

QUANTITATIVE ANALYSIS: EXPERT POWER OF HUMAN RESOURCES AND ROOT CAUSE ANALYSIS ON THE OPTIMIZATION OF SERVICE QUALITY DIMENSIONS OF SERVICE COMPANIES (HOSPITALITY)

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ABSTRACT

Root Cause Analysis (RCA) is a methodology used to identify and address underlying functional causes. The RCA method is highly effective for analyzing system failures, particularly unexpected events, by determining how and why they occur. The expert power of human resources and root cause analysis are believed to influence the optimization of service quality dimensions in service companies, particularly hotels. According to research conducted by Fernida Manopo, service quality significantly impacts consumer satisfaction. However, this research does not specify the variables that affect service quality. Given that service quality comprises multiple dimensions, our study aims to identify the factors influencing the service quality dimension (Y), with expert power of human resources (X1) and root cause analysis (X2) as the independent variables. This study employed a quantitative approach using multiple linear regression analysis. It found that expert power and root cause analysis simultaneously influence service quality dimensions. Root cause analysis had a partial but significant effect on optimizing service quality dimensions, whereas expert power had a partial but non-significant effect on optimizing these dimensions.

INTRODUCTION

Running an organization or company requires human resources as the spearhead of its success. Achieving this desired success requires competitively qualified human

resources, ensuring they are able to carry out their duties in accordance with organizational expectations, enabling the organization to achieve its goals effectively and efficiently. In order for employee performance to remain at its best and be able to answer the challenges faced by the company and be able to improve or optimize the dimensions of service quality, HR needs to have good expert power in their field of work, in addition to expert power, company HR also needs to have a method to identify the root causes of problems so that the same problems will not arise in the future. The main focus of this research is on service companies (Hospitality) where by definition, services are said to be activities that have intangible elements that involve interaction with customers or with something owned by customers, but do not result in a transfer of ownership. Services are different from manufacturing businesses. The service transaction process is almost entirely delivered by humans.

Therefore, HR Expert Power is very important for continuous improvement or improvement (Continuous Improvement) because expert power which is knowledge, competence, communication and personal power combined from experience can influence the basis of decision making from factual and rational components, where science is something that is sourced from facts and is rational. Expert Power or Expert Power arises because of the expertise or skills possessed by a person. Often someone who has certain experience and expertise has expert power in an organization even though that person is not a Manager or Leader. In addition to expert power, organizations or companies are deemed necessary to implement a method to identify the root cause of problems using Root Cause Analysis (RCA). Root Cause Analysis is a methodology for identifying and correcting functional causes. The RCA method is particularly useful for analyzing system failures, identifying unexpected events, how they occurred, and why they occurred. Meanwhile, the service quality dimension is a strategic issue for every marketing organization, regardless of the product produced. There are five indicators of the service quality dimension, as follows:

Tangible, namely the company's ability to demonstrate its existence to external parties. The appearance and reliability of the company's physical facilities and infrastructure, as well as the surrounding environment, are tangible evidence of the service provided by the service provider. This includes physical facilities (e.g., buildings, warehouses, etc.), equipment and tools used (technology), and the appearance of its employees. **Reliability**, namely the company's ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations, which means punctuality, the same service for all customers without errors, a sympathetic attitude, and with high accuracy. **Responsiveness**, namely, a policy to help and provide fast and accurate service to customers, by providing clear information that will not leave customers waiting and then give rise to negative perceptions regarding the quality of service. **Assurance**, namely the knowledge, courtesy, and ability of company employees to foster customer trust in the company. This includes several components, including communication, credibility, security, competence, and courtesy. **Empathy**, is giving sincere and individual or personal attention to customers by trying to understand their desires. A company is expected to have understanding and knowledge about customers, understand their specific needs, and have operating hours that are convenient for customers. Based on the description above, the researcher identified the urgency and importance of these three variables in a service company. Therefore, it is necessary to

examine these three variables with the following questions:

How does HR expert power partially influence the optimization of service quality dimensions, How does Root Cause Analysis (RCA) partially influence the optimization of service quality dimensions, How do HR expert power and Root Cause Analysis (RCA) simultaneously influence the optimization of service quality dimensions.

LITERATURE REVIEW

Human Resource Management

Companies or organizations must be supported by competent and reliable employees, because human resources (HR) play a crucial role in supporting the achievement of company excellence and success. According to Kuruppu et al. (2021), the success of an organization depends heavily on the standards of its HR. According to Sihombing & Verawati (2020), changes in the globalization era demand employees who possess competitive skills in business development. According to Ansah & Rita (2019), employees are the primary asset of every organization because they play a key role in the company's success. According to Wiliandari (2014), the quality of an organization depends heavily on the quality of its HR (Prakoso & Tanjung, 2025).

In order for employee performance to remain in its best condition and be able to answer the challenges faced by the company and be able to improve or optimize the service quality dimension, HR needs to have good expert power in their field of work, in addition to expert power, company HR also needs to have a method to identify the root cause of the problem so that the same problem will not arise in the future. The main focus of this research is on service companies (Hospitality) where by definition, services are said to be activities that have intangible elements that involve interaction with customers or with something owned by customers, but do not result in a transfer of ownership. Services are different from manufacturing businesses. The service transaction process is almost entirely delivered by humans (Parera & Karyawan, 2025).

Expert Power HR

Expert power in human resources is very important for continuous improvement or improvement (Continuous Improvement) because expert power, which is knowledge, competence, communication and personal power combined from experience, can influence the basis of decision-making from factual and rational components, where science is something that is sourced from facts and is rational. Expert Power arises because of the expertise or skills possessed by a person. Often someone who has certain experience and expertise has expert power in an organization even though that person is not a Manager or Leader. Individuals who have these skills/expertise are usually trusted by their Managers to guide other employees properly .

Expert power in the context of Human Resources (HR) according to experts refers to the influence a person has because of the knowledge, skills, or special expertise they possess and are recognized by others. Indicators of expert power include Special Knowledge and Skills, an individual's ability to perform certain tasks that require special knowledge or skills that others do not possess. Recognition and Trust, Others recognize and trust the individual's expertise, and consider their expertise relevant and superior to their

own. Influence in Decision-Making Individuals with expert power often have influence in decision-making related to their field of expertise (Birru, 2024). Expert Power According to Experts is:

Expertise and Specialized Knowledge: Expert power arises from technical abilities, in-depth knowledge, and skills recognized by others, making the leader or individual considered an expert in their field. Analytical and Rational Persuasion Leaders with expert power use logical arguments and strong communication skills to influence subordinates or others. The success of this influence depends on the leader's credibility and analytical skills. **Credibility and Trustworthiness:** Individuals with expert power are trusted because of their expertise, allowing them to provide convenience and solutions to others in the context of tasks or work.

Influence Through Knowledge In the context of modern marketing or organizations, expert power can also be possessed by influencers or key opinion leaders who are considered trusted sources of information and experts in their fields (Hesti Setyodyah Lestari & Rosyadi Hamid, 2023). In addition to expert power, organizations or companies are deemed necessary to implement a method to identify the root cause of problems using Root Cause Analysis (RCA). Root Cause Analysis is a methodology for identifying and correcting functional causes. The RCA method is particularly useful for analyzing system failures, identifying unexpected events, how they occurred, and why they occurred (Fitriani & Syaifullah, 2024).

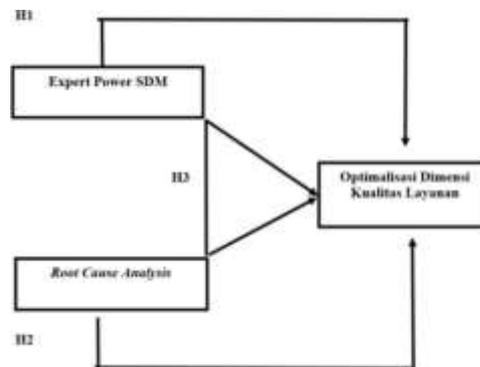
Dimensions of Service Quality

Meanwhile, the service quality dimension is a strategic issue for every marketing organization, regardless of the product produced. There are five indicators of the service quality dimension, as follows:

1. **Tangible**, namely the ability of a company to demonstrate its existence to external parties. The appearance and reliability of the company's physical facilities and infrastructure, including the surrounding environment, are tangible evidence of the service provided by the service provider. This includes physical facilities (e.g., buildings, warehouses, etc.), equipment and tools used (technology), and the appearance of its employees.
2. **Reliability**, namely the company's ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations, which means punctuality, the same service for all customers without errors, a sympathetic attitude, and with high accuracy.
3. **Responsiveness**, a policy of assisting and providing prompt and accurate service to customers, with clear information delivery that avoids keeping customers waiting, which can lead to negative perceptions of service quality.
4. **Assurance**, the knowledge, courtesy, and ability of company employees to foster customer trust in the company. This encompasses several components, including communication, credibility, security, competence, and courtesy.
5. **Empathy**, namely providing sincere and individual or personal attention to customers by trying to understand consumer desires. Where a company is expected to have understanding and knowledge about customers, understand customer needs specifically, and have operating hours that are comfortable for customers (Kristanto et al., 2024).

Then there is a similar study which states as follows, The research results found that employee emotional intelligence and root cause analysis have a partial and simultaneous influence on service quality. So it can be said that intelligence and root cause analysis can improve and reduce the quality of hotel services in the city of Tasikmalaya (Salgangga et al., 2024). The application of the RCA method to case studies is concluded to be quite effective for comprehensive problems due to its deep understanding of the roots (to understand the events). Comparing its principles with other methods, it was found that the RCA method shares the same principles as other methods commonly used in product planning formulation, but focuses on the deeper reasons for one or more problems (Rahmawati et al., 2016).

Based on the description above, the researcher found the urgency or importance of HR expert power and Root Cause Analysis in optimizing service quality dimensions. with the following framework of thought:



RESEARCH METHOD

The research method used by the researcher is a quantitative descriptive research method. According to Sugiyono (2014:238) descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is without the intention of making conclusions that apply to the public or generalizations. Quantitative research methods are research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing established hypotheses (Afif, 2019).

Types and Sources of Data, quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing established hypotheses. The data in this study uses primary data, according to Sugiyono (2012:139) explains that primary sources are data sources that directly provide data to data collectors. Primary data collection in this study is done by distributing questionnaires directly using a list of statements that are circulated to respondents, namely to parties related to the research being conducted (8). Based on the description above, the researcher focused on hotel employees with a 2-star hotel classification to be used as the population.

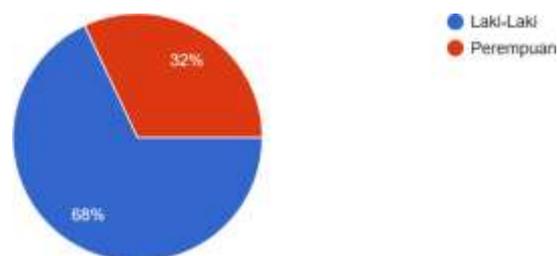
Research scope is a research problem that is discussed and to avoid a broad discussion, the researcher makes a problem limitation in this research, namely on the

independent variables of HR expert power X1 and Root Cause Analysis (RCA) X2. While the dependent variable is the Service Quality Dimension Y By using multiple linear regression data analysis, according to Danang Sunyoto (2016:47) the purpose of regression analysis is to determine the extent of the influence of the independent variable (X) on the dependent variable (Y). To determine the influence of each independent variable, namely HR expert power (X1), and Root Cause Analysis (RCA) (X2) on the dependent variable, namely the service quality dimension (Y).

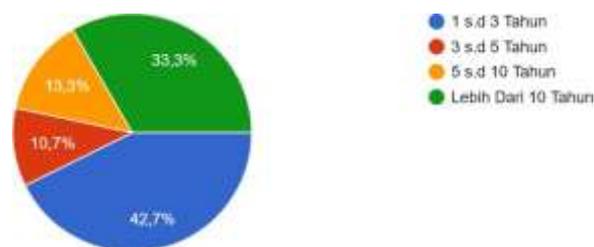
RESEARCH RESULTS AND DISCUSSION

In the research entitled Quantitative Analysis: Expert Power of Human Resources and Root Cause Analysis (RCA) on optimizing service quality dimensions, there were 75 respondents from the employee population of a minimum 2-star hotel in Tasikmalaya City with the following characteristics:

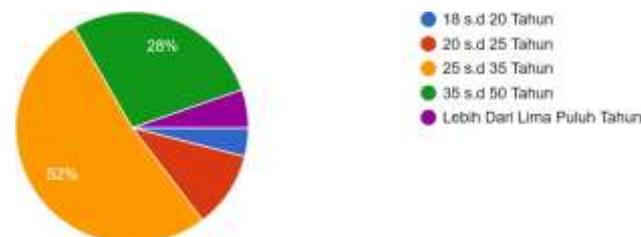
1. Gender



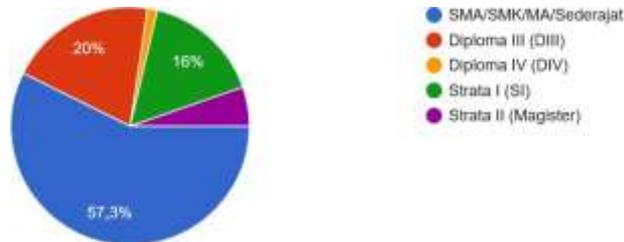
2. Experience or length of work



3. Age



4. Education



Based on the data above, respondents are predominantly male, have worked for 1-3 years and more than 10 years, are aged 25-35 years with an education level of high school/vocational school/Islamic high school/equivalent. Produces the following research findings:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5468367188	2	2734183594	308.222	.000 ^b
	Residual	638698505.7	72	8870812.579		
	Total	6107065694	74			

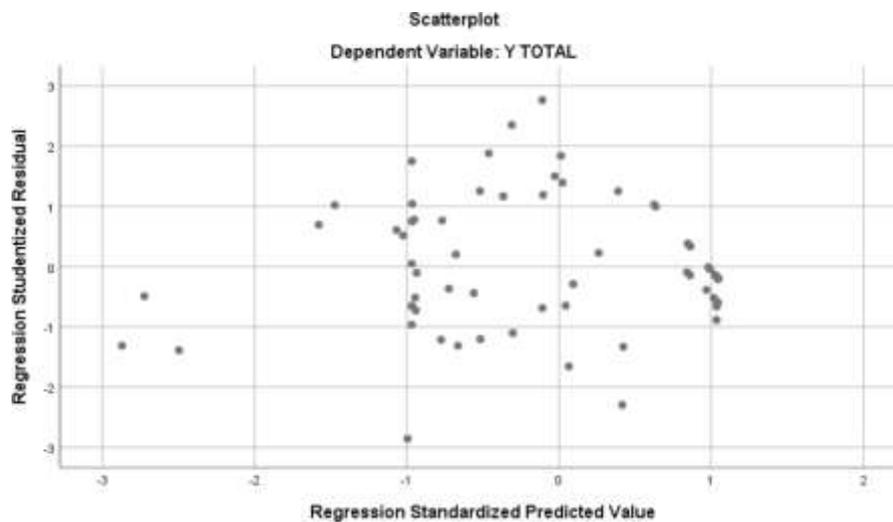
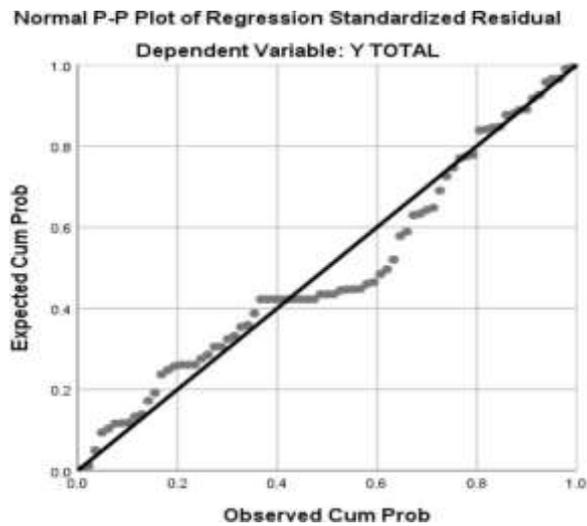
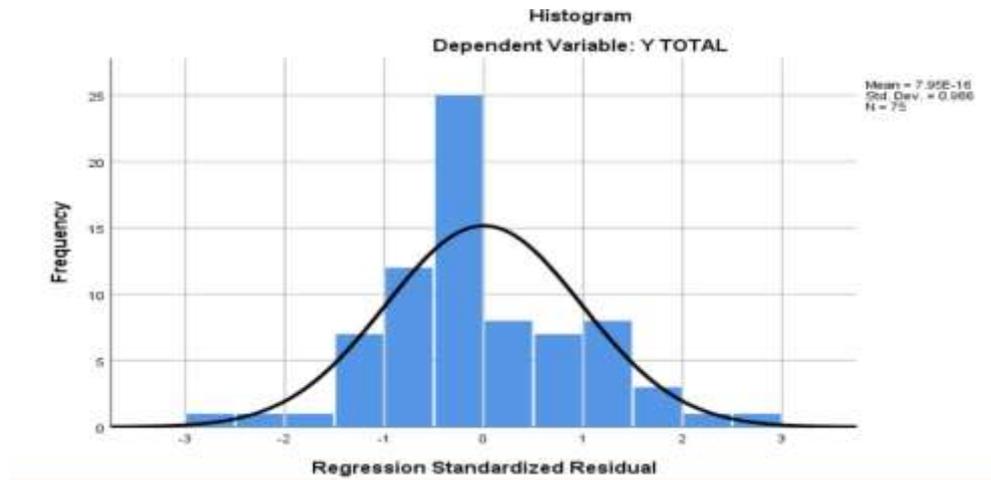
a. Dependent Variable: Y TOTAL

b. Predictors: (Constant), X2 TOTAL, XI TOTAL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error				Beta	Zero-order	Partial
1	(Constant)	4948.500	1832.593		2.700	.009			
	XI TOTAL	.065	.066	.061	.989	.326	.766	.116	.038
	X2 TOTAL	1.125	.077	.898	14.566	.000	.946	.864	.555

a. Dependent Variable: Y TOTAL



1. Based on the F test criteria, the independent variables (X1 and X2) can simultaneously have a significant effect on the dependent variable (Y). Because the F test results show a sig number of 0.00, meaning it is smaller than 0.05. Based on this, it can be concluded that HR Expert Power and Root Cause Analysis have a positive effect simultaneously or on optimizing the service quality dimension.
2. In the partial test, X2 Root Cause Analysis (RCA) has a significant effect on the optimization of the service quality dimension (Y) with a significance value of 0.00. However, the HR Expert Power variable does not have a significant effect on the optimization of the service quality dimension with a significance value of 0.326.

Expert Power, or the power derived from an individual's specialized knowledge, expertise, and skills, requires consideration of the complexity of the actual service ecosystem. Individual expertise (expert power) alone is insufficient and can even become irrelevant if not supported by other, more determinant factors. The factors supporting the relevance of expert power to optimizing service quality dimensions are as follows:

1. Siloed Expertise: An expert may hoard their knowledge, preventing it from being transferred to teammates or institutionalized within the organizational system. This leads to inconsistent service quality. Customers may experience exceptional service from a specific "expert," but experience mediocre or even poor service from other team members. Service quality is a reflection of the system, not a single individual.
2. Lack of Motivation and Empowerment: Expert Power is about ability, not willingness. A highly skilled employee may become demotivated due to lack of appreciation, inadequate compensation, a toxic work environment, or excessive workload. In these cases, motivation and empowerment (such as the authority to solve problems) are more influential than expertise alone.

CONCLUSION

Based on all the data analysis that has been done, this study concludes that there is a positive and significant partial influence of HR expert power on the Optimization of Service Quality Dimensions and there is a significant simultaneous influence of HR Expert Power and Root Cause Analysis (RCA) variables on the optimization of service quality dimensions, but related to the expert power variable, it was found that it had no significant influence on the optimization variable of service quality dimensions.

Based on the results of the study, to improve or optimize the service quality dimension, hotel management needs to consider the expert power aspect of HR and Root Cause analysis by implementing policies that lead to improving the ability of human resources with special skills according to the field of work and providing opportunities for human resources to be able to explore their abilities to optimize the service quality dimension so that it will have an impact on the level of customer satisfaction. In addition, hotel management needs to apply the root cause analysis method in order to have the ability to identify the root of the problem so as to minimize similar problems from recurring at another time, so that it can support the optimization of the service quality dimension and the level of customer satisfaction.

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