

Examining the Effect of Managerial Competency, Change Management Practices, and Communication Skills On Customer Satisfaction at Blimbing Manis Listrik

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Abstract

This study aims to examine the influence of managerial competency, change management practices, and communication skills on customer satisfaction at Blimbing Manis Listrik. This study used a quantitative, survey-based approach, involving 219 respondents as the research sample. Data were collected using a structured questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to simultaneously and comprehensively test the causal relationships among variables. The analysis indicates that communication skills have the greatest influence on customer satisfaction, followed by managerial competency, which also contributes positively and significantly. Meanwhile, change management practices exert a smaller but still significant influence on customer perceptions of the company's services. These findings indicate that management's ability to communicate effectively, clearly, and responsively plays a key role in building trust and increasing customer satisfaction levels. In practice, this study provides strategic implications for Blimbing Manis Listrik management to focus on developing communication and managerial competencies to improve service quality and organizational competitiveness.

Keywords: Management Competency; Change Management Practices; Communication Skills; Customer Satisfaction; Blimbing Manis Listrik; PLS-SEM

1. Introduction

The corporate sector that provides energy services faces difficult operational and managerial challenges. Businesses like Blimbing Manis Listrik must sustain operational efficiency despite resource limitations and regulatory challenges while delivering dependable, timely, and high-quality services. Customers now evaluate services based on more than just technical outcomes; they now consider their overall interaction with the business. Responsiveness, staff professionalism, communication quality, and service accessibility are all part of this experience. Customer satisfaction is a crucial metric that contributes to loyalty, reputation, and the long-term viability of a business in addition to reflecting operational effectiveness ([Nurmeksela et al., 2021](#)).

One of the most important factors in evaluating customer service is management competency. According to [Kakemam et al. \(2020\)](#) and [González-García et al. \(2021\)](#), this ability includes managers' capacity to manage human resources, make strategic decisions, address operational

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problems, and establish a work environment that promotes peak performance. According to research, highly skilled managers can enhance staff and customer satisfaction, organizational effectiveness, and service quality ([Aqtash et al., 2022](#); [Warshawsky et al., 2022](#)). Competent managers in the energy industry can more effectively organize technical teams, guarantee proper resource allocation, and ensure the timely and accurate handling of customer service demands. An indication of customer satisfaction is a more favorable customer experience, which results from this.

For energy service firms, change management techniques are just as important as management proficiency. To improve efficiency and consumer safety, businesses need to be ready to adapt to changing rules, digital innovations, and technological advancements. Implementing new procedures, ensuring the seamless adoption of novel practices, and coordinating employee behavior with changing operational standards are all made possible by effective change management ([Klein et al., 2022](#); [Keith et al., 2020](#)). The direct effect of change management practices on customer satisfaction has rarely been thoroughly examined, despite the fact that the current literature often focuses on internal organizational outcomes or staff satisfaction ([Fowler et al., 2021](#)).

Another equally crucial component is communication skills. Managers, employees, and clients can all benefit from clear, honest, and compassionate communication, as it fosters trust, reduces uncertainty, and improves perceptions of service quality ([Shiraly et al., 2021](#); [Avia et al., 2021](#)). Additionally, studies demonstrate that managers' communication abilities affect teamwork, policy implementation, and overall service effectiveness ([Fowler et al., 2021](#); [Jankelová & Joniaková, 2021](#)). In the context of Blimbing Manis Listrik, effective communication guarantees that clients feel acknowledged and appreciated in addition to assisting technical staff in completing their jobs.

The need for a more thorough understanding of how organizational and management elements interact to affect customer satisfaction makes this research so urgent. Effective communication skills, flexible change management techniques, and strong management competency can work together to boost customer satisfaction, foster loyalty, and improve a business's reputation. According to the conceptual model of this study, Blimbing Manis Listrik's Customer Satisfaction (Y) is influenced by three independent variables: Management Competency (X1), Change Management Practices (X2), and Communication Skills (X3). By using this method, the study not only adds to the body of knowledge on organizational management and customer service, but it also provides management with useful advice on how to continuously enhance customer satisfaction and service quality ([González-García et al., 2021](#); [Fowler et al., 2021](#)).

A substantial research gap still exists regarding the integration of these three factors in influencing customer satisfaction, especially in the electrical services industry, despite the fact that many studies have independently looked at management competency, change management practices, and communication skills in the context of healthcare and public organizations ([Kakemam et al., 2020](#); [Klein et al., 2022](#); [Fowler et al., 2021](#)). Prior research has tended to focus on internal effects, such as team operational effectiveness, employee satisfaction, and the quality of the work environment ([Keith et al., 2020](#); [Warshawsky et al., 2022](#)). It hasn't specifically looked at how the combination of management competency, change management, and communication skills can affect customer experiences and perceptions. Additionally, the majority of the work currently in publication focuses on the public and healthcare sectors, limiting the relevance of the findings to the electrical or technical services industry. This

emphasizes the necessity of looking at how organizational and managerial elements work together to affect customer satisfaction in the electrical services sector, where technical customer contacts necessitate efficient communication and flexible change management. This study is innovative because it uses an integrated strategy to predict customer satisfaction at Blimbing Manis Listrik, combining communication skills, change management practices, and management competency into a unified conceptual framework. This method expands the research environment from the public and healthcare sectors to the power services sector in addition to addressing the empirical gap regarding the integrative relationship between managerial and organizational variables on customer satisfaction. As a result, this study makes a theoretical contribution by offering a conceptual model that integrates managerial and organizational dimensions holistically. It also offers practical implications for management of the company in the design of strategies to enhance customer loyalty, improve service quality, and fortify the company's reputation in a competitive marketplace.

This study attempts to fill the knowledge gap about the integrative impact of Management Competency, Change Management Practices, and Communication Skills on Customer Satisfaction by combining these three managerial elements into a single integrated framework. Blimbing Manis Listrik's customer-centric service orientation will be strengthened and long-term business sustainability will be supported if this research yields valuable insights for strategic decision-making.

2. Literature Review

This research's conceptual framework is based on the assumption that management effectiveness, the organization's ability to adapt to change, and the quality of interpersonal communication in the service environment contribute to customer satisfaction, in addition to the technical aspects of service delivery. Therefore, managerial competency, change management practices, and communication skills are positioned as independent variables that directly influence the dependent variable, namely customer satisfaction. The relationships among variables in this study are analyzed directly using linear regression, without complex structural equations.

First, managerial competency provides a strategic and operational framework that enables organizations to consistently deliver quality service. Competent managers can allocate resources effectively, create a conducive work environment, and align organizational policies with daily operational activities. Previous research has shown that managerial competency directly influences working conditions and service performance, which ultimately impacts customer satisfaction ([Kakemam et al., 2020](#); [Warshawsky et al., 2022](#)).

Second, change management practices enable organizations to respond to the challenges of change, such as adopting new technologies, driving digital innovation, and improving service procedures. Implementing poorly managed change can decrease employee and customer satisfaction, while effective change management increases organizational resilience and sustainability ([Fowler et al., 2021](#); [Klein et al., 2022](#)). Therefore, adaptive change management practices are expected to positively contribute to customer experience and satisfaction.

Third, communication skills serve as a key link between management, employees, and customers. Clear and effective communication helps convey service information accurately, reduces customer uncertainty, and builds trust. Several studies confirm that managerial and staff communication skills significantly influence customer perceptions of service quality and satisfaction ([Shiraly et al., 2021](#); [Avia et al., 2021](#); [Fowler et al., 2021](#)).

Overall, this research framework positions these three independent variables as complementary

factors influencing customer satisfaction. Although analyzed partially through linear regression, the combination of managerial competency, change management practices, and communication skills is expected to provide a comprehensive understanding of how managerial and organizational factors influence customer experience and perceptions at Blimbing Manis Listrik.

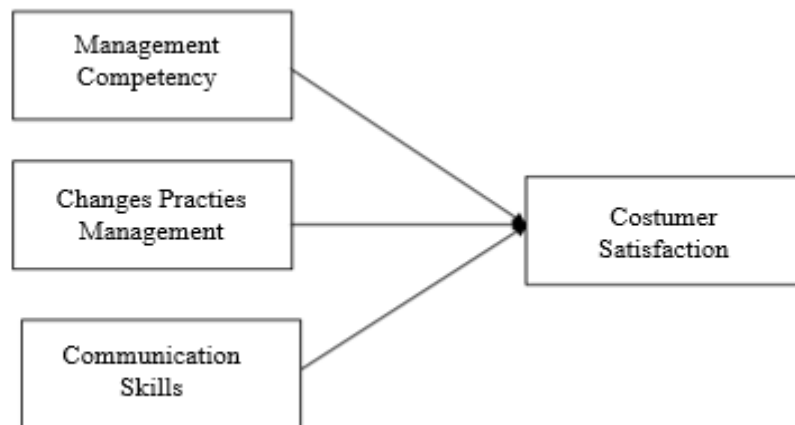


Figure 1. Conceptual Framework

2.1 Management Competency and Customer Satisfaction

Management Competency represents the ability of organizational leaders to manage resources, motivate staff, and create a positive work environment. [Kakemam et al. \(2020\)](#) developed the most appropriate framework, demonstrating that Management Competency is a critical determinant of organizational performance. Similarly, [Warshawsky et al. \(2022\)](#) revealed that managerial competency significantly influences the practice environment and the quality of service provided, while [González-García et al. \(2021\)](#) identified managerial skills as key to effective leadership. This competency not only influences staff job satisfaction and error reduction but also indirectly shapes customer perceptions of service quality. Because managers mediate between organizational policies and frontline service, higher Management Competency is expected to contribute to improved customer experience and satisfaction.

H1: Management Competency has a positive and significant influence on Customer Satisfaction.

2.2 Change Management Practices and Customer Satisfaction

Change management practices reflect an organization's capacity to adapt to new challenges such as technological advancements, evolving safety protocols, and digital innovation. [Klein et al. \(2022\)](#) emphasize that successful organizational change requires strategies that ensure sustainability and resilience, while [Keith et al. \(2020\)](#) note that organizational leadership and adaptability significantly influence the work environment. [Fowler et al. \(2021\)](#) highlight that poorly managed change can disrupt communication and workflow, thereby reducing staff and customer satisfaction. Conversely, when managers implement effective change practices such as structured communication, staff engagement, and resource alignment, customers are more likely to perceive improvements in service delivery. Therefore, the ability to manage change effectively is crucial for maintaining customer-centric service in dynamic organizational systems.

H2: Change management practices have a positive and significant impact on customer satisfaction.

2.3 Communication Skills and Customer Satisfaction

Effective communication is widely recognized as the foundation of customer-centric service. [Shiraly et al. \(2021\)](#) showed that poor communication decreases service quality, while [Avia et al. \(2021\)](#) reported a positive relationship between staff communication skills and customer satisfaction. Similarly, [Fowler et al. \(2021\)](#) concluded that manager communication plays a crucial role in customer experience. [Jankelová and Joniaková \(2021\)](#) also emphasized that communication skills play a significant role in leadership effectiveness and staff job satisfaction, which indirectly contribute to customer satisfaction. Based on these findings, it is clear that communication skills foster trust, increase understanding of customer needs, and reduce anxiety, thereby improving overall service evaluations.

H3: Communication skills have a positive and significant influence on customer satisfaction.

2.4. Integrative Effects of Management Competency, Change Management, and Communication Skills on Customer Satisfaction

Although management competency, change management practices, and communication skills have been studied independently, their integrative effects on customer satisfaction remain underexplored. [Nurmeksela et al. \(2021\)](#) showed that managers' work activities influence staff and customer satisfaction, as well as service errors, suggesting a complex interaction between managerial and operational dimensions. [Aqtash et al. \(2022\)](#) further demonstrated that leadership training improves management competency and communication, which are crucial during organizational change. Overall, these findings suggest that management competency provides structural support, change management enables organizational adaptation, and communication ensures strategies are effectively communicated to staff and customers. Therefore, the combination of these three factors is expected to significantly improve customer satisfaction more than any single factor.

H4: Management competency, change management practices, and communication skills collectively have a positive and significant effect on customer satisfaction.

3. Research Method

3.1. Research Design

This study used a cross-sectional quantitative design to examine the influence of Management Competency, Change Management Practices, and Communication Skills on Customer Satisfaction at Blimbing Manis Listrik. The analytical approach used was Partial Least Squares Structural Equation Modeling (PLS-SEM), following [Hair et al. \(2021\)](#), as it is well-suited for predictive research with complex models and does not require multivariate normality. PLS-SEM is particularly appropriate in the healthcare context, which focuses on prediction and theory development rather than rigorous confirmation.

3.2. Population and Sample

This study was conducted at Blimbing Manis Listrik, which serves a range of customer segments, including residential, commercial, and mid-scale industrial customers. The target population consisted of customers who had used the company's services at least once in the past six months and were able to provide informed feedback regarding their service experience.

Customers who were first-time users or who were unable to provide complete feedback due to communication limitations were excluded from the study. A stratified random sampling approach was applied across various customer segments to ensure diverse representation, ranging from individual customers to business customers. Referring to [Hair et al. \(2021\)](#), sample size was determined using a combination of the "ten times rule" and a priori power analysis. A conservative target of approximately 200 respondents was set to ensure stable PLS-SEM estimates and allow for comparative analysis across customer segments.

3.3 Research Instrument

The measurement instruments were adapted from scales validated in previous studies. Management Competencies encompass planning, resource management, and decision-making ([Pan et al., 2019](#)). Change Management Practices encompass staff engagement, clarity of communication, and support for innovation ([Castriciones et al., 2024](#)). Communication Skills reflect clarity, empathy, and responsiveness ([Jawabreh et al., 2022](#)). Customer Satisfaction was assessed using items on perceived quality, timeliness, and overall satisfaction ([Jawabreh et al., 2022](#)). All items were scored using a five-point Likert scale.

3.4 Research Analysis

This analysis followed the two-step PLS-SEM procedure of [Hair et al. \(2021\)](#). First, the measurement model was assessed through indicator reliability (outer loadings ≥ 0.708), internal consistency (Cronbach's alpha and composite reliability), convergent validity (AVE > 0.50), and discriminant validity (HTMT < 0.90). Next, the structural model was evaluated for collinearity (VIF), path significance through bootstrapping (5,000 resamples), explanatory power (R^2), effect size (f^2), and predictive relevance (Q^2). Predictive validity was further tested using PLS-Predict, and model fit was reported using SRMR (< 0.08). Where relevant, mediation and moderation effects were explored, and multigroup analyses were conducted after testing for measurement invariance using the MICOM procedure. By combining rigorous sampling, validated instruments, and robust PLS-SEM analysis, this study provides a reliable methodological foundation to investigate how Management Competency, change management, and Communication Skills shape Customer Satisfaction in the Blimbing Manis Listrik environment.

4. Findings and Discussions

Based on the outer loadings above, it can be inferred that all indicators within each construct have excellent loadings, as they exceed the 0.7 threshold commonly used as a criterion for indicator validity ([Hair et al., 2021](#)). This indicates that each indicator makes a strong contribution to reflecting the latent variables it measures.

For the Change Management Practices construct, outer loadings ranged from 0.843 to 0.950. The highest value was observed for indicator CMP4 (0.950), indicating that it best represents Change Management Practices in the model. Meanwhile, the lowest value, CMP1 (0.843), remains in the excellent category, indicating that all indicators are valid for measuring Change Management Practices.

The Communication Skills construct demonstrated consistent indicator reliability, with values ranging from 0.886 to 0.942. Indicator CS2 had the highest contribution (0.942), followed by CS3 (0.937), and CS4 (0.936). This indicates that effective, clear, and open communication skills are highly dominant in describing overall Communication Skills.

For the Customer Satisfaction construct, all indicators also have high outer loadings, ranging from 0.845 to 0.936. CSS1 (0.936) is the strongest indicator of Customer Satisfaction, while CSS5 (0.845), despite being the lowest, still shows a strong and significant relationship with the construct. These results indicate that all indicators of Customer Satisfaction accurately represent customer perceptions of the quality of service received.

Finally, for the Management Competency construct, outer loadings range from 0.836 to 0.917. MC2 (0.917) provides the largest contribution, while MC3 (0.836) is the lowest, but still in the good category. This indicates that managerial skills such as planning, decision-making, and effective leadership strongly represent the Management Competency construct in this model.

Overall, the outer loadings indicate that all indicators have high convergent validity and can be retained in the measurement model, given their strong ability to explain their latent variables. These figures are further illustrated in the outer model figure below:

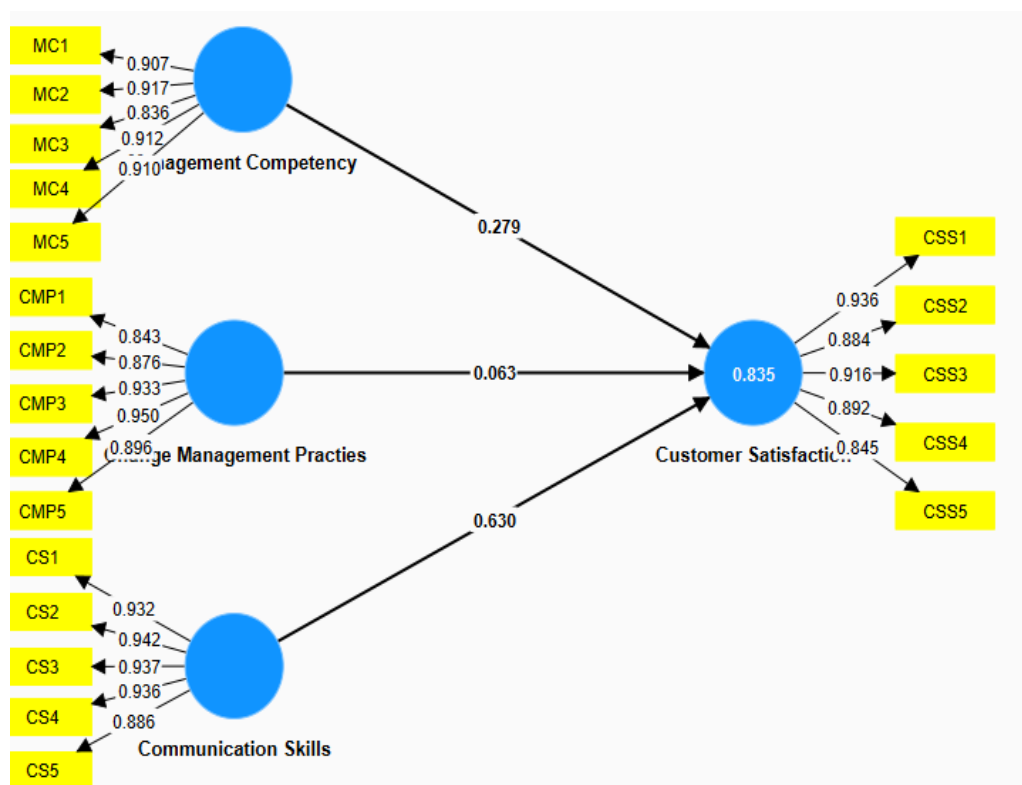


Figure 1. Outer Model

Next, the HTMT test was conducted. Based on the results of the Heterotrait-Monotrait Ratio (HTMT) analysis above, it can be concluded that all constructs in the model have a good level of discriminant validity. According to ([Henseler, J., Ringle, C. M., & Sarstedt, 2015](#)), the ideal HTMT value should be below 0.90 to indicate that each construct is truly distinct from the others, despite their close relationship. If the value exceeds 0.90, there is concern about a discriminant problem, meaning the constructs are unable to differentiate themselves conceptually.

In this study, all HTMT values ranged from 0.783 to 0.937. The relationship between Communication Skills and Customer Satisfaction showed the highest value (0.937), approaching the recommended upper limit. This indicates a very strong relationship between

the two variables, where effective communication skills from management or employees can directly influence customer satisfaction levels. However, this value is still acceptable if the research context indeed indicates a close theoretical relationship.

Furthermore, the relationships between Communication Skills and Change Management Practices (0.886) and between Customer Satisfaction and Change Management Practices (0.863) also show high correlations but remain within reasonable limits. This means that good Change Management Practices tend to involve effective communication and ultimately contribute to increased Customer Satisfaction.

Meanwhile, the relationship between Management Competency and other variables, such as Change Management Practices (0.832), Communication Skills (0.783), and Customer Satisfaction (0.849), has a relatively lower HTMT value compared to other variable pairs. This indicates that Management Competency has a more separate construct identity and does not overlap significantly with other constructs, thus its discriminant validity is very good.

Overall, these results demonstrate that all constructs in the model can be distinguished from each other and meet the criteria for discriminant validity. Thus, each variable, namely Change Management Practices, Communication Skills, Customer Satisfaction, and Management Competency, can be said to be conceptually and empirically valid in measuring different dimensions according to their roles in the research model.

Table 1. Validity and Reliability

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average variance extracted (AVE)</i>
<i>Change Management Practices</i>	0,941	0,955	0,811
<i>Communication Skills</i>	0,959	0,968	0,859
<i>Customer Satisfaction</i>	0,938	0,953	0,801
<i>Management Competency</i>	0,939	0,954	0,805

Based on the reliability and construct validity test results in the table above, it can be concluded that all latent variables in this study, which are Change Management Practices, Communication Skills, Customer Satisfaction, and Management Competency, demonstrate excellent levels of internal consistency and convergent validity.

The Cronbach's Alpha values for all constructs were above 0.9 (range 0.938–0.959), indicating that each indicator within each variable has very high internal consistency. According to [Hair et al. \(2021\)](#), a Cronbach's Alpha value above 0.7 is considered reliable. These results exceed the minimum threshold and confirm that the measurement items within each construct yield stable, consistent results.

The Composite Reliability values also support these findings. All constructs had values above 0.94, indicating that the indicators within each construct are strongly correlated in explaining the measured latent variables. This value indicates that the model has excellent composite reliability, meeting the recommended criteria (>0.7).

Furthermore, the Average Variance Extracted (AVE) values for all constructs were also above 0.80, meaning that more than 80% of the indicator variance can be explained by their respective latent constructs. According to Fornell and Larcker (1981), AVE values exceeding 0.50 indicate good convergent validity, indicating that each indicator optimally represents the concept being

measured.

More specifically, Communication Skills had the highest reliability and validity values (Cronbach's Alpha = 0.959; AVE = 0.859), indicating that this variable is highly effective in describing effective communication skills in an organizational environment. Meanwhile, Customer Satisfaction and Management Competency also demonstrated very high consistency (AVE of 0.801 and 0.805, respectively), indicating that both constructs have stable and valid measurement reliability.

Thus, it can be concluded that all constructs in this study meet the criteria for reliability and convergent validity. This means that the measurement model used has been empirically tested and is suitable for further analysis, such as examining the relationships among variables in the structural model. Next, the inner model test was conducted as follows:

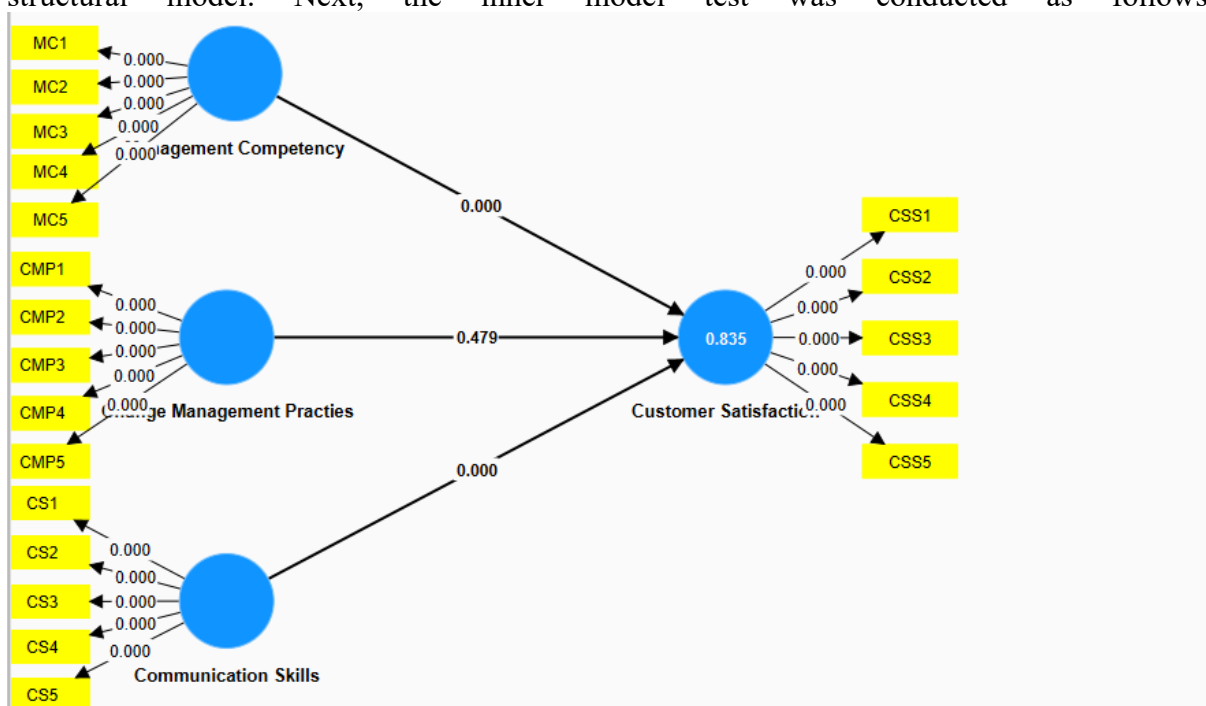


Figure 2. Inner Model

In the inner model image, the R-Square results are presented as follows:

Table 3. R-Square

	R-square	R-square adjusted
Customer Satisfaction	0,835	0,833

Based on the R-square test results in the table above, the R-square value for the Customer Satisfaction variable is 0.835, while the adjusted R-square value is 0.833. These results indicate that the independent variables in the model (such as Change Management Practices, Communication Skills, and Management Competency) can explain 83.5% of the variation in Customer Satisfaction. Meanwhile, the remaining 16.5% is explained by factors outside the research model.

According to the interpretation criteria proposed by [Hair et al. \(2021\)](#), an R-square value above 0.75 is considered strong, between 0.50 and 0.75 moderate, and below 0.50 weak. Thus, the

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results of this study indicate that the model has very strong explanatory power, meaning that changes in Customer Satisfaction can be significantly explained by the managerial and communication factors tested.

The small difference between the R-square (0.835) and the adjusted R-square (0.833) also indicates that the model is well-stable and not overfitting. This indicates that the independent variables used are relevant and efficient in explaining the relationship to customer satisfaction.

Substantively, these findings confirm that the better the Change Management Practices, management competencies, and communication skills implemented, the higher the level of customer satisfaction an organization can achieve.

Table 4. F-Square

	F-square
<i>Change Management Practices -> Customer Satisfaction</i>	0,006
<i>Communication Skills -> Customer Satisfaction</i>	0,646
<i>Management Competency -> Customer Satisfaction</i>	0,173

Based on the F-square test results above, it can be interpreted that the influence of each independent variable on the dependent variable, Customer Satisfaction, varies in effect size. According to ([Cohen, 1988](#)) Guidelines, F-square values can be categorized into three levels: small (0.02), medium (0.15), and large (0.35).

The results indicate that the effect of Change Management Practices on Customer Satisfaction has an f-square value of 0.006, which is considered very small. This means that changes in Change Management Practices only make a minimal contribution to improving Customer Satisfaction. This suggests that although Change Management Practices are important in an organizational context, in this research model, their role is not very dominant in directly influencing Customer Satisfaction.

Meanwhile, the Communication Skills variable has the highest f-square value of 0.646, which is considered very large. This value indicates that communication skills have a strong and significant influence on Customer Satisfaction. In other words, the better management and staff's communication skills at conveying information, listening to feedback, and establishing positive interpersonal relationships, the higher the perceived level of customer satisfaction. This aligns with previous research findings that emphasize the importance of effective communication as a key factor in building loyalty and customer satisfaction ([Al Ali, et al 2022](#)).

The Management Competency variable has an F-squared value of 0.173, which is classified as moderate. This indicates that Management Competency has a fairly strong influence on customer satisfaction. Thus, management's ability to manage resources, make strategic decisions, and effectively direct teams significantly contributes to improving customer perceptions of service quality.

Overall, these results indicate that Communication Skills is the most dominant factor influencing Customer Satisfaction, followed by Management Competency, while Change Management Practices play a relatively minor role. These findings imply that organizations need to prioritize improving Communication Skills and strengthening Management Competency to drive optimal Customer Satisfaction.

Table 5. Hypothesis Testing

No	Path	P Values	Result
1	<i>Management Competency → Customer Satisfaction</i>	0,000	Significance
2	<i>Change Management Practices → Customer Satisfacti</i>	0,479	Not Significance
3	<i>Communication Skills → Customer Satisfaction</i>	0,000	Significance

Based on the table above, the test results show that of the three independent variables tested on Customer Satisfaction, two had a significant effect which is Management Competency and Communication Skills while Change Management Practices showed no significant effect.

First, Management Competency was shown to have a significant effect on Customer Satisfaction with a p-value of 0.000 (<0.05). This indicates that the higher the managerial ability to manage resources, make strategic decisions, and direct team performance, the greater the perceived increase in Customer Satisfaction. These results reinforce previous findings by ([Alghamdi, J., Lin, Y., & Luo, 2023](#)), which stated that Management Competency plays a crucial role in maintaining service quality and ensuring customer expectations are met.

Second, Change Management Practices had a p-value of 0.479, which is insignificant because it exceeds the 0.05 threshold. This indicates that Change Management Practices have not had a significant impact on improving Customer Satisfaction. One possible cause is that organizational change often focuses more on internal aspects such as structure, procedures, or operational efficiency, so customers don't immediately feel the benefits of these changes.

Third, Communication Skills has a p-value of 0.000, indicating a highly significant influence on Customer Satisfaction. This means that good communication skills, including clarity in conveying information, empathy, and the ability to listen to customers, are crucial factors in creating a satisfying customer experience. These results align with research by ([Al Ali, et al. 2022](#)), which concluded that Communication Skills is a key factor in building customer trust and loyalty.

Overall, the results of this hypothesis test confirm that improvements in Customer Satisfaction are most influenced by communication and Management Competency factors. Therefore, organizations are advised to prioritize communication training and managerial skills development rather than solely focusing on implementing Change Management Practices, which may not directly impact customer perceptions.

Each independent variable, Change Management Practices, Communication Skills, and Management Competency, has a distinct degree of importance and performance in influencing Customer Satisfaction, according to the findings of the Importance-Performance Map Analysis (IPMA) for the Customer Satisfaction construct. The goal of this analysis is to determine which factors have the greatest impact and how well each one enhances customer satisfaction.

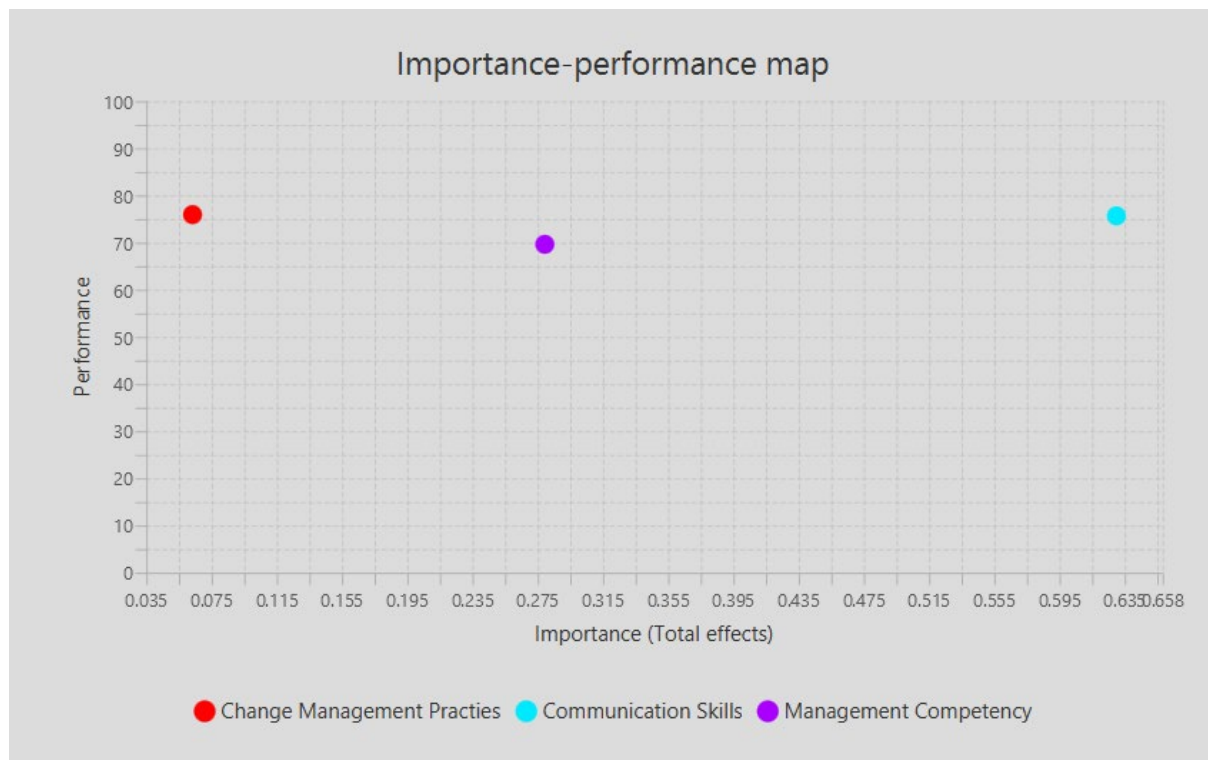


Figure 3. IPMA MAP

The results indicate that the most significant factor affecting customer satisfaction is communication skills, with an overall impact value of 0.630. Its performance value, 75.688, is marginally lower than Change Management Practices'. According to this research, communication skills can still be strengthened even though they have the most impact on customer satisfaction. Since these elements have the greatest impact on customer satisfaction, firms must improve their communication skills, especially in responsive interactions, empathetic information delivery, and attentive listening to client demands.

Additionally, Management Competency had a performance of 69.649 and a total impacts value of 0.279. This suggests that, although it has the lowest performance level among the three variables, management competency also positively affects customer satisfaction. This indicates that, even though managerial abilities have a significant impact on customer satisfaction, there is still ample room for improvement. To deliver clients more effective, efficient service, organizations can improve performance in this area through leadership development, enhanced decision-making, and stronger cross-team collaboration.

Change Management Practices, on the other hand, performed best (75.952) but had the lowest total impact value (0.063). This suggests that, despite the organization's excellent implementation of change management practices, its impact on customer satisfaction is negligible. Customers might not yet directly benefit from the adjustments that have been implemented. Ensuring that any organizational change procedures can be translated into observable enhancements that improve the customer experience should be the main goal of improvement in this area.

Even though their performance is not yet at its best, the IPMA results show that enhancing communication skills should be an organization's top priority to increase customer satisfaction,

as communication skills have the greatest influence. Change management techniques can be maintained and guided to optimize their influence on customers, while management competency needs to be improved to contribute more to customer happiness.

According to the study's findings, of the three factors examined for customer satisfaction, management competency and communication skills had the greatest effects, while change management procedures had no discernible impact. Additionally, the results of the Importance-Performance Map Analysis (IPMA) indicate that, although their performance still needs improvement, communication skills are the most significant factor impacting customer happiness, followed by management competency.

These results support the idea that effective communication is essential to increasing customer satisfaction in service settings, especially in the public sector and healthcare industry. Good communication skills between professionals and patients or customers immediately lead to higher satisfaction by fostering a sense of comfort and trust, according to [Avia, Handiyani, and Gayatri \(2021\)](#). Effective managerial communication has an impact on nursing performance outcomes and patient perceptions of service quality, according to research by Fowler, Robbins, and [\(Fowler et al. 2021\)](#). In this situation, communication serves as a tool for developing professional and sympathetic connections between service providers and beneficiaries in addition to being a way of exchanging information.

Additionally, even though Communication Skills did quite well, there is still opportunity for development to maximize its impact on Customer Satisfaction, according to the IPMA data. This is in line with the findings of [Jankelová and Joniaková \(2021\)](#), who clarified that job satisfaction and service recipient satisfaction are strongly correlated with leaders' ability to communicate effectively, particularly when paired with a transformational leadership style that promotes team engagement and motivation. Building loyalty and confidence in public services and hospitals requires open, transparent, and customer-focused communication ([Jawabreh, Al Fayoumi, & Bareya, 2022](#)).

Customer satisfaction is also greatly impacted by management competency. The ability to coordinate resources, make decisions, plan strategically, and monitor team performance is a component of management competency. The work atmosphere, team performance, and service quality are all directly impacted by managerial skill, according to [Warshawsky et al. \(2022\)](#). Managers can establish an organizational culture that promotes high-quality service when they possess strong managerial and leadership skills. This conclusion is corroborated by [Aqtash et al. \(2022\)](#), who discovered that more management and leadership education and training can improve manager competences and have a favorable effect on service receiver satisfaction and organizational performance.

Additionally, [González-García et al. \(2021\)](#) highlighted the strong correlation between improved patient or customer satisfaction and effective service results at the unit head and middle manager levels of management competency. This is in line with a study by Kakemam et al. (2020), which showed that managers with good management competencies are better equipped to execute efficient service strategies, enhance workflows, and guarantee high-quality customer encounters. Therefore, one of the most important things that firms can do to guarantee long-term client pleasure is to improve management competency.

Customer satisfaction was not significantly affected by change management approaches, unlike the preceding two variables. Change management techniques do rather well, according to the

IPMA data, but their impact on customer satisfaction remains minimal. According to [Klein, Ramos, and Deutz \(2022\)](#), organizational reform frequently prioritizes internal efficiency over customer experience, which helps to explain this. To put it another way, customers have not yet fully benefited from the adjustments made. According to research by [Castriciones, Ocampo, and Vadil \(2024\)](#), the organizational culture and individuals' willingness to accept change are critical factors in change management effectiveness. These adjustments typically don't have a noticeable effect on consumer impressions without competent management and efficient communication.

Overall, the study's findings support the notion that management competency is the second most important element affecting customer happiness, after communication abilities. These two elements work well together to create a satisfying consumer experience. On the other hand, while change management techniques are crucial for organizational effectiveness, their effects on customer satisfaction are still not readily apparent. In order to increase customer satisfaction, firms must emphasize developing managerial and communication skills. They should also make sure that any organizational changes are supported by strong leadership and an efficient communication plan.

5. Conclusions

Based on the results of a study of 219 respondents at the Blimbing Manis Listrik company, it can be concluded that customer satisfaction is significantly influenced by three main factors: management competency, change management practices, and communication skills. Of these, communication skills are the most dominant factor in increasing customer satisfaction. This indicates that employee communication skills, particularly in providing clear, empathetic, and responsive information, are key to creating a positive customer experience. This finding aligns with research by [Avia et al. \(2021\)](#) and [Fowler et al. \(2021\)](#), which confirms that effective communication skills can increase trust and customer satisfaction in the service context.

Furthermore, management competency has been shown to positively affect customer satisfaction. This indicates that managers' competence in decision-making, strategic planning, and motivation of subordinates play a crucial role in creating a work environment that supports optimal service. These results reinforce the findings of [Aqtash et al. \(2022\)](#) and [Warshawsky et al. \(2022\)](#), which show that improving management competency directly impacts service quality and user satisfaction.

Meanwhile, change management practices have a relatively small impact on customer satisfaction, suggesting that the company's organizational change process has not yet significantly affected customer perceptions. This condition aligns with the view of [Klein et al. \(2022\)](#), who stated that the success of change management is highly dependent on internal communication and organizational cultural readiness. Therefore, companies need to strengthen the synergy between management competency, effective communication, and change management practices to ensure sustainable customer satisfaction.

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