

# Customer satisfaction performance evaluation at PT PLN (Persero) West Java using the Malcolm Baldrige criteria for performance excellence

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## Abstract

**Purpose:** The purpose of this research is to assess and determine whether a system implemented for customers is in accordance with needs. This requires a comprehensive and integrated performance evaluation related to Customer Focus using malcolm balance criteria for performance excellence (MBCfPE).

**Method:** This research was conducted in PLN West Java using qualitative and quantitative methods. Data and information related to conditions in the company were obtained through interviews, document reviews, and employee surveys.

**Results:** PLN West Java implemented the MBCfPE Customer Focused criteria effectively. The customer service process refers to the criteria required by MBCfPE so that it can support the achievement of excellent customer satisfaction performance results. Based on these results, there are several recommendations for improvement that PLN West Java should carry out to improve the customer service process so that it can improve customer satisfaction performance, support business continuity, and increase competitiveness.

**Limitations:** This research only focuses on the management of PLN West Java's Customer Focus, which is reflected in the customer focus criteria categories and customer focus results based on MBCfPE. This study does not evaluate other criteria categories in MBCfPE, namely leadership, strategic planning, measurement analysis and knowledge management, workforce, operations, and results (except customer focus results criteria).

**Contributions:** This research contributes to the performance management literature by showing how the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) can be implemented effectively in companies or organizations to ensure excellent performance.

**Keywords:** *Malcom Baldrige, Performance Excellence, Customer Focus, Performance Evaluation*

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## 1. Introduction

To adapt to the current developments, PT PLN (Persero) or PLN as a company providing electricity services to the Indonesian people, continues to strive to adapt in order to meet the demand for electricity services for the Indonesian people and provide excellent service to customers. In accordance with the vision of PT PLN (Persero), which is to become the Leading Electricity Company in Southeast Asia

and the customer's #1 choice for energy solutions, PLN has prepared a transformation framework since April 21, 2020. PLN's transformation has four aspirations that are the direction of PLN's change, namely Green, Lean, Innovative, and Customer Focused. Through green aspirations, PLN continue to increase the use of new and renewable energy to generate electricity. With Lean Aspirations, PLN ensures reliable and efficient electricity procurement. Meanwhile, with Innovative, PLN will expand new sources of income. Finally, customer focus makes PLN the number one choice of customers in energy solutions and achieves 100 percent electrification.

To achieve this goal, PLN has implemented a system that is integrated to improve customer service. The implementation of a customer complaint and report management system, feedback evaluation, and customer satisfaction surveys are tools for achieving excellent performance. To assess and determine whether this system is in accordance with the needs, a comprehensive and integrated performance evaluation of Customer Focus is needed. PLN have made various efforts to improve customer service performances. Work plans, both short- and long-term, are structured to support the reliability of electricity supply as well as improvement in terms of service to the customer.

To keep up with the developments in the digital era and continue to provide the best service for customers, PLN has now launched a mobile application called PLN Mobile. With this application, customers can easily obtain services from a PLN. Apart from the PLN Mobile media channel, the PLN also has customer report management media through Contact Center 123. Contact Center 123 is an integrated system consisting of call Center 123 service media, PLN Mobile, Instagram, Twitter, Facebook, Email, Live Chat. Integrated with Contact Center 123, there is also a service management system for customers where customers can provide feedback or reviews on the services they receive. This feedback and review will then be analyzed and evaluated, and a work plan to improve service to customers will be drafted.

Many evaluations can be conducted to improve customer service. One method is to evaluate reviews provided by customers. Feedback and review evaluations were carried out in an effort to map the number of positive and negative reviews. After mapping out the positive and negative review categories, the company can appropriately devise improvements to customer services.

To measure the level of service provided to customers, apart from evaluating feedback and reviews, PLN conducts surveys to measure the level of customer satisfaction with the services received by customers. This survey is carried out routinely every year, and the results of this survey contain aspects of service that have met customer expectations and of course service aspects that still need to be improved. This survey was conducted by an independent party, where the surveyor conducted interviews with customers through sampling. This survey was conducted to determine the level of customer satisfaction, analysis of customer perceptions of PLN services and analysis of service improvement priorities (Owusu, Akomeah, & Duah, 2021).

Although it already has a system to evaluate and improve customer service, it is necessary for PLN, especially PLN West Java, to evaluate and measure its performance in terms of Customer Satisfaction through an integrated approach between the process and results. This evaluation can be performed using the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE).

MBCfPE provides an integrated approach with clear criteria and scoring guidelines for evaluating company performance in terms of both process and outcome. By measuring and evaluating the process and results using MBCfPE tools, PLN can measure the maturity level of the process implementation and relate it to the results obtained to identify which aspects still need to be improved to achieve excellent performance.

## **2. Literature review**

The Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) is a tool that can be used to diagnose and evaluate the performance of organizations, whether profit or non-profit oriented. The

MBCfPE method bases organizational diagnosis on organizational processes and results, both related to financial and non-financial aspects.

MBCfPE was established by the National Institute of Standards and Technology (NIST), an agency of the US Department of Commerce, under the authority of the Malcolm Baldrige National Quality Improvement Act of 1987. MBCfPE was used as an assessment method for the Malcolm Baldrige National Quality Award. The MBCfPE method has been widely adopted and applied in various parts of the world, including Indonesia. The MBCfPE method is currently used to assess the performance of government organizations and companies in various fields (business, educational services, and health services). The company performance assessment criteria from Malcolm Baldrige itself are considered quite broad, built based on core values that are very relevant to the conditions of the organization (both profit- and non-profit-oriented), which are facing tough challenges to strengthen their competitiveness. MBCfPE consists of a set of Values and Core Concepts (core values and concepts) that are closely related to one another. These Values and concepts are embedded in the beliefs and behaviors of high-performing organizations. Values and Core Concepts are the foundation for integrating key business requirements into a result-oriented framework, which is then used as a basis for doing and giving or receiving feedback. Eleven core values and concepts build the MBCfPE business criteria (Baldrige Performance Excellence Program, 2021):

1. Systems perspective. The company should manage all parts of it as a unified whole to achieve its vision and mission.
2. Visionary leadership. Senior leaders should set a vision for the company, create customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for employees.
3. Customer-focused excellence. Customers are the ultimate judges of company performance, and product and service quality. Thus, the company must consider all product and service characteristics and provide customer access and support that contributes to customer satisfaction, loyalty, and positive referrals, which can lead to success.
4. Valuing people. A successful company values its employees and other people who have an interest in it, including regulators, customers, community members, suppliers, and partners.
5. Organizational learning and agility. Organizational learning includes both continuous improvement of existing approaches or operations, and significant change or innovation, leading to new goals, approaches or operations, products, and markets.
6. Focus on success. The company needs to understand the short- and long-term factors that can influence its success and marketplace. The company also needs to manage uncertainty and risk, and balance short-term stakeholder demands with the company's and stakeholders to invest in long-term success.
7. Managing Innovation. A company should manage innovation by providing a supportive environment and mechanism to identify and achieve strategic opportunities and intelligent risks.
8. Management by fact. A company must measure and analyze its performance, both inside the company and in a competitive environment. Performance measures and indicators should support the evaluation, alignment, and decision-making of the company.
9. Societal contribution. Leaders should emphasize contributions to the public and consider societal well-being and benefits. The leader should be a role model for the well-being of society.
10. Ethics and transparency. The company should encourage ethical behavior by all employees in all transactions and interactions. Senior leaders should be role models of ethical behavior, including transparency, characterized by honest and open communication.
11. Delivering Value and Results. The company should choose and analyze results that help deliver value to stakeholders. Thus, the results need to include not only financial aspects, but also non-financial aspects, such as products and process results, customers and employees' satisfaction and engagement results, and leadership, strategy, and societal performance.

MBCfPE consists of six criteria categories and one result criterion. Six criteria categories (Leadership; Strategy; Customers; Measurement, Analysis, and Knowledge Management; Workforce; and Operations) focus on defining the key processes that are essential for achieving high levels of performance. The seventh criterion category, results, tests the extent to which the desired outcomes of

the organization are achieved. These desired outcomes cover five areas: (1) customer-focused product and service results (for health care, clinical outcomes, and for education, learning outcomes) and measures of work process effectiveness; (2) customer-focused results; (3) workforce-focused results; (4) leadership and governance results; and (5) financial and market results. These processes and measured results become critical links in leading an organization to achieve high performance (Olayinka, 2022; Thompson & Blazey, 2017).

Refers to Baldrige Performance Excellence Program (2021), and as explained above, there are seven critical aspects or criteria categories in the MBCfPE, which are mentioned as follows:

1. Leadership captures how leaders lead the company, including setting and sharing their vision and mission, as well as conducting and ensuring good governance in the company.
2. Strategy, capturing how leaders formulate a company's strategy to prepare for the future.
3. Customers capture how the company obtains, determines, and satisfies customers' needs and engages them.
4. Measurement, analysis, and knowledge management capture how the company obtains, analyzes, and manages data and information and uses it to make decisions.
5. Workforce: capturing how the company manages, empowers, and engages its employees.
6. Operations capture how a company plans, manages, runs, and improves its work systems and processes to ensure efficient and effective operations that deliver stakeholder value.
7. The results capture the results of company performance in all aspects.

MBCfPE is an integrated management model that guides an organization or company to achieve excellent performance. Criteria categories 1 to 6 were included in the process categories, while criterion category 7 was included in the result category. and each criterion was interrelated. As shown in Figure 2.1 below, it can be seen that each process category has linkage with the result category. Therefore, this final project is only focused on Customer Focus (Criteria Category 3) and the result criteria shown in sub criteria 7.2 (Customers Focus Result).

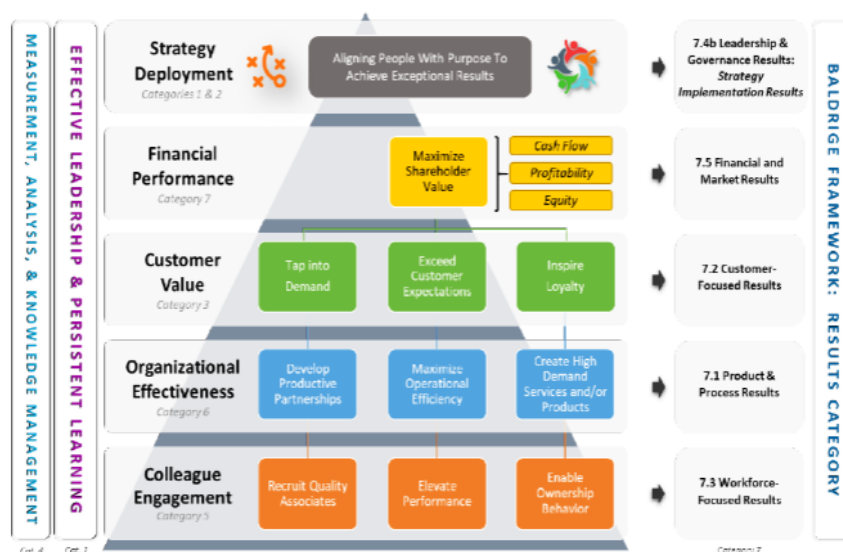


Figure 1: Relationship among Criteria Categories (Baldrige, 2022)

In the Baldrige Excellence Framework, Customer Focus criteria explain how organizations determine requirements, expectations, and preferences from customers and markets to ensure the continuity of organizational products and services and build new opportunities. The customer focus indicator asks how the company engages its customers for the ongoing success of the marketplace, including how the company listens to the customer's voice, serves, and exceeds the expectations of customers, and builds long-term customer relationships (Gaspersz & Fontana, 2011; Rochmatullah, Rahmawati, Probohudono, & Widarjo, 2023).

Customers are the best entities to legitimately judge the value of the goods or services that suppliers produce; the failure to understand the requirements of the customers may cause the organization to deliver the wrong thing, creating customer dissatisfaction, delay, or lower value (Thompson & Blazey, 2017). Related to this, Customer Focus plays a significant role in managing excellent organizational performance and elevating the value of the organization.

The ability to conduct customer analysis, which could be gained through direct and indirect questioning, will enable engineers and other decision-makers to successfully understand customer needs, wants, perceptions, and preferences. The information obtained from customers is then translated into critical targets that will ultimately satisfy customer requirements (Aguwa, Monplaisir, & Turgut, 2012; Supheni, Ivada, Novianti, & Wiwin, 2023). From the process of listening to the voice of the customer, it is hoped that it will be able to fulfil the wishes and expectations of the customer for the service. The next process was complaint management, and a feedback evaluation was conducted to increase the level of customer satisfaction.

### **3. Methodology**

#### ***3.1 Research Design***

Both Qualitative and Quantitative research methods were used in this final project. Qualitative research methods are research methods that based on philosophy, which is used to research scientific conditions (experiment), where the researcher is the instrument, data collection technique, and qualitative analysis places more emphasis on meaning (P. Sugiyono, 2015). The quantitative method is a method research based on the philosophy of positivism, as a scientific method because it has fulfilled scientific principles concretely or empirically, objective, measurable, rational, and systematic (P. Sugiyono, 2015; Sulistiowati, Adisa, & Caturiani, 2021). Then, the variables were determined and measured with numbers for analysis according to the procedures of the applicable statistics. The purpose of this research is to help draw conclusions and generalize the theory.

In this study, several research methods were used to collect primary data, namely interviews and surveys. Secondary data are used through document reviews and research data via the Internet.

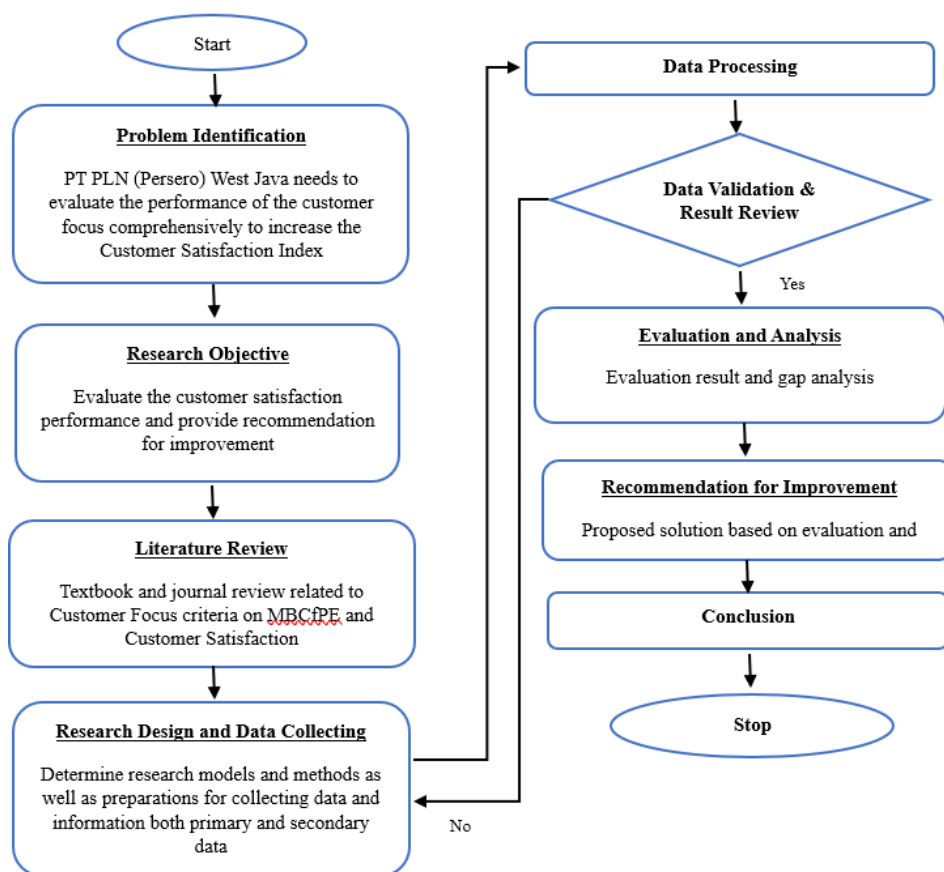


Figure 2: Research Design

The research design above explains that the final project starts with identifying problems or business issues. Subsequently, the research objectives were determined, which were then linked to related theories discussed in the literature review. The next stage is to determine the evaluation model and measurement model, and then prepare to collect data and information that will be used in the evaluation and measurement process, such as conducting interviews and questionnaires. After data and information were collected, they were processed into working papers. After obtaining the results from the data and information processing, the results obtained are then reviewed and analyzed to determine the gap between the real conditions and the MBCfPE Customer Focus criteria.

After the results were evaluated and analyzed, recommendations were provided to reduce the existing gaps. In the final stage, a conclusion and recommendation for performance improvement are made in terms of Customer Focus at PLN West Java.

### 3.2 Data Collection Methods

In this research, several research methods were used to collect primary data, namely by means of interviews and surveys. Secondary data are used through document reviews and research data via the Internet. Interviews require direct communication between the author and the subject or sample. Interviews are used as a data collection technique to identify problems that must be studied, and also if authors want to know things from respondents that are more in-depth (Sekaran & Bougie, 2009; Sugiyono, 2014). In this interview technique, the author conducted face-to-face questions and answers to management questions at certain levels. The survey was conducted to obtain data that occurred in the past or present, regarding beliefs, opinions, characteristics, behavior, and relationship variables, and to test several hypotheses about social and psychological variables from samples taken from certain populations and data collection techniques by observation (interviews). or questionnaires) that are not in-depth, and the research results tend to be generated (P. Sugiyono, 2015). Secondary data are data obtained indirectly by the authors or data collectors (P. Sugiyono, 2015). It is said to be indirect because

the data are obtained through intermediaries, which can be obtained through other people or documents. Secondary data were obtained from the results of previous studies.

The survey was conducted by distributing questionnaires to PLN West Java employees who are directly related to customer service business processes. The survey results were used to measure the Customer Focus criteria, which were combined with interviews and document review results. The questionnaire consisted of 23 statements with different purposes, and each respondent determined the level of agreement for each statement on a scale of 1 (strongly disagree) to 10 (strongly agree). The statement is based on the subarea of the Customer Focus result criteria in the MBCfPE.

Table 1 Operational Concept

Process		
No	Question	Reference
1	Ease of access to information through Call Center 123 has an effect on customer satisfaction	Aguwa et al. (2012)
2	Ease of access to information through office counters affects customer satisfaction	Aguwa et al. (2012)
3	Ease of access to information through other media such as PLN Mobile and social media has an effect on customer satisfaction	Aguwa et al. (2012)
4	The company has provided an effective media to listen to the voice of customers (customers, former customers, potential customers, and customers of competitors)	Baldrige (2022)
5	The information provided to customers is easy for customers to understand	Baldrige (2022)
6	Customer satisfaction reflects the extent to which customers believe that ownership or use of a service evokes positive feelings	Philip Kotler and Keller (2021)
7	Company use social media and other communication media to improve customer engagement and company relationships with customers	Baldrige (2022)
8	Customer satisfaction surveys that are conducted annually can describe customer loyalty	Philip Kotler and Keller (2021)
9	The follow up of Customer satisfaction survey should be evaluated to increase customer satisfaction	Philip Kotler and Keller (2021)
10	Customer Satisfaction Survey captures actionable information for use in exceeding customer expectations and securing customer engagement	Baldrige (2022)
11	I feel that currently the level of service provided to customers is already optimal	Parasuraman, 1985
12	I feel the company's interaction with customers is good	Kotler, 2021
13	Customers can easily find the information and customer support	Baldrige (2022)
14	Company has an effective way to identify product offerings to meet the requirements and exceed the expectations of customer groups and market segments	Baldrige (2022)
15	Managing customer relationships can build market share, retain customers, meet their requirements, and exceed their expectations	Baldrige (2022)
16	The company has clearly informed customers regarding the resolution of customer complaints	Baldrige (2022)
17	Complaint management has been running effectively	Phillip Kotler and Armstrong (2020)
18	Feedback review evaluation management can increase customer satisfaction	Phillip Kotler and Armstrong (2020)
Result		
No	Question	Reference
1	Achievement of company performance affects the level of customer satisfaction	Baldrige (2022)

2	SLA fulfillment affects the level of customer satisfaction	Baldrige (2022)
3	The complaint handling process is effective in achieving customer satisfaction	Baldrige (2022)
4	Follow-up execution of survey results that are carried out continuously will create a good Customer Satisfaction trend	Baldrige (2022)
5	The level of customer satisfaction can increase sales	Philip Kotler and Keller (2021)

### 3.3 Data Analysis Methods

Both Qualitative and Quantitative research methods were used in this final project. Content Analysis was used as the qualitative method. Pearson's correlation analysis was used as the quantitative method. Pearson's correlation analysis was used to test the validity of the questionnaire distributed to the respondents. Validity testing in this research uses Pearson's correlation, namely, by calculating the correlation between the values obtained from the questions. If the Pearson correlation obtained had a significance value below 0.05, or sig. < 0.05 means the data obtained is valid, and if the correlation between the score of each question item and the total score has a significance level above 0.05 or sig. > 0.05, the data obtained were invalid.

### 4. Conclusion

The Malcolm Baldrige Criteria for Performance Excellence outlines several key areas related to customer focus. These criteria are essential for organizations striving to achieve excellent performance. Analyzing this using content analysis models, researchers identify units of analysis, such as keywords, phrases, or topics, and then group them into categories or relevant themes.

Apart from interviews, data collection and information were also carried out through the survey method. This survey was conducted with a spread questionnaire to the employees to analyze the processes and results of the application Customer Focus criteria. The questionnaire consisted of 23 questions with different goals to determine the level of agreement from every statement based on a scale of 1 (very no agree) to 10 (strongly agree).

This survey involved employees who worked at PT PLN (Persero) West Java, who had more than two years of work experience, and employees who had job descriptions directly with business processes to ensure its validity. The number of employees meeting these requirements was 416. The minimum number of survey respondents, or it can be called as survey sample size is determined using the Slovin formula. The formula is  $n = \frac{N}{1 + Ne^2}$ , where n is the number of samples, N is the total population, and e is the margin of error. In this study, the margin of error used was 0.1. Based on the calculation results using the Slovin formula, a minimum of 81 employees were required to fill out the survey questionnaire. After questionnaire distributed, as many as 97 employees who participated fill in questionnaire. All the statements in the questionnaire were declared valid based on the results of the validity test. On a scale of 10, the questionnaire calculation results obtained a figure of 8.94 for the average total score for all statements.

Pearson's correlation test was used to validate the statements in the research questionnaire. Validity testing using Pearson's correlation was carried out by calculating the correlation between the values obtained from the questions. If the Pearson correlation obtained had a significance value below 0.05, or sig. < 0.05 means the data obtained is valid, and if the correlation between the score of each question item and the total score has a significance level above 0.05 or sig. > 0.05, the data obtained were invalid. The results of the Pearson Correlation validity test measurements using Microsoft Excel showed that all statements in the questionnaire were valid.



Based on the analysis, to maintain and increase customer satisfaction and continue to be able to compete, PLN West Java needs to continue to improve their understanding of customer needs and expectations. The higher the level of customer satisfaction, the greater is the opportunity to maintain loyalty, increase retention, and obtain positive recommendations. By building good relationships with customers, this will continue to encourage PLN West Java to improve its performance.

One of the PLN's transformation processes in achieving its vision is always prioritizing customer focus. By making it easier for customers to communicate with the company and meeting customer needs, customer engagement and loyalty will be created, which will then increase customer satisfaction. With customer retention, the company can increase its business share (account share). Customer retention increases profitability because retaining customers will be cheaper than acquiring new customers (Silaen, 2018; Wibisono, 2013). Maintaining customer satisfaction supports continuous improvement. This continuous improvement process will allow companies to achieve excellent performance.

From the results of the analysis of the implementation of the MBCfPE Customer Focused criteria at PLN West Java, it is known that there are gaps in the service methods provided to customers. Figure 3 shows the flow of improvements to improve the service quality and maintain customer satisfaction.

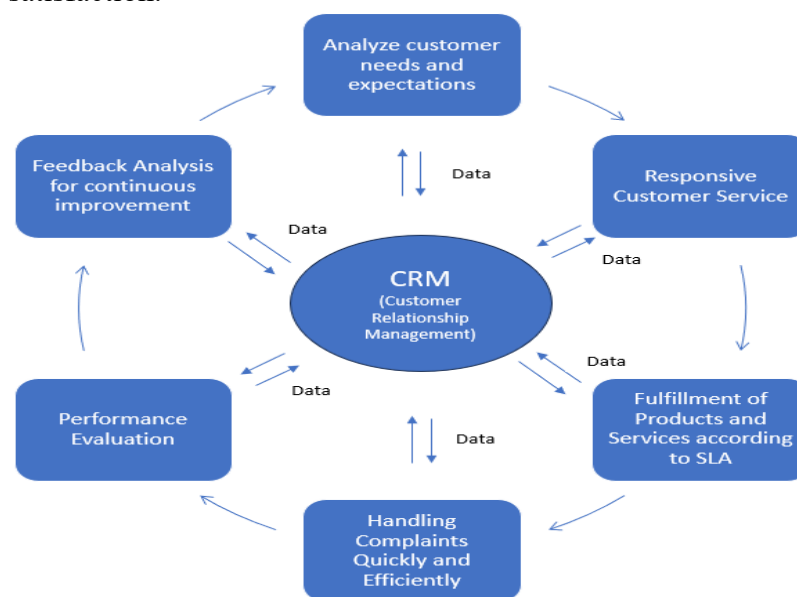


Figure 3: Flowchart Model for Increasing Customer Satisfaction (Author, 2024)

Figure 3 shows a flow diagram for increasing customer satisfaction. All activities were methods that used a data-driven approach. This model is the result of the author's analysis of the evaluation of the implementation of MBCfPE in the customer-focused category at PLN West Java to increase customer satisfaction. Based on the evaluation of the Customer Focused MBCfPE category, PLN West Java currently collects data and information from customers, but the use of this data is still not optimal. Data analysis is performed to improve the process so that optimal solutions can be created based on certain criteria. Optimizing customer relationship management (CRM) to support the implementation of systematic methods to achieve customer satisfaction performance. The analysis results from the feedback will be more comprehensive and complete to analyze customer needs to create continuous improvements.

## 5. Conclusion

The application of Customer Focus criteria to MBCfPE is a tool that can be used as a key aspect in a company's success, because it focuses on customer needs, expectations, and satisfaction, which are the main foundations for achieving operational excellence and sustainable business growth.

The implementation of the customer-focused MBCfPE criteria at PLN West Java has been effectively implemented, where PLN West Java already has a systematic mechanism for meeting requirements both in the process sub-criteria (Voice of Customer and Customer Engagement) and in the results requirements. PLN West Java has implemented an effective mechanism for analyzing and evaluating customer service processes that are reflected in customer satisfaction performance to meet customer expectations and needs so as to create a sustainable business.

Based on the results of the evaluation discussion regarding the implementation and mapping of gaps with the real conditions of the MBCfPE Customer Focused criteria and the results of the analysis of recommendation, to improve Customer Satisfaction performance, PLN West Java can perform recommendations such as 1) developing a Customer Relationship Management (CRM) application to become an integrated tool for managing relationships with customers; and 2) developing methods for collecting information from former customers and competitors' customers. PLN West Java can also develop customer satisfaction surveys that also involve competitors' customers so that aspects that need improvement can be mapped; 3) conduct a structured evaluation of the Customer Satisfaction Survey Results. By implementing these recommendations, PLN West Java aims to enhance customer satisfaction and strengthen customer relationships, thereby contributing to a company's long-term business growth and sustainability.

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