyalty and satisfaction. Introduced first time by Reichheld (2003) as a simple, yet powerful tool for understanding customer sentiment, NPS is calculated based on a single survey question: "On a scale of 0 to 10, how likely are you to recommend our service to a friend or colleague?" Then the respondents are categorized into three groups: Promoters (Scores 9-10) are highly satisfied and promote the service to others. They are regarded as dedicated supporters who contribute favorably to the company's growth through referrals and repeat business. Passive (Scores 7-8) are satisfied but do not promote the service. While they are less inclined to provide negative comments, they are also more vulnerable to competing products. Detractors (Scores 0-6), dissatisfied consumers may discourage others from using the service. Detractors frequently identify concerns that require rapid adjustment to avoid negative word-of-mouth. The subsequent stage is to determine the NPS score after the population of respondents has been collected and categorized according to the aforementioned categories. NPS is determined by subtracting the percentage of detractors from the percentage of promoters. The calculation is based on this formula; **NPS Formula = % promoters - % detractors.**

b. Voice of the Customer (VoC)

Widely used in customer satisfaction assessments as well is the Voice of Customer (VoC) technique. VoC technically involves collecting detailed feedback from customers to understand their needs, preferences, and experiences. Unlike NPS which focuses on only one metric, VoC collects qualitative data

through various channels, including surveys, interviews, focus groups, and social media monitoring (Morgan, 2016). The purpose of VoC is to capture customer perceptions and expectations comprehensively, which allows organizations to make informed decisions based on direct input from customers.

Leadership Style

Effective leadership is a critical factor in shaping organizational culture, influencing employee behavior, and ultimately impacting service quality and customer satisfaction. Various leadership styles have been identified and studied, each with its own characteristics and effects on subordinates and organizational outcomes. Some prominent leadership theories include:

a. Servant Leadership Theory
Servant leadership is a concept introduced by Greenleaf (1977) that emphasizes the role of leaders as servants to their employees. This leadership style focuses on the well-being and development of team members, prioritizing their needs, and fostering a supportive work environment that prioritizes work conduciveness.

b. Transactional Leadership Theory
Transactional leadership, which is stated by Burns (1978) based on a system of rewards and punishment. Leaders who use this style focus on structured tasks and clearly defined outcome expectations. Transactional leaders reward achievement of work targets and punish failure to meet standards. While transactional leadership can be effective in operational environments where tasks are routine and well-defined, it may not foster the same level of innovation and motivation as transformational leadership (Northouse, 2021).

c. Transformational Leadership Theory
Transformational leadership involves providing inspiration and motivation to employees to exceed their performance standards as explained by Bass and Riggio (2006). This leadership style is characterized by four main components; idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Transformational leaders always provide a clear and defined vision within their organization, this figure always inspires employees to accept change, and encourages innovative thinking. Research has shown that transformational leadership has a positive impact on employee engagement, which is directly related to improved service quality (Avolio & Yammarino, 2013).

Organizational Behaviour

The study of organizational behavior looks at how groups and people interact within a company and how these interactions affect overall performance. This study includes a number of important variables, including motivation, employee engagement, and organizational culture.

a. Organizational Culture
Organizational culture and organizational behavior constitute two facets of the same entity. Culture encompasses the collective values, beliefs, and standards that characterize an organization, whereas behavior denotes the acts and attitudes of individuals within this framework. Schein (2010) defines organizational culture as shared values, beliefs, and norms that influence employee behavior and decision making. A healthy and strong organizational culture fosters a sense of identity and belonging among employees, which can enhance

teamwork and improve individual morale. In a service-oriented organization, a customer-centric culture is essential, it should be a key pillar to encourage employees to prioritize customer needs and provide exceptional service.

b. Employee Engagement

Employee engagement is a measure of the extent to which employees feel committed to their organization and are willing to work harder in their roles (Kahn, 1990). Engaged employees are typically more productive, provide better service, and contribute to a positive work environment. Saks (2006) found that higher levels of employee engagement were associated with improved service quality and increased customer satisfaction.

Service Quality

Service quality is a critical driver of customer satisfaction, especially in industries where services are intangible and rely heavily on direct interactions between employees and customers. By focusing on these aspects and training employees to deliver consistent, high-quality service, the organization can improve customer satisfaction and build long-term loyalty (Zeithaml & Bitner, 2003).

Strategic Decision-Making

Strategic decision-making refers to the process through which leaders and managers make decisions that significantly influence an organization's long-term objectives and overall performance. Two models of strategic decision-making are outlined below.

a. Rational Decision-Making Model

The rational decision-making model is a structured and logical approach that emphasizes a step-by-step process for evaluating options (Simon, 1987). This decision-making model involves identifying the problem, generating alternatives, evaluating each option, and selecting the best course of action. This approach assumes that decision makers have access to all the necessary information and can objectively assess the consequences of each decision. However, in real-world scenarios, especially in dynamic environments such as the RSA division, the information received may be incomplete, and decisions often need to be made within time constraints due to the nature of emergency services.

b. Bounded Rationality and Satisficing Approach

The bounded rationality was first introduced by Simon (1987), who stated that decision makers operate under constraints, such as limited information, cognitive limitations, and time pressure. Rather than seeking an optimal solution, managers often use a satisficing approach, where they choose the option that meets a minimum threshold of acceptability rather than the best possible outcome. In the AAI context, bounded rationality is practiced when leaders must quickly decide on the best response to a customer problem with limited data or within urgent circumstances where this happens very often.

Conceptual Framework

The conceptual framework highlights how leadership practices, organizational behavior, strategic decision-making, employee engagement, and standard SOPs collectively impact service delivery quality and ultimately customer satisfaction.
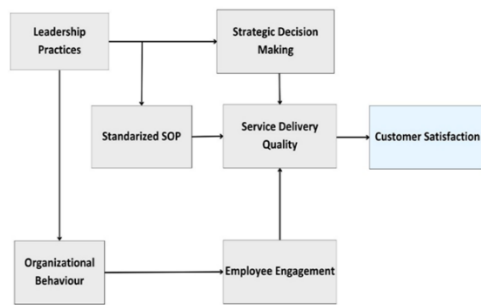
RESEARCH METHODS

This study uses a qualitative research methodology to comprehensively answer the research questions. The qualitative approach allows for an in-depth exploration of leadership practices, organizational behavior, and their impact on customer satisfaction. The qualitative method also seeks to uncover insights and patterns that are often overlooked in quantitative analysis, ensuring a balanced exploration of leadership practices, organizational behavior, and their impact on service quality and customer satisfaction.

This research uses a qualitative methodology based on the following key points:

- Leadership effectiveness needs context and requires in-depth insights beyond numerical data.
- Interviews and discussions are optimal methods to capture employees' and leadership's perspectives on service quality challenges.
- A case study approach enables a holistic exploration of leadership's role in service delivery improvement.

Traditional research on service quality has largely focused on quantitative methods, particularly customer satisfaction surveys. While effective in capturing numerical trends, these surveys often fall short in uncovering underlying causes of service inconsistencies, overlooking the influence of leadership dynamics and

organizational behavior. Similarly, statistical analyses provide measurable results but may ignore the decision-making processes and human elements behind those results. To address these limitations, this study adopts a qualitative approach aimed at exploring deeper leadership and behavioral aspects influencing service delivery. By directly gaining employee perspectives and understanding leadership practices, qualitative methods provide valuable context that complements numerical insights, allowing for a more holistic understanding of service challenges.

Research Design

This study employs a qualitative case study research design. It explores the complexities within the RSA division to gain an in-depth understanding.

Data Collection

This study uses qualitative data collection methods, relying on semi-structured interviews and Focus Group Discussions (FGDs) to gather insights from key stakeholders within the RSA division. These methods allow for a deeper exploration of leadership dynamics, employee engagement, and service quality.

Primary Data Sources

1. Semi-Structured Interviews

Interviews were conducted with RSA division managers, supervisors, team leaders, and call center agents. Topics focused on leadership effectiveness, decision-making, employee engagement, and service quality improvement strategies. The semi-structured format allowed participants to express detailed and unbiased opinions, providing real-life examples of leadership impacts on service performance.

2. Focus Group Discussions (FGD)

FGDs were conducted with supervisors, call center agents, and frontline employees such as QA and QC specialists and Network Provider staff. The objective was to explore experiences related to leadership and customer service challenges, identify recurring themes, and encourage open discussions on service delivery pain points and solutions.

Secondary Data Sources

To support and validate findings from interviews and FGD, the study also analyzed:

- Customer Satisfaction Metrics: Reviewing Net Promoter Score (NPS) reports (2021–2024) to assess customer satisfaction trends.
- QA and QC Reports: Evaluations of service quality and agent performance.
- Organizational Reports: Performance reports tracking SLA and KPI variations per agent.
- Historical Service Data: Including response times, agent productivity, and customer complaints.
- Literature Review: Academic studies on leadership impact on engagement and service quality.

Data Analysis Techniques

1. Thematic Analysis: Systematic coding of interview and FGD transcripts to identify themes related to leadership, employee engagement, and service consistency.
2. Root Cause Analysis:
   - 5 Why's Method: To identify reasons for NPS score fluctuations.
   - Fishbone Diagram: To connect leadership gaps to service inconsistencies.
   3. Data Triangulation: Comparing findings across interviews, FGDs, NPS data, and QA reports to validate results.

Sampling Strategy

Participants were selected through purposive sampling, targeting those directly involved in RSA service delivery and leadership.

1. Semi-Structured Interviews

Position	Participants
RSA Manager	1
Team Leader / Supervisor	2
Call Center Agent	3

2. Focus Group Discussion (FGD)

Position	Participant
Team Leader/ Supervisors	1
Call Center Agent	2
QA & QC Specialist	1
Network Provider Staff	1

This sampling ensures balanced perspectives on leadership impact, employee engagement, and customer satisfaction.

RESULTS AND DISCUSSIONS

Based on the themes identified the refined analysis explores core issues and interprets them through established conceptual frameworks on leadership, organizational behavior, and service quality management, as outlined in the literature review. The aim is to understand the factors influencing service excellence and customer satisfaction, leading to practical business solutions aligned with the research objectives.

Analysis

Using primary data collected from FGD and semi-structured interviews, triangulated with secondary sources such as NPS score reports, QA and QC reports, and RSA team KPI performance data, thematic analysis was conducted. Four principal themes were identified:

1. Leadership style variance and its impact on service climate
2. Communication deficits and procedural ambiguity
3. Employee engagement, motivation, and cultural dynamics
4. Service quality assurance, performance management, and operational constraints

Thematic Analysis and Conceptual Linkages

The thematic analysis reveals interconnected patterns between leadership practices, employee behavior, operational processes, and service outcomes.

Theme 1: Leadership Style Variance and Its Impact on Service Climate

Participants described diverse leadership experiences. Some leaders were viewed as firm, detail-oriented, and rational, fostering growth, while others lacked assertiveness and clear communication, causing inconsistency. This variance affects the service climate—employees' shared perceptions of leadership practices and workplace procedures. The findings align with Situational Leadership Theory (Hersey & Blanchard), emphasizing the importance of leaders adapting to follower maturity and task demands. The data also indicates a need for stronger transformational leadership behaviors such as inspirational motivation and idealized influence.

Theme 2: Communication Deficits and Procedural Ambiguity

Communication gaps were identified as significant barriers. Employees reported reactive decision-making, delayed information dissemination, and unclear communication from leadership. This undermined procedural justice and trust within the organization. Consequently, service recovery efforts were hindered, and misunderstandings became common. These issues emphasize the critical need for structured, proactive, and transparent communication channels to support operational efficiency and employee engagement.

Theme 3: Employee Engagement, Motivation, and Cultural Dynamics

The findings show that internal employee engagement is closely tied to opportunities for professional development and meaningful recognition. Although some motivational strategies were in place, such as personal leadership approaches, these were not yet systematically developed. Employees expressed the need for structured appreciation programs, career development opportunities, and regular competency development training to sustain higher engagement levels and improve personal productivity.

Theme 4: Service Quality Assurance, Performance Management, and Operational Constraints

Operational challenges were attributed to both internal and external factors. Internally, competency gaps among staff members contributed to inconsistent service quality. Externally, inconsistent communication from clients and limitations in network infrastructure hindered service delivery. While RSA's current performance management system monitored KPIs and QA/QC compliance, the data emphasized the necessity of proactive root cause analysis, continuous improvement initiatives, and strategic resource optimization to achieve consistent service excellence.

Proposed Business Solutions

Based on the analysis, the following solutions are proposed,

integrating empirical findings with established principles of management:

1. Integrated Leadership Excellence Program (ILEP)

- Focus on Situational Leadership and Transformational Leadership behaviors, assertive communication, and proactive decision-making.
- Address leadership inconsistencies to enhance service climate and employee engagement.

2. Strategic Communication and Feedback Architecture

- Implement a multi-channel communication strategy to enhance transparency, feedback culture, and strategic goal alignment, such as internal newsletter and a feedback channel for all employees, through a special email address for AAI employees.
- Establish regular feedback mechanisms between management and employees.

3. Enhanced Employee Engagement and Development Framework

- Formalize recognition programs and career development pathways.
- Promote knowledge sharing through structured forums like "Coffee with Leaders" to improve employee motivation and collective competence.

4. Data-Driven Service Process Improvement and Resource Optimization

- Utilize Lean and Six Sigma methodologies to enhance operational efficiency.
- Conduct root cause analyses and resource assessments to align service processes with customer expectations.

Justification of Implementation Plan

Literature strongly supports that transformational and situational leadership styles improve employee engagement, organizational citizenship behaviors, and service quality outcomes (Bass & Avolio; Hersey & Blanchard). Addressing communication deficits enhances procedural justice and builds trust (Colquitt et al.). Furthermore, structured recognition and development programs fulfill higher-order motivational needs (Herzberg; Deci & Ryan), while systematic process improvement enhances service responsiveness and reliability (George et al.; Zeithaml, Parasuraman, & Berry).

The four proposed initiatives—ILEP, communication and feedback architecture, employee engagement framework, and data-driven service improvement—can be implemented over a three-month period, and are designed to collectively address gaps in leadership, communication, engagement, and operations.

Toward Service Excellence

The findings reveal that while AAI's RSA division possesses the foundational elements for effective service delivery, achieving consistent service excellence requires addressing leadership inconsistencies, communication barriers, engagement gaps, and operational inefficiencies. The proposed solutions, grounded in empirical data and supported by management theories, offer an integrated roadmap.

By consistently developing leadership capabilities, fostering open communication, strengthening employee engagement, and optimizing service processes, the RSA division can significantly improve its service climate, operational performance, and ultimately, customer satisfaction levels—progressing towards achieving and exceeding the targeted NPS benchmark.

CONCLUSION AND SUGGESTION

This study explores how leadership strategies affect service

excellence and customer satisfaction in the RSA division of AAI. Conducted through a qualitative case study approach, it comprehensively investigates leadership practices, organizational behavior, employee engagement, and operational processes. The thematic analysis conducted throughout this research has yielded key insights that are translated into actionable strategic recommendations designed to improve leadership effectiveness, foster a more productive organizational climate, enhance operational service delivery, and ultimately achieve sustainable improvements in customer satisfaction as reflected in the Net Promoter Score (NPS).

The results of this study reveal several significant conclusions regarding the critical role of leadership and organizational behavior in service excellence. Through analysis of semi-structured interviews, FGDs, secondary data, and relevant literature, four key themes have been identified: the influence of leadership style, the effectiveness of communication, employee engagement, and operational factors on service delivery outcomes.

Leadership techniques and style currently practiced within the RSA division show direct associations with the consistency of high-quality service delivery. Variations in leadership style, ranging from supportive and communicative to unclear and inconsistent, impact employee motivation, adherence to Standard Operating Procedures (SOPs), and ultimately, service climate. Effective leadership, blending inspirational qualities with sound management practices, is critical for enhancing service quality.

Communication deficiencies are found to be a major barrier to organizational trust and operational effectiveness. A lack of transparency, clarity, and proactive communication hinders service recovery efforts, fuels misunderstandings, and impedes the development of a culture of continuous learning and improvement. Establishing strong, structured, and multi-directional communication channels is essential.

Internal employee engagement is strongly linked to opportunities for professional development and recognition. While general job satisfaction is present, the availability of learning opportunities, consistent competency development, and structured recognition programs are vital for sustaining employee motivation and improving personal productivity. Existing informal motivational efforts require formalization into structured initiatives to maximize impact.

Operational constraints and inconsistencies in service performance continue to present challenges. Despite strong SOP monitoring through KPIs, QA, and QC systems, gaps in agent competency and external challenges such as communication breakdowns with network providers and infrastructure limitations persist. Addressing these through continuous improvement initiatives and strategic operational enhancements is necessary.

In synthesis, this study validates the hypothesis that leadership paradigms and organizational behaviors significantly impact service delivery consistency and customer satisfaction. The gap between the RSA division's NPS achievement of 84 % in 2024 and the Asia Pacific (APAC) regional target of 90% can largely be attributed to these internal dynamics. Therefore, addressing leadership inconsistencies, improving communication, strengthening employee engagement, and enhancing operational processes are strategic imperatives for

Affinity Assistant Indonesia to achieve its service excellence goals.

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