

**IMPLEMENTATION OF PERFORMANCE MEASUREMENT USING
MALCOLM BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE IN
PT HARI MUKTI TEKNIK**

UNDERGRADUATE THESIS

Submitted to International Program
Department of Industrial Engineering
The requirement for the degree of
Industrial Engineering
at
Universitas Islam Indonesia



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**INTERNATIONAL PROGRAM
DEPARTMENT OF INDUSTRIAL ENGINEERING
UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
2023**

AUTHENTICITY STATEMENT

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AUTHENTICITY STATEMENT

I hereby certify that this work represents solely my own work, that no one has written it for me, that I have not copied another individual's work, and that all sources that I have used have been properly cited and clearly documented. I understand that any investigation of misconduct concerning any aspect of my work may lead to my disqualification as an undergraduate candidate in Universitas Islam Indonesia.

Yogyakarta, May 10th, 2023



Faiq Faidhal Akmal

UNDERGRADUATE THESIS APPROVAL OF SUPERVISOR

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UNDERGRADUATE THESIS
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UNDERGRADUATE THESIS

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DEDICATION PAGE

I sincerely say thank you to my parent, who is always there to aid me in my time of need anytime, anywhere, whether they are busy or not, by providing me with moral, spiritual, and financial support for me to be able to continue living my life by giving me the essential needs for me to survive in this world.

I also want to thank my self for doing this undergraduate thesis and never stopping learning according to religious teachings, for surviving and fighting in the way of struggle accompanied by patience.

For all the lecturers and university colleagues, I say so much thank you for all the help me in completing this undergraduate thesis and university life.

And lastly, I want to thank all my friends in my class for helping me throughout this university; I am very grateful for that.

MOTTO

“Because the real hardship comes ease,” “Indeed, after the difficulty there is ease.”

- Q.S. Al-Insyirah [94]: 5-6

*"If you can't stand the tiredness of studying, then you must be able to endure the pangs
of stupidity"*

- Imam Syafi'i

*“Enjoy your sweat because hard work doesn't guarantee success, but without it you
have no chance”*

- Sir Alex Rodriguez

*“The purpose of education is to sharpen intelligence, strengthen will and refine
feelings”*

~Tan Malaka

ACKNOWLEDGEMENT

Bismillahirrohmaanirrohiim,

Assalammualaikum Warrahmatullahi Wabarokatuuh,

***Asyhadu Alla Ilahailallah Wa Asyhadu Anna Muhammadarrasulullah Allahuma
Shalli 'ala Muhammad Wa'ala Alihi Washabihi Wasalim,***

Alhamdulillahhirrabil'aalamiin.

All the author's praise and gratitude to Allah SWT for the blessings of His grace and blessings for the Undergraduate Thesis program and the drafting of this report can be completed properly. The author always sends prayers and greetings to the Prophet Muhammad and his family, friends, and followers who have fought and guided us from the era of jahiliyyah to an era full of knowledge.

The Undergraduate Thesis program is held as one of the prerequisites for obtaining a Bachelor's degree (S1) in the Department of Industrial Engineering, Faculty of Industrial Technology, Universitas Islam Indonesia. This program aims to align the knowledge that has been obtained while in the world of lectures with the realities that exist in the world of work or industry. Hopefully, the author can apply the knowledge obtained properly and can be accounted for.

Moreover, in the implementation of the Undergraduate Thesis at PT. Hari Mukti Teknik, and the drafting of the Undergraduate Thesis report, the author gets a lot of help, support, and opportunities from various parties. For that, the author would like to thank for:

1. Mr. Prof., Dr., Ir. Hari Purnomo, M.T. as a Dean of the Faculty of Industrial Technology, Universitas Islam Indonesia.
2. Mr. Muhammad Ridwan Andi Purnomo, S.T., M.Sc., Ph.D., as a Head of the Department of Industrial Engineering, Universitas Islam Indonesia.
3. Mrs. Ira Promasanti S.T., M.Eng., as a Secretary of the Department of Industrial Engineering, International Undergraduate Program in Industrial Engineering, Faculty of Industrial Technology, Universitas Islam Indonesia.
4. Mrs. Dr. Ir. Elisa Kusri, M.T., as the Undergraduate Thesis Supervisor, who has guided the author in completing the Undergraduate Thesis program and reports, as well as providing enormous motivation and knowledge for writers to remain enthusiastic and istiqomah.

5. Particularly both parents, who always provide spiritual, material and financial support and motivation in various ways to the author during the implementation of the Undergraduate Thesis.
6. PT. Hari Mukti Teknik has provided opportunities and facilities that have made it easier for the author to carry out the Undergraduate Thesis program.

The author realizes that this Undergraduate Thesis report is still not perfect, so the author wishes to get criticism and suggestions from all readers to complete the deficiencies in this report. Hopefully, this report can be useful for all parties.

Amin.

Wassalamu'alaikum Warrahmatullahi Wabarakatuh.

Yogyakarta, May 10th, 2023



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ABSTRACT

As the second largest contributor to GDP in Indonesia, the manufacturing industry provides a significant role in social welfare. Therefore, the higher performance provided will encourage higher welfare as well. One of the manufacturing industries that plays a major role in society is PT Hari Mukti Teknik. However, the company's performance has decreased in recent times. Therefore, this research was conducted to analyze weaknesses that can be minimized and advantages that can be increased by using a method, namely the Malcolm Baldrige Criteria for Performance Measurement. The data collecting method in this research is carried out using a questionnaire and interview. The tool analyzes whole fields in industries, which is contained in the seven criteria (leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; focus on human resources; process management; and results) with 2 dimensions (Process and Result). The results of this study show that the highest score category achieved is Strategic planning, with 68 points (80%), while the lowest one is the Result category with 254 points (58%). PT HMT gets a total score of 662 from 1000 maximal points, and this made the company in the category of Emerging Industry Leader.

Keywords: Quality Management, Manufacture, Baldrige Criteria.

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CHAPTER I

INTRODUCTION

1.1 Background

Manufacture Company has a fairly large contribution to the Indonesian economy, as stated in the Bulletin of the State Budget (APBN) by the Center for Budget Studies of the Indonesian House of Representatives Expertise Board (Pusat Kajian Anggaran Dewan Keahlian DPR R) Edition XII Vol. II. July 2017, namely:

- a. Encouraging economic growth or Gross Domestic Product (GDP),
- b. Employment,
- c. Increase exports, and
- d. Increase investment.

In the second quarter of 2022, the manufacturing or manufacturing industry sector contributed 17.84% to the national GDP (BPS, 2022), but this achievement has not yet reached the target set by the government as stated in the RPJMN (National Medium-Term Development Plan) 2020-2024 with a target of 21.0%. , The achievement of a country's GDP is important because it affects the level of prosperity and level of development of a country (Theresia Lesmana, 2014). Therefore, although it is quite large, the gain from the manufacturing sector still requires improvement. Later, to increase this income, one of the things that can be done is to improve the performance of the processing industry itself. In order to achieve this, it is necessary to conduct a performance evaluation for manufacturing or processing industry players in order to find out the advantages that need to be improved or the shortcomings that need to be addressed to maximize the performance of a manufacture. This is in line with the benefits of performance measurement according to Lynch and Cross (1993) as follows:

- a. Tracking performance against customer expectations will bring the company closer to its customers and make everyone in the organization involved in efforts to provide satisfaction to customers,
- b. Motivate employees to perform services as part of the internal customer and supplier chain,
- c. Identify various wastes while encouraging efforts to reduce waste (the reward of waste),

- d. Making a strategic goal that is usually still vague becomes more concrete so as to speed up the organizational learning process, and
- e. Build consensus to make a change by rewarding the expected behavior.

Measurement of the performance of a company is an act of measurement carried out on various activities in the value chain that exist in the company. The measurement results are then used as feedback that will provide information about the performance of implementing a plan and the point at which the company needs adjustments to its planning and control activities. (Sony Yuwono, 2003). The purpose of performance measurement is to produce accurate information related to the behavior and performance of members of a company within a certain period. The resulting information will then be used to evaluate the effectiveness of the company based on certain standards, and if necessary, improvements will be made in the company's activities.

There are several ways that can be used to measure the performance of a company, but it is the performance measurement that is carried out comprehensively, which is very appropriate to do in this era of globalization. The performance measurement covers various aspects of the organization by considering the relationship between the parts within the organization. Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) or better known as the Baldrige Criteria, is one method that can provide a solution to this problem (Haris, 2005). The MBCfPE model is an integrated management framework covering all the factors that define the organization, operational processes, and performance results in a clear and measurable way. The measured factors include leadership, strategic planning, customer focus, measurement analysis, knowledge management, human resource focus, operational focus, and results (Gasperz, 2011:325). Haris (2005) said that the Baldrige criteria are not tools or techniques but rather a state of mind guidance for a company to achieve optimal performance. The Baldrige Criteria do not specifically require the use of certain tools to improve performance but rather question the effectiveness of these tools in their implementation. This leads to the formation of an effective corporate culture and leads to the achievement of optimal performance for an organization or a company.

To implement this for the Indonesian economy, the author wants to measure the performance of a processing or manufacturing industry that supports Indonesia's prosperity and has great potential in this era; the products of this company have the opportunity to compete both locally and internationally and does not rule out the

possibility to become a domestic product that may make the Indonesian nation proud in the international because their quality is not inferior to other products coming from abroad such from Japanese products like LG and Samsung in the category of laundry machines, this is proven by the existence of SNI-ISO 9001:2015 which is an international standard for Quality Management System Certification, or also known as Quality Management System Certification & ISO 37001 on essential standards for fighting corruption and has won various award certificates. But it is not an easy thing to achieve; one thing that can be pursued is to evaluate and improve the company's performance with an analytical method at the international level. Therefore, the Baldrige Excellence Framework is a very appropriate thing to be implemented in this company. Moreover, PT Hari Mukti Teknik was once asked by *Badan Standarisasi Nasional* or “BSN” to conduct a performance analysis using the Malcolm Baldrige Criteria for Performance Excellence. So, this is a very effective and targeted matter for conducting a company performance analysis. The importance of this performance measurement for the company is to monitor how far the company's performance has progressed after the last evaluation. Moreover, the company needs a performance measurement again because of a decrease in performance compared to the previous year.

PT Hari Mukti Teknik, founded in 2008, is a pioneer in industrial laundry machine manufacturer in Indonesia with superior products in the form of “KANABA” (*Karya Anak Bantul*) laundry machines that have been used throughout Indonesia. “KANABA” laundry machines are used for hospital laundry machines, hotel laundry machines, and other industrial laundry machines, including laundry machines by the kilogram.

1.2 Problem Formulation

Below are the problems formulation of this research:

1. What is the current performance rating of PT Hari Mukti Teknik based on the Baldrige Excellence Framework?
2. How to improve the performance of PT Hari Mukti Teknik based on Baldrige Excellence Framework results?

1.3 Research Scope

Scope of this research are:

1. Research conducted at PT Hari Mukti Teknik,

2. The data used based on the PT Hari Mukti Teknik 2022,
3. The method used is Baldrige Excellence Framework.
4. The suggestion given is to improve company performance based on the chosen method, namely MBCfPE.

1.4 Research Objective

Below are the Objectives of this research:

1. Knowing the performance rating of PT Hari Mukti Teknik based on the Baldrige Excellence Framework,
2. Improve the performance of PT Hari Mukti Teknik so that better performance can be achieved.

1.5 Research Benefit

Below is the benefit of this research for each stakeholder:

1. For student:
 - Students can implement the knowledge and skill of industrial engineering realistically,
 - Students can gain experience working in a company, making it easier for them to practice their decision-making and judgment skills,
 - Build the character of professionalism, critical thinking, and responsibilities in the work-life,
 - Measure the abilities and skills possessed,
 - As a media of comparison between theory in lectures and practice in real situations.
2. For company:
 - Improving the performance of the company in Baldrige Excellent Framework,
 - Students could give a different perspective on problems that occurred in the company,
 - The company could apply the suggestions from the student for better company management.
3. For University:

- Through this research, it is hoped that it can be an additional useful reference for knowledge for universities and other academics, especially regarding performance measurement using Malcolm Baldrige Performance Measurement.
4. For Readers:
- As a reference for the reader to improve their knowledge, especially regarding performance measurement using Malcolm Baldrige Performance Measurement,
 - As a reference for the future researchers to conduct similar study especially also regarding performance measurement using Malcolm Baldrige Performance Measurement.

1.6 Systematic Writing Report

Following is the systematic writing report of this research:

1. The beginning of the undergraduate thesis

The initial section contains the front cover page, title page, supervisor approval page, validation page, motto and presentation page, introduction page, table of contents page, table list page, list of images page, attachment list page, the meaning of symbols and abbreviations, and abstractions.

2. Undergraduate Thesis Main section:

CHAPTER I INTRODUCTION

This section contains background, problem formulation, problem boundaries, research objectives, research benefits, and systematic report writing Undergraduate thesis.

CHAPTER II LITERATURE REVIEW

This section contains background, problem formulation, problem boundaries, research objectives, research benefits, and systematic report writing Undergraduate thesis.

CHAPTER III RESEARCH METHOD

This section contains data collection methods, including the object of research, the data used, and the stages that have been carried out in the research are concise and clear.

CHAPTER IV DATA COLLECTION AND PROCESSING

This section contains the company profile, data used by the company, and processing the obtained data using the selected tool.

CHAPTER V DISCUSSION

This section contains an explanation of the processing data results.

CHAPTER VI CLOSING

This chapter contains conclusions and suggestions from all research that has been carried out. Conclusions stated the problems that exist in the research and the results of the completion of research is an objective analysis. While, the suggestions contain a way to overcome the problems and weaknesses that exist with the hope may overcoming the problems found in the conclusion.

3. Final Part of Undergraduate Thesis

The final part of this Undergraduate Thesis contains the bibliography and appendices of this research.

CHAPTER II

LITERATURE REVIEW

2.1 Deductive Literature

2.1.1 Manufacture Industry

The definition of manufacturing industry, according to experts, is an industry that has the main activity of converting raw materials, components, and other materials into finished goods that meet predetermined specification standards. This is in line with the definition of the Manufacturing Industry according to the “*Badan Pusat Statistik*” or BPS that the Manufacturing Industry is an economic activity that performs the activity of converting a basic good mechanically, chemically, or by hand so that it becomes finished/semi-finished goods, and/or goods of less value into goods that are of less value. Higher in value and closer to the end user. Included in this activity are industrial services and assembly work (BPS: 2022).

2.1.2 Performance Measurement

Performance measurement is the measurement performed for various activities in a company's value chain. Measurement results are feedback in the form of effective and efficient countermeasures. They provide insight into the performance of plan execution and when an organization needs to adjust its planning and management activities.

A performance measurement system is simply a mechanism that increases the likelihood that the organization will implement its strategy well. According to Yuwono (2002), performance measurement is the process of recording and measuring the achievement of the implementation of activities towards achieving the mission (mission achievement) through the results displayed in the form of products, services, or processes. Meanwhile, according to Mahmudi (2010), performance measurement is the process of assessing the progress of work towards achieving predetermined goals and objectives, including information on the efficiency of resource use in producing goods or services, quality of goods or services, comparison of work results with targets and effectiveness of actions in achieving goals.

2.1.3 Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award (MBNQA) is an award held to honor the American minister of commerce during the administration of President Ronald Reagan, who supported efforts to improve quality in the industrial world in America, namely Malcolm Baldrige. This award is managed by The National Institute of Standard and Technology, which is given annually starting from 1987 to six companies in the categories of manufacturing, service, and small business (IQAF: 2014). However, since 1999 the categories of health and education have been added (Gaspersz, 2002). This award is given by the US Congress to organizations that have been able to implement quality management to provide increased value to customers and improve overall organizational performance. MBNQA is not only an award but also serves as a trigger for the quality improvement process in the USA at first as a result of the process of withdrawing commitment from the winners to become a supporter of other quality improvement organizations. This is in line with a statement from the 40th USA President:

“America’s economic strength depends on industry’s ability to improve productivity and quality and to remain on the cutting edge of technology, and that’s why the Malcolm Baldrige National Quality Award is so important.” — Ronald W. Reagan, 40th President of the United States.

Currently, the Baldrige model has been widely adopted by countries around the world, especially in Europe with the European Quality Award organized by The European Foundation for Quality Management, and in Asia, such as The Singapore Quality Award and even in Indonesia, there has been appreciation with the MBNQA derivative under the name Indonesian Quality Management Award organized by the Indonesian Quality Award (IQAF).

2.1.4 Malcolm Baldrige Criteria for Performance Excellence

The success of the Malcolm Baldrige National Quality Award cannot be separated from the company's performance which is measured comprehensively (Haris, 2005). The performance measurement refers to 7 categories, namely Leadership; Strategic planning; Market and Customer Focus; Measurement, Analysis and Knowledge Management; Human Resources Focus; Process Management; and Results (Gaspersz, V., Fontana,

2011) and will be described simply below about the whole System Perspective of Malcolm Baldrige Criteria for Performance Excellence Framework.

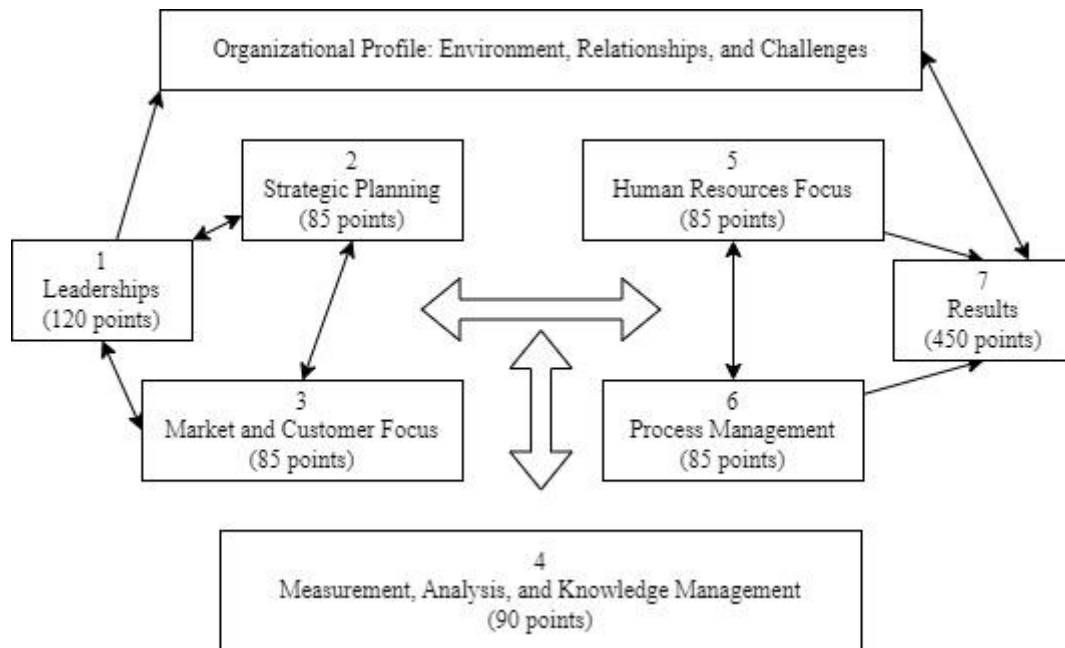


Figure 2.1 Malcolm Baldrige Criteria for Performance Excellence Framework.

Source: Criteria for Performance Excellence book 2009-2010.

Based on the picture, the very first thing as a beginning is the Organizational Profile which describes a concise and clear description (snapshot) of the organization, key factors that affect how an organization operates, and the key challenges it will face. Later, the organization will be comprehensively evaluated based on 7 criteria, as mentioned before, with a total maximum point is 1000. The followings are an explanation of each category of Malcolm Baldrige Criteria for Performance Excellence Framework by each point:

a. Leadership (120 points)

The Leadership category evaluates how the personal actions of the organization's senior leaders in guiding and sustaining the organization. And also evaluates the organization's governance system and how the organization fulfills its legal, ethical, and social responsibilities and supports its key stakeholders. This category is divided into Senior Leadership with 70 points, Governance and Societal Responsibility with 50 points.

b. Strategic Planning (85 points)

The Strategic Planning Category evaluates how the organization develops strategic objectives and action plans. Also evaluates how the chosen strategic objectives and action plans are deployed and changed if circumstances require and how progress is measured. This category is divided into Strategy Development, with 40 points; Strategy Deployment, with 45 points.

c. Market and Customer Focus (85 points)

The Market and Customer Focus Category evaluates on organization engages its customers for long-term marketplace success. This engagement strategy includes how an organization builds a customer-focused culture. Also evaluates how the organization listens to the voice of its customers and uses this information to improve and identify opportunities for innovation. This category is divided into Market and Customer Knowledge, with 40 points, and Customer Relationship and Satisfaction, with 45 points.

d. Measurement, Analysis, and Knowledge Management (90 points)

The Measurement, Analysis, and Knowledge Management Category evaluates how the organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it will manage its information technology. This Category also evaluates how the organization reviews and uses the reviews to improve its performance. This category is divided into Measurement, Analysis, and Improvement of Organizational Performance, with 45 points; Management of Information, Knowledge, and Information Technology, with 45 points.

e. Human Resources Focus (85 points)

The Human Resources Focus Category evaluates how the organization engages, manages, and develops the human resources to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans. The Category evaluates an organization's ability to assess human resources capability and capacity needs and to build a human resources environment conducive to achieving high performance. This category is divided into Workforce Engagement, with 45 points, and Workforce Environment, with 40 points.

f. Process Management (85 points)

The Process Management Category evaluates how the organization designs its work systems and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability. Also evaluates the organization's readiness for emergencies. This category is divided into Design of Work Systems with 35 points, Work Process Management and Improvement, with 50 points.

g. Results (450 points)

The Results Category evaluates the organization's performance and improvement in all key areas-product outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process effectiveness outcomes, and leadership outcomes. Performance levels are evaluated relatively to those of competitors and other organizations with similar product offerings. This category is divided into Product and Service Outcomes with 100 points; Customer-Focused Outcomes with 70 points; Financial and Market Outcomes with 70 points; Human Resources-Focused Outcomes with 70 points; Process Effectiveness Outcomes with 70 points; Leadership Outcomes with 70 points.

The points are used to determine the position of an organization based on the below categorization by Gaspersz, 2015:

Table 2.1 Company Classification Class

Classification	Company Class	Score	Global Performance
Poor		0-275	Early Development
		276-375	Early Result
		376-475	Early Improvement
Average		476-575	Good Performance
		576-675	Emerging Industry Leader
		676-775	Industry Leader
Excellent		776-875	Benchmark Leader
		876-1000	World Class Leader

2.2 Inductive Literature

Inductive Literature contains a similar research raised in this research to support the author in conducting and writing this research. In this section, the difference between the previous research with this research will be delivered to be an evidence that this research has a novelty among the previous ones. Below is an inductive literature that the author used in developing this research and will be served in a table to make it easier to read.

Table 2.2 Inductive Literature References

No	Title	Author	Method	Result
1	Company Performance Measurement Analysis PT. Romi Violeta Sidoarjo Using Malcolm Baldrige Criteria for Performance Excellence	Elvina Sinta Dewi, and Didi Samanhudi (2022)	Malcolm Baldrige for Performance Measurement, Sufficiency test, Validity test, and Reliability test.	This research is implemented in PT Romi Violeta Sidoarjo. The data collection used is by observation, questionnaire distribution, and direct interviews. The data are processed by sufficiency test to know the adequacy of the data, then tested using validity test to know the validity of the data and then processed in reliability test to know the reliability of the data, and last is processed by using Malcolm Baldrige Criteria for Performance Excellence to know the performance of the company. The result of this research is that the company has a total score of 627.01 out of 1000 total score and which means that the company is included in the category of Emerging Industry Leader.
2	Implementasi Pengukuran Kinerja Model Malcolm Baldrige Untuk Kinerja Unggul Dalam	Hesti Sugesti, and Angga Dewi Anggraeni (2020)	SWOT Analysis, Validity, and Reliability Tests, Malcolm Baldrige	This research was conducted on PT POS Indonesia. SWOT analysis is used to identify the competitive advantage over the

No	Title	Author	Method	Result
	Meningkatkan Keunggulan Bersaing Di Pt Pos Indonesia		Criteria for Performance Excellence, Descriptive Statistical Analysis, and Simple Linear Regression Analysis.	competitor. The data collection method is analyzed using validity and reliability test before being processed by using Malcolm Baldrige Criteria for Performance Excellence. The result of MBCfPE are analyzed using descriptive statistical analysis to know the characteristic of the data and then analyzed using simple linear regression analysis to know the influence of competitive advantage toward the company's performance and using the T-test to discover the magnitude of its influence. The result of this research is that the company is on Early Improvement.
3	Penerapan Malcolm Baldrige Dalam Sistem Penilaian Kinerja Manajemen Bidang Kesehatan	Citra Wiguna, and Yudha Saintika (2018)	Malcolm Baldrige Criteria for Performance Excellence	In this research, the authors use Malcolm Baldrige Criteria for Performance Excellence to conduct an analysis in " <i>Rumah Sakit Umum Daerah</i> " (RSUD) Dr. Ashari Pematang. The author used A-D-L-I score and Le-T-C-I score in conducting the analysis. The result of this research is that the company is categorized as Industry Leader with a score result 677.200.
4	The Structure And Paths Of Malcolm Baldrige National Quality Award (MBNQA) Dimensions Applied in Greek	S. Anastasiadou , and E. Taraza (2019)	Malcolm Baldrige Criteria for Performance Excellence, Implicative	This research is aimed to measure the company's performance based on Malcolm Baldrige Criteria for Performance Excellence at ASPETE Thessaloniki in Greece.

No	Title	Author	Method	Result
	Tertiary Education System		Statistical Analysis.	In this research, the authors are focused on analyzing the implicative of the MBCfPE criteria each other. Implicative Statistical Analysis was carried out to find the implicative. The result of this research is that the categories in MBCfPE have strong implicative based on 145 Pre-service teachers from ASPETE Thessaloniki in Greece perceptions.
5	Pengukuran Performansi Berdasarkan MBCFPE Pada Kategori Proses Fokus Pelanggan dan Kategori Hasil Item Fokus Pelanggan Di Perguruan Tinggi X	Dede Ahmad Fikri, Ambar Harsono, Sugih Arijanto (2014)	Malcolm Baldrige Criteria for Performance Excellence.	This research was carried out at "X" College. The data is analyzed using Malcolm Baldrige Criteria for Performance Excellence using ADLI and LeTCI analysis, also using most strength and most OFI or Opportunity for Improvement. While the result of this research is that the college is on Early Result in Poor performance with 350 points of 1000. The focus of analysis in this research is Customer Focus.
6	Analisis Pendekatan Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) Terhadap Kinerja Di PT Kinenta Indonesia	Edi Susanto (2017)	Malcolm Baldrige Criteria for Performance Excellence, Validity and Reliability data test, Kartesius Diagram.	This research was held at PT Kinenta Indonesia, and the data was collected by observation, interview, and questionnaire distribution toward 63 respondents of 167 employees using Solvin equation. The data was analyzed using Validity and Reliability data test. While Valid means that the instrument can be used to measure what should be measured.

No	Title	Author	Method	Result
				Reliable means that if the instrument is used several times to measure the same object, it will produce the same data. After that, Malcolm Baldrige Criteria for Performance Excellence was carried out to measure the company's performance. At the same time, Kartesius Diagram is used to know the position of the company based on a reality and expectation perspective. Based on this research, the company's performance is on Benchmark Leader with 725 of 1000 total points.
7	Sistem Perangkat Lunak Untuk Internal Assessment Kriteria Fokus Pelanggan Malcolm Baldrige Criteria For Performance Excellence Berbasis Pengukuran KPU-BUMN	Rizky Junjuran Purbajati, Cahyadi Nugraha, and Sugih Arijanto (2014)	Malcolm Baldrige Criteria for Performance Excellence, Kriteria Penilaian Kinerja Unggul Badan Usaha Milik Negara (KPKU-BUMN).	This research was aimed to create a self-assessment analysis for a company in an integrated software based on Malcolm Baldrige Criteria for Performance Excellence along with the scoring way by using KPU-BUMN that replace the scoring way from Malcolm Baldrige in a percentage into 6 categories that have been compiled at KPU-BUMN. The result of this research is software that was successfully executed, but it is still only for the 3 rd criterion of MBCfPE, which is Customer Focused.
8	Pengukuran Malcolm Baldrige Criteria for Performance Excellence	Derry Fitriani Putri, Harsono Taroepratjeka, Ambar	Malcolm Baldrige Criteria for Performance Excellence.	This research was conducted in a Hotel at Bandung to measure the performance of this business especially

No	Title	Author	Method	Result
	Kategori Proses Fokus Pelanggan Dan Hasil Item Fokus Pelanggan Di Hotel X	Harsono (2015)		focused in Customer Focused category by Malcolm Baldrige Criteria for Performance Excellence. The research instrument for the interview question was provided by IQAF or Indonesian Quality Award Foundation, which is a special award derivative for the Indonesian region based on Malcolm Baldrige National Quality Award in the United States. The way to analyze the interview result is by using ADLI and LeTCI approach by MBCfPE and also using most strength and most OFI. The result of this research is Hotel X obtained 449.75 of 1000 total points, which means that the company is on Early Improvement performance.
9	Pengukuran Performansi Berdasarkan MBCfPE Pada Kategori Perencanaan Strategis Serta Kategori Hasil Kinerja Keuangan Dan Pasar Di Yayasan X	Lulu Nur Fitriani, Ambar Harsono, Sugih Arijanto (2015)	Malcolm Baldrige Criteria for Performance Excellence.	This research was conducted at one of the pioneering private school foundations in Indonesia and one of the oldest foundations in the city of Bandung. The purpose of this research is to propose improvements for organizational performance through an approach based on assessment results of MBCfPE (Malcolm Baldrige Criteria for Performance Excellence), specifically on strategic planning. Data for this research was collected

No	Title	Author	Method	Result
				from interviews, surveys, and inspection of documents. After that, the process review was performed by using ADLI (Approach, Deployment, Learning, Integration) analysis, and the results review was done based on LeTCI (Level, Trend, Comparison, Integration). The overall score for institution X is 278 points out of 1000 points. at the Early results Level, which means Foundation X is in Global Image Poor
10	Penentuan Strategi Bersaing Perusahaan Berdasarkan Pengukuran Kinerja Dengan Metode Malcolm Balridge National Quality Award (MBNQA) (Studi Kasus PT. Cakra Guna Cipta Malang)	Emy Miftahul Jannah, Arif Rahman, and Rahmi Yuniarti (2013)	Malcolm Baldrige Criteria for Performance Excellence, SWOT Analysis, and Quantitative Strategic Planning Matrix.	This research was held at PT. Cakra Guna Cipta Malang to determine the company's competitive strategy. The strategy will be carried out after the company's performance measurement by using Malcolm Baldrige Criteria for Performance Excellence. From the measured 7 criteria, the author uses SWOT analysis to analyze the potential strategy that will be provided. From the potential strategy, then, Quantitative Strategic Planning Matrix is used to determine the relative attractiveness or attractive score of nine alternative strategies to choose which strategy is most suitable for the company's environmental conditions. PT. Cakra Guna Cipta Malang obtained a total score of 552.39, or about 55% of

No	Title	Author	Method	Result
				the maximum score, and is included in the Good Performance category.
11	Performance Measurement Using KPKU-Bumn In X School Education Foundation	Sugih Arijanto, Ambar Harsono, and Harsono Taroepratjeka (2021)	Malcolm Baldrige Criteria for Performance Excellence.	The result of this research is the total value of performance measurement in X School Education Foundation amounted to 284 points from 1000 points so that the X School is at the level of Early Results, which means Foundation X School is in the Poor Global Image.

The difference between this research and all of the previous research above is that this research was conducted in PT Hari Mukti Teknik, an industrial laundry machine provider in Indonesia, and the method used is the Baldrige Excellence Framework based on “Ge Way and Malcolm Baldrige Criteria for Performance Excellence” book by Vincent Gaspersz supported by the Decree of the Minister of Manpower of the Republic of Indonesia number 156 of 2021 concerning Productivity increase management system. The analysis was carried out using ADLI and LeTCI methods on all of the categories and aimed to increase the performance of the industry to the next level in order to contribute toward the welfare of the Indonesian nation.

CHAPTER III

RESEARCH METHOD

3.1 Research Object

The Object of this research is PT Hari Mukti Teknik at the hamlet of Padangan RT.02/RW.25, Sitimulyo village, Piyungan sub-district, Bantul district, Yogyakarta Special Region (DIY).

3.2 Research Instrument

Research Instrument in this research is all of the tools used in a research activity, especially as a measurement and data collection. Research Instruments in this research activity are observation, questionnaire, interview, and journal as references to collect the data, and there is also Microsoft Excel to process the data that has been obtained.

3.3 Data Collection Method

The Data Collection Method in this research separated into 2 these are:

3.1.1 Primary Data

The primary data collection method is a data collection method obtained directly by researchers in the current study. In this research, primary data used are observation, questionnaire, and interview.

3.1.2 Secondary Data

The secondary data collection method is a data collection method obtained by researchers from previous research and can be used to support current research. Secondary data used in this research are collected from journals, theses, and books that have a correlation and/or support the current research.

3.4 Data Processing Method

The data processing method discusses how the author conducts research in general. The data processing method in this research is to determine the topic to be studied, followed by determining the location of the research, taking the required data related to the research topic, then proceeding with analyzing the data obtained so that a

research result comes out and ends by providing suggestions for the relevant institutions in accordance with the problem.

3.5 Data Analyzing Method

The data analyzing method contains how the author performs an analysis related to the data obtained. In this research, the data analyzing method is to analyze each data obtained, which is divided into data from questionnaires and data resulting from interviews conducted. The data from the questionnaire results were analyzed using the Likert method or the weighting of each question, while the data from the questionnaire results were converted from the narrative answers into a form that can be converted according to the assessment of the Baldrige Excellence Framework using A-D-L-I and Le-T-C-I analysis. Furthermore, the two data are combined to find the results of the performance of related institutions and adjust them to the company category based on the Baldrige Excellence Framework. From the result, the author will provide a suggestion to improve the good categories and also a suggestion to minimize the poor categories.

3.6 Research Flow

Here is the flow of this research:

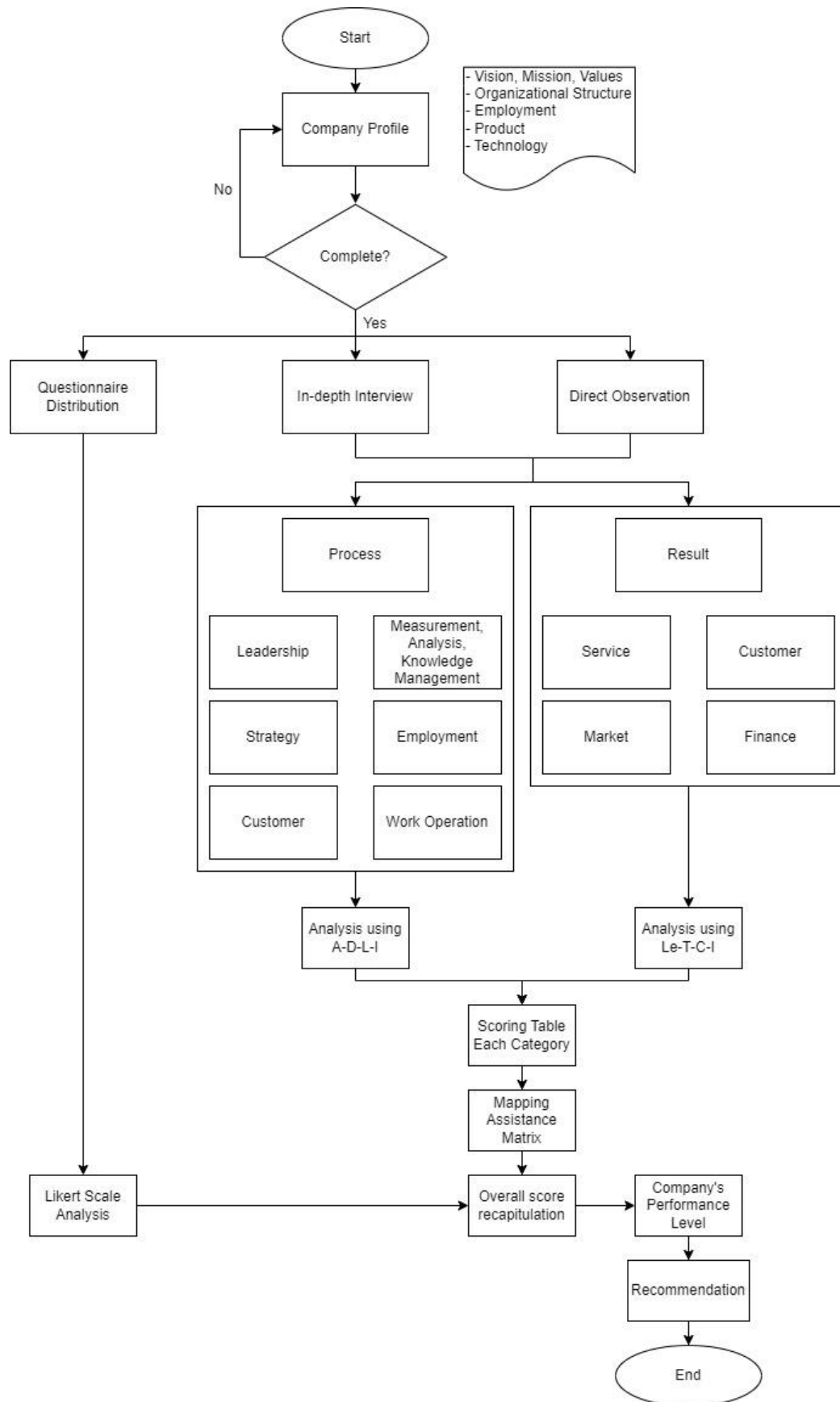


Figure 3.1 Research flow figure

Research flow explanation:

- Company profile

The company profile step is to collect the data from the company that consists of Company's vision, mission, and values; Organizational Structure; Employment; Product; and Technology. These data are required because they will be used as a consideration in developing the questionnaire and interview questions.

- Questionnaire Distribution

Questionnaire Distribution is used to know the opinion of the employee of the company as a consideration in conducting the company's performance measurement because a company not only reviewed by its leader but also its employee to make the measurement as comprehensive as possible.

- Likert Scale Analysis

Likert Scale Analysis is a way to measure the questionnaire based on an understanding scale of the employee.

- In-depth Interview and Observation

In-depth Interviews and Questionnaires are used to measure the company's performance from leader's perspective based on Malcolm Baldrige Criteria for Performance Excellence.

- "Process" dimension analysis using A-D-L-I

"Process" Categories are Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, Knowledge Management; Workforce Focus; and Operation Focus. This Processes analysis is based on Vincent Gaspersz in his book "GE Way and Malcolm Baldrige Criteria for Performance Excellence (2007). While, A-D-L-I stands for Approach, Deployment, Learning, and Integration. This is a method of analysis in the "Process" Category on Malcolm Baldrige Criteria for Performance Excellence of In-depth Interview and Observation.

Table 3.1 ADLI evaluation

Score	Process (Approach, Deployment, Learning, Integration = ADLI)
0% or 5%	Unsystematic approach and anecdotal information in the form of stories (A)
	No or little spread of the approach used (D)

Score	Process (Approach, Deployment, Learning, Integration = ADLI)
	No upgrade orientation; improvement achieved through reaction to the problem (L)
	There is no alignment or integration within the organization; work units or individuals operate independently of one another (I)
10%, 15%, 20%, or 25%	Beginning (early stage) of a systematic approach to the basic requirements of Item (A)
	The approach is still in the early stages of deployment in many areas or work units, which hinders progress in achieving the basic requirements of Item (D)
	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation (L)
	Approaches are aligned or integrated with other areas or work units through shared problem solutions (I)
30%, 35%, 40%, or 45%	Effective, systematic approach, responsive (responsive) to the basic requirements of Item (A)
	Disseminated approach, although some areas or work units are still in the early stages of dissemination (D)
	Beginning of a systematic approach to the evaluation and improvement of key processes (L)
	The approach is still in the early stages of alignment or integration with the organization's basic needs identified in response to the other Criteria Categories (I)
50%, 55%, 60%, or 65%	Effective, systematic approach, responsive (responsive) to all requirements of Items (A)
	The approach is well disseminated, although dissemination may vary in some areas or work units (D)
	Systematic evaluation and process improvement is based on facts, and there have been some organizational lessons learned to improve the efficiency and effectiveness of key processes (L)
	The approach is aligned or integrated with organizational needs identified in other Criteria Categories (I)
70%, 75%, 80%, or 85%	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item (A)
	The approach is well disseminated, with no significant gaps (D)
	Systematic evaluation and improvement based on facts, and organizational learning are key management tools; there is clear evidence of improvement and innovation as a result of analysis and sharing at the organizational level (L)
	The approach aligns or integrates well with the organizational needs identified in the other Criteria Items (I)
90%, 95%, or 100%	An effective, systematic approach, fully responsive (responsive) to all requirements of Item (A)
	Fully disseminated approach without weaknesses or gaps in each area or work unit (D)

Score	Process (Approach, Deployment, Learning, Integration = ADLI)
	Systematic evaluation and improvement based on facts, and organizational learning are key organizational scope management tools; improvement and innovation supported by analytical excellence and sharing throughout the organization (L)
	The approach is well integrated with identified organizational needs in response to other Criteria Items (I)

- “Result” dimension analysis using Le-T-C-I

The “Result” Category refers to the seventh category in this framework. Actually, the “Result” Category consists of Service, Market, Customer, and Finance. This Results analysis is based on Vincent Gaspersz in his book “GE Way and Malcolm Baldrige Criteria for Performance Excellence (2007). While Le-T-C-I stands for Level, Trend, Comparison, and Integration. This is a method of analysis in the “Result” Category on Malcolm Baldrige Criteria for Performance Excellence of In-depth Interview and Observation.

Table 3.2 LeTCI evaluation

Score	Results (Level, Trends, Comparison, Integration = LeCTI)
0% or 5%	No organizational performance results or poor results in the area reported
	Trend data is not reported or shows a worsening trend.
	Benchmarking information not reported.
	Results are not reported for every critical area according to the organization's key mission or business needs.
10%, 15%, 20%, or 25%	Only a few organizational performance results are reported; there is some improvement, and/or is in the early stages of good performance in some areas.
	There is no or little trend data reported, or a lot of data indicates a worsening trend.
	No or little comparative information is reported.
	Results are reported only for a few critical areas of the organization's key mission or business needs.
30%, 35%, 40%, or 45%	Improvements and/or good levels of performance are reported in many of the areas stated in the item requirements.
	The initial stage of an improving trend
	The initial stage of obtaining comparative information
	Results are reported for many areas that are important to the organization's key mission or business needs.
50%, 55%, 60%, or 65%	Improvement trends and/or good levels of performance are reported for many of the important areas in the requirements of Item.
	There is no pattern of adverse trends and no poor levels of performance in areas that are critical to the organization's key mission or business needs.

	Several trends and/or current performance levels are evaluated against relevant benchmarks and/or benchmarks, showing relative performance from good to very good.
	Most organizational performance results relate to customer, market, and process requirements.
70%, 75%, 80%, or 85%	Performance is now at a good level to excel in many areas important to Item requirements.
	Most improvement trends and/or current performance levels continue to improve over time.
	Many to almost all reported trends and/or current performance levels are evaluated against relevant comparators and/or benchmarks, indicating that the relative performance is excellent and leading.
	Most organizational performance results relate to key customer requirements, markets, processes, and action plans.
90%, 95%, or 100%	Performance is now at a superior level in many areas critical to Item requirements.
	Superior improvement tendencies and/or superior performance levels are consistently reported in almost all areas.
	Evidence of industry leadership and benchmarks is demonstrated or demonstrated in many areas.
	The results of organizational performance are all related to the main needs of customers, markets, processes, and action plans.

- Scoring table for each category

The scoring table for each category is used to analyze the score of each criterion.

- Mapping Assistance Matrix

The mapping Assistance Matrix is a table used to help the author to summarize the A-D-L-I and Le-T-C-I analysis score results from scoring each category. And the result is the determination of this analysis compared to the Scoring Guidance by Malcolm Baldrige Criteria for Performance Excellence.

- Overall score recapitulation

Overall score recapitulation consists of the recapitulation from the result of in-depth interviews and questionnaire distribution. The result of the in-depth interview weights 2, while the questionnaire is 1. This is done because the result of the in-depth interview is more accurate compared to the questionnaire, not only because of the leadership point of view but also because the questionnaire may include an error.

- Company's Performance Level

In this section, the Company's performance level will be delivered with the position of the company based on Malcolm Baldrige Criteria for Performance Excellence.

- Recommendation

The recommendation section consists of the recommendation arranged by the author for the company based on the result of the research. The author will provide a recommendation to improve the good category and minimize the poor ones. The recommendation may also be delivered on each category based on the author's knowledge.

CHAPTER IV

DATA COLLECTION AND DATA PROCESSING

4.1 Company Profile

4.1.1 Company Profile

Armed with 17 years of experience in engineering, accompanied by a dream and a strong determination to become an entrepreneur and own a workshop, Mr. Ashari, with the support of his wife, Mrs. Titik Sudiati, and his two brothers-in-law, Andi Supar Santoso, and Wahyu Udooyo, made up their mind and started a business. His workshop behind the house, in January 2008. This workshop is located in the hamlet of Padangan RT.02/RW.25, Sitimulyo village, Piyungan sub-district, Bantul district, Yogyakarta Special Region (DIY) province under the name PT Hari Mukti Teknik. At first, the workshop only served welding products and washing machine repairs. However, seeing the work that is very satisfactory, consumer demand began to vary. To be able to answer these requests and to be able to continue to survive, inevitably, the workshops are required to expand and innovate. With an educational background in mechanical engineering and experience in the field of engineering, of course, this is not a big problem. It is a challenge that must be solved. Next, the workshop began to expand. The workshop no longer only serves welding products and washing machine repairs but has begun to produce various industrial machines such as herbal ovens, electric ovens, rice dryers, clothes dryers, and others. However, although many products began to be made, the main focus remained on the production of various laundry equipment. Initially, the laundry equipment produced was a large-capacity industrial laundry dryer under the “KANABA” brand, which stands for *Karya Anak Bantul*. Over time, the workshop continued to innovate and began to produce other types of laundry equipment, such as a washer extractor, roll ironer, and even a carpet squeezer with the same brand currently, the workshop is located in Kuden RT 02, Sitimulyo, Padangan, Bantul. Customers of products with the KANABA brand have spread to various corners of Indonesia, such as Yogyakarta, Jakarta, West Java, Surabaya, Semarang, Solo, Bali, Medan, Padang, Kalimantan, Sulawesi, and even Timor Leste, from hotels to hospitals. In addition to producing various laundry equipment, currently PT Hari Mukti Teknik has begun to penetrate the Basic Laundry industry by presenting Universal Laundry. PT Hari Mukti Teknik, in 2016 succeeded in obtaining the SNI-ISO 9001:2015 (*Standar Nasional Indonesia*) Certification, and in 2018 the PT Hari

Mukti Teknik obtained the SNI-ISO 37001:2016 (*Standar Nasional Indonesia*) Certification from BSN (*Badan Standarisasi Nasional*) and tested by B4T (*Balai Besar Bahan dan Barang Teknik*).

Contributions of PT Hari Mukti Teknik:

- a. Owners and Employees of PT Hari Mukti Teknik as a means for owners and employees to earn a better life.
- b. Hari Mukti Teknik University supports research and development programs in several major universities in Yogyakarta, such as Atmajaya University and National Development University.
- c. The social and Community of PT Hari Mukti Teknik provides educational scholarships and finances various socio-religious activities.
- d. Industry and the Unitary Republic of Indonesia, by producing various types of quality industrial machines at affordable prices, means that PT Hari Mukti Teknik supports the productivity of domestic industries.

4.1.2 Vision

Here is the vision of PT Hari Mukti Teknik:

“To become a safe, quality, and trustworthy manufacturer of machinery and production equipment.”

4.1.3 Mission

Here are the missions of PT Hari Mukti Teknik:

- Conduct research and development of production machines and tools,
- Interact with customers and continuously improve to meet customer expectations in terms of quality and delivery,
- Increase product creativity through innovation and technology,
- Improving the competence of local workers, and
- Prioritizing commitment and quality of goods in running a business to avoid bribery behavior.

4.1.4 Values

Here are the values of PT Hari Mukti Teknik:

- a. Honest,
- b. Responsibility,
- c. Commitment, and
- d. Mutual respect.

4.1.5 Company Goal

Here is the company's goal of PT Hari Mukti Teknik:

“Improving the welfare and standard of living of owners, employees, and society at large.”

4.1.6 The legality of the company

Below are the legality details of PT Hari Mukti Teknik:

Notary Deed No.: 3 July 2018, Notary Khusnina Widyasningrum

- a. NPWP No.: 84,023.548.5-543,000
- b. TDP No.: 120114700031
- c. TDI No.: 2657/DPMPT/011/VII/2018
- d. SIUP No: 2683/DPMPT/007/VII/2018

4.1.7 Company's Products

Following are the products' list of PT Hari Mukti Teknik:

- a. DRYER KANABA (Laundry Dryer Machine)
- b. WASHER EXTRACTOR (Washing & Squeezing Machine)
- c. WASHER CAPSULE (Washing Machine without Squeezer)
- d. ROLL IRONER (Ironing Machine)
- e. VACUUM TABLE (Ironing Table)
- f. KANABA EXTRACTOR (Squeezing Machine)
- g. CARPET SPINNER (Carpet Squeezing Machine)

4.1.8 Organizational Structure and Governance

Here is the Organizational Structure and Governance of PT Hari Mukti Teknik.

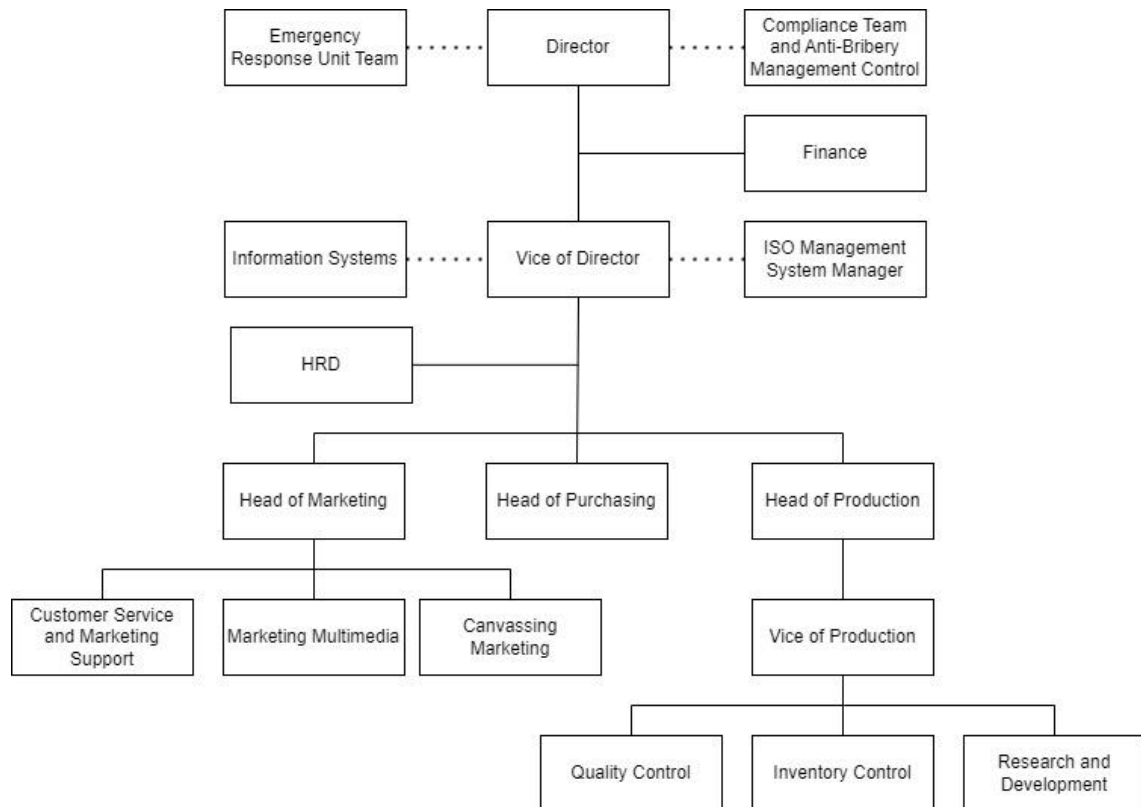


Figure 4.1 Organization Structure and Governance of PT HMT

4.2 Data Collection

4.2.1 Questionnaire Data Collection

The Questionnaire was distributed to some employees of PT Hari Mukti Teknik based on Pareto Principle or also known as the 80-20 rule states that for many phenomena, about 80% of the consequences are produced by 20% of the causes. The total employee at PT Kanaba was 50 people then:

Respondent used = $20\% \times 50 = 10$ people.

Here is the Questionnaire data collection result based on 10 employees of the company.

Table 4.1 Questionnaire data result

Categories	Respondent									
	1	2	3	4	5	6	7	8	9	10
1. Leadership (120 points)										
1.1 Senior Leadership (70 points)										
1.1A	5	5	4	3	3	5	5	3	4	3
1.1B	5	5	4	3	3	4	4	3	4	3
1.1C	5	5	4	3	3	5	5	3	4	4
1.1D	5	5	4	3	3	4	5	3	4	4

1.2 Governance and Social Responsibility (50 points)										
1.2A	4	4	4	3	4	5	5	4	4	3
1.2B	4	4	4	4	5	5	5	3	4	4
1.2C	3	3	4	4	4	4	5	3	3	4
2. Strategic Planning (85 points)										
2.1 Strategy Development (40 points)										
2.1A	5	5	4	2	3	4	5	3	4	4
2.1B	5	5	4	3	3	4	5	3	4	4
2.1C	5	5	4	3	4	4	5	3	4	4
2.1D	5	5	4	2	3	4	5	3	4	4
2.2 Strategy Deployment (45 points)										
2.2A	5	5	4	3	3	4	5	3	4	4
2.2B	5	5	3	2	2	4	5	3	4	3
2.2C	5	5	4	3	4	4	5	4	4	3
3. Customer (85 points)										
3.1 Market and Customer Knowledge (40 points)										
3.1A	5	5	3	2	4	5	5	3	4	3
3.1B	5	5	3	3	1	4	5	3	4	4
3.2 Customer Relation and Satisfaction (45 points)										
3.2A	5	5	4	4	3	5	5	3	4	4
3.2B	5	5	4	4	3	5	5	3	4	4
3.2C	4	4	4	3	3	5	5	3	3	4
3.2D	5	5	4	4	3	5	5	4	4	4
3.2E	5	5	4	4	2	5	5	4	4	4
4. Measurement, Analysis, and Knowledge Management (90 points)										
4.1 Measurement, Analysis, and Improvement of Organizational Performance (45 points)										
4.1A	4	4	4	3	1	4	5	3	3	4
4.1B	4	4	4	3	2	3	5	3	4	4
4.1C	4	4	4	3	3	4	5	4	4	4
4.2 Knowledge and Information Technology (45 points)										
4.2A	5	5	4	4	4	4	5	4	4	4
4.2B	4	4	3	4	3	4	5	4	4	4
5. Human Resources Focus (85 points)										
5.1 Workforce Engagement (45 points)										
5.1A	4	4	4	3	3	4	5	3	4	4
5.1B	5	5	4	4	3	5	5	3	4	3
5.1C	5	5	4	3	4	5	5	3	4	4
5.1D	4	4	4	4	1	4	5	3	3	4
5.1E	5	5	3	4	1	5	5	3	4	4
5.1F	5	5	4	3	2	5	5	3	4	4
5.2 Workforce Environment (40 points)										
5.2A	4	4	4	4	3	4	5	3	4	4
5.2B	3	3	3	3	3	4	5	3	3	4

5.2C	5	5	4	4	4	5	5	3	4	4
5.2D	5	5	4	4	4	3	5	3	4	4
6. Process Management (85 points)										
6.1 Design of Work Systems (35 points)										
6.1A	5	5	4	3	3	5	5	3	4	3
6.1B	5	5	4	3	2	4	5	3	4	3
6.1C	4	4	4	3	3	5	5	3	4	4
6.2 Work Process Management and Improvement (50 points)										
6.2A	5	5	4	3	2	5	5	3	4	4
6.2B	4	4	4	4	2	4	5	3	3	4
6.2C	5	5	4	3	3	5	5	3	4	4
7. Results (450 points)										
7.1 Product and Service Outcomes (100 points)										
7.1A	5	5	4	4	2	5	5	4	4	4
7.2 Customer-Focused Outcomes (70 points)										
7.2A	5	4	4	4	2	4	5	4	4	4
7.2B	5	4	4	3	3	3	5	4	4	4
7.3 Financial and Market Outcomes (70 points)										
7.3A	4	5	4	3	2	5	5	3	3	4
7.3B	4	5	4	3	3	4	5	3	3	4
7.4 Human Resources-Focused Outcomes (70 points)										
7.4A	5	4	4	4	3	3	5	3	4	3
7.4B	4	4	4	4	4	3	5	3	4	4
7.4C	5	4	4	3	4	4	5	3	4	3
7.5 Process Effectiveness Outcomes (70 points)										
7.5A	4	5	4	3	3	5	5	3	3	4
7.5B	4	5	4	3	3	5	5	3	3	4
7.6 Leadership Outcomes (70 points)										
7.6A	5	5	4	3	3	5	5	3	4	4
7.6B	4	4	3	3	3	4	5	3	3	3
7.6C	4	4	4	4	3	5	5	3	4	4

4.2.2 Interview Data Collection

Below is the interview result conducted with the director of PT Hari Mukti Teknik, Mr. Azhari.

Table 4.2 Interview data result

Criteria, Questions		Answer
1. Leadership		
A	How is Vision, Mission, and Values set in this company? How will it be communicated to all staff?	Establishment of Vision, Mission and Values at PT Hari Mukti Teknik in September 2017 taking into account the conditions and expectations of the company going forward. Some of the things that underlie this determination are rapid technological developments, market conditions and customer demand for products, innovations that may be developed both in terms of products and production techniques, potential human resources in the surrounding environment, instilling the value of honesty in the company and controlling environmental impacts. Submission of VMN to all staff is carried out during internal company activities such as scheduled meetings such as weekly, monthly or yearly including during routine recitations 2 times a week. Submissions are also made to company stakeholders such as customers and suppliers during presentations with the company and are also disseminated through social media and social actions carried out by the company.
B	What are the company's efforts in creating an environment for improving staff performance in achieving the Vision, Mission and Values?	Efforts made by the company to create a work environment for staff as an effort to achieve the Vision, Mission and Values that have been determined is to build a corporate culture based on honesty, commitment, responsibility and mutual respect. To obtain this culture, the company applies company rules, ISO and SNI products as well as routine religious activities which are carried out routinely such as routine morning briefings, recitation activities, and fardhu prayers in congregation.
C	What is the process of monitoring and evaluating the achievement of the Company's Vision, Mission and Values?	The process of monitoring and evaluating the achievement of the Vision, Mission and Values is carried out through internal and external audits as well as in the company's quality management review meetings which are held routinely once a year.

D	What is the company's social responsibility policy? How does the company establish a social responsibility policy?	The Company's Corporate Social Responsibility Policy or what we call our company's Corporate Social Responsibility is contained in the Management System Guidelines that companies must contribute to society. Our company's CSR is in the social, educational, sports and physical development fields. This is also the adoption of some of the core subjects of ISO 26000 namely Human Rights, Employment Practices and Community Engagement and Development. We select these fields based on the needs of the community by setting aside a budget of 2% of the company's turnover.
2. Strategic Planning		
A	Does this company have strategic planning?	Yes, PT Hari Mukti Teknik has a 2-year company work plan and has been planned until 2024 with a division of financial targets, customers, internal processes and learning processes. These targets are accompanied by the strategies used by the company as well as measurable target objects.
B	How do companies do strategic planning? Either short or long term?	For now PT Hari Mukti Teknik only has a medium-term strategic plan taking into account internal and external analysis as well as the company's SWOT. External analysis pays attention to PEST or Political, Economic, Social and Technological analysis. While internal analysis is a self-analysis of the company's internal taking into account the threat of new entrants, the supply power of suppliers, the bargaining power of buyers, the threat of substitute products/services and competition between industries.
C	Does the company's strategic planning consider the company's challenges and advantages?	As in the previous question, the company's strategic plan also considers the company's challenges and advantages, of course, which are included in the SWOT analysis considerations from PT Kanaba itself. The result of combining the company's advantages and challenges is to develop customer relationship management to maintain customer loyalty itself.
D	Does the company's strategic planning consider the condition of the company?	PT Kanaba in carrying out strategic planning certainly considers the condition of the company's own resources to provide satisfaction to customers and stakeholders. The resources in question are finance, human resources, infrastructure and materials.

E	How does the company ensure that strategic planning can be achieved in order to compete with competitors?	In order to ensure that strategic planning can be achieved, the company conducts routine monitoring and evaluation. Each department monitors and evaluates at meetings that are held regularly every week and month which will later become the basis for the company to monitor and evaluate the achievements of the company's strategic planning which is carried out annually at the Management Review Meeting. In setting strategic goals the company takes a comprehensive approach such as SWOT analysis, Balanced Score Card and PESTEL.
3. Customer		
A	How do companies build relationships to acquire customers? How does the company get feedback and complaints from customers? How can customers contact the company whether to seek information, do business?	The approach taken by PT Hari Mukti Teknik to build good relationships with customers is to provide several options for customers to contact the company. Customers can contact the company through the official website of PT Hari Mukti Teknik, where there is information about the products and businesses offered. There is also the company's WA or telephone number along with other company social media such as YouTube, Facebook and Instagram. There customers can submit complaints and input that they want to convey to the company along with requests for routine visits and maintenance of the machines that have been purchased. Oh, yes, to build relationships with customers, PT Hari Mukti Teknik's Marketing Team also conducts marketing visits or Canvassing Site Visits to prospective customers.
B	How does the company determine customer satisfaction and dissatisfaction?	PT Hari Mukti Teknik conducted a customer satisfaction survey in the form of a Google form and disseminated it to customers via WhatsApp.
4. Measurement, Analysis and Knowledge Management		
A	What data and information does the company manage? How does the company manage company data and information? How is the availability of information system technology in the company?	Regarding data and information management, this company conducts data and information management in the form of product conformity data, customer satisfaction data, achievement of management system objectives, effectiveness of corrective actions that have been taken, supplier performance and the necessary Quality Management System Improvements. The data will later be used as evaluation material for PT Hari Mukti Teknik. As for the information system technology that we use for reporting, collection and alignment of data and information using an online system through an online accurate system.

B	How to measure company performance and achieve strategic goals from existing data? Are there opportunities for innovation?	Measuring company performance uses the data previously mentioned by using an integrated measurement evaluation in our Supply Chain using the SCOR method or Supply Chain Operational and Reference version 11. PT Hari Mukti Teknik's SCOR racetrack calculation uses 8 Level 1 metrics with a total value of 54,956 which is included in the Average category based on the performance indicator monitoring system. And from the evaluation results there are 4 metrics with proposed improvements.
5. Human Resources Focus		
A	How does the organization approach and develop a human resource management system?	PT Hari Mukti Teknik implements 2 methods of approaching the Company's Human Resources, namely structurally and functionally. Structurally, there is an organizational structure that categorizes the company's human resources based on the scope of responsibility carried out by each individual. While functionally it is carried out by holding training programs and human resource development in accordance with the needs of the company.
B	How does the company recruit, place and retain new employees?	In managing new employees, PT Hari mukti Teknik plans recruitment according to the needs of job companies through employee WA groups, social media and verbally to local community members. After the prospective employee meets the criteria set by PT Hari Mukti Teknik, the prospective employee will be called upon to conduct an interview test to determine the character/traits of the prospective employee. After being accepted as an employee, the next step is to become an apprentice for 3 months. Within this 3 month period, employees will be assessed on their performance by their direct superiors. If the employee meets the criteria, he will continue to be a contract employee for 1 year, but if he does not comply, he will stop immediately. During the 1-year contract period, the employee will also be assessed for performance while being a contract employee. If during the 1-year contract the employee has good performance results, then he will become a permanent employee at PT Hari Mukti Teknik.

C	How does the company evaluate the effectiveness of its employee and leadership development and learning systems?	Employee evaluation at PT Hari Mukti Teknik is carried out once a year related to discipline and employee work ability. The results of this evaluation will also become a reference for companies to give awards, promote positions and the possibility of employee transfers. The results of the assessment also serve as a reference for providing employee skill development/improvement, such as providing welding and electrical technician training.
D	How does the company create a work culture that is conducive to achieving high work performance and motivation?	PT Hari Mukti Teknik continues to strive to create a conducive work culture to achieve high performance and work motivation. In terms of facilities and infrastructure, such as procuring computer units for designers and Rn'D along with accurate software to facilitate recording of finances and goods, provision of cell phone boxes to store employee cell phones to keep them safe and secure, use of attendance machines (Fingerspot) to facilitate attendance recording employee. Also the addition of production machine facilities such as press machines and plasma cutting. In carrying out work employees also use personal protective equipment which will help reduce the effects of work accidents. To increase the comfort of working for employees, the company has also created a management office, which is divided into director's room, marketing room, HRD and meeting room, finance room, Rn'D room and product display room. Efforts to manage facilities and infrastructure carried out by PT Hari Mukti are to clean the machine when it is finished being used or every evening. This is in accordance with the work culture that exists at PT Hari Mukti Teknik, namely 5R (Concise, Neat, Clean, Caring and Diligent). Apart from the production department, cleaning is also carried out in the management office. PT Hari Mukti Teknik provides a schedule for each section to carry out maintenance of the facilities used for work. The company has also implemented SNI ISO 14001: 2015 concerning environmental management such as management of the work environment, the company has made waste/garbage bins according to the criteria, namely organic and inorganic.
6. Process Management		
A	What are the company's core processes? How does this process relate to the company culture?	There are 5 core company processes owned by PT Hari Mukti Teknik, namely Purchasing, Sales, Finance, Human Resource Development, and Production. This business process must be based on the value of worship in each of its activities, carried out with full honesty, committed to goals, responsible for duties and mutual respect.

B	How does the company guarantee the quality of the raw materials used up to each process in order to produce high quality products?	In selecting the raw materials used by the company, PT Hari Mukti Teknik regulates the procedures for purchasing and selecting raw materials to comply with the quality standards of the Research and Development section by prioritizing the selection of raw material products that already have SNI. This of course refers to purchasing procedures from SNI ISO 9001: 2015 concerning Quality management systems and when they arrive at the company they will be checked again by the warehouse department together with the purchasing and QC departments. For finished products, there will be a representative from the QC team to check the quality of the product according to existing procedures, and if it does not comply, it will enter the production stage again.
C	How does the company determine the main requirements or needs of each existing process?	In determining the requirements and needs of each process, the company refers to the determination of product specifications to be produced. This specification consists of product design drawing specifications, product electrical specifications, then in the production process these specifications are carried out according to the procedure. The control of each division is also required to carry out quality control so that the product meets specifications and quality is maintained. This is in accordance with the 9th procedure ISO 9001:2015 regarding the Control of Non-Conforming Products. Production process control based on input-process-output quality control is carried out at each job or each division within the machine manufacturing operation. Good at organizing work so that results are in accordance with specifications. The process also regulates the safety and health of workers so that they remain safe and secure when using work equipment.
D	How does the organization monitor and evaluate processes and products to review the effectiveness of production process planning and control?	In monitoring and evaluating process performance, PT HMT in 2021 evaluates the achievement of KPIs specifically for the company's business processes using the Traffic Light System, with the results of the 3 KPIs for the production process still in green so performance is still within acceptable limits. For the product itself, it has taken an assessment to obtain SNI Products from B4T (Center for Materials and Technical Goods) and passed the standard test. PT HMT's products have also been certified at the Domestic Component Level or TKDN by Indonesian Surveyors or SUCOFINDO.
7. Results		

Total Responses					Total	Percentage
STS=1	TS=2	N=3	S=4	SS=5		
3.1 Market and Customer Knowledge (40 points)						
0	1	3	2	4	39	78
1	0	3	3	3	37	74
3.2 Customer Relation and Satisfaction (45 points)						
0	0	2	4	4	42	84
0	0	2	4	4	42	84
0	0	4	4	2	38	76
0	0	1	5	4	43	86
0	1	0	5	4	42	84
4. Measurement, Analysis, and Knowledge Management (90 points)						
4.1 Measurement, Analysis, and Improvement of Organizational Performance (45 points)						
1	0	3	5	1	35	70
0	1	3	5	1	36	72
0	0	2	7	1	39	78
4.2 Knowledge and Information Technology (45 points)						
0	0	0	7	3	43	86
0	0	2	7	1	39	78
5. Human Resources Focus (85 points)						
5.1 Workforce Engagement (45 points)						
0	0	3	6	1	38	76
0	0	3	3	4	41	82
0	0	2	4	4	42	84
1	0	2	6	1	36	72
1	0	2	3	4	39	78
0	1	2	3	4	40	80
5.2 Workforce Environment (40 points)						
0	0	2	7	1	39	78
0	0	7	2	1	34	68
0	0	1	5	4	43	86
0	0	2	5	3	41	82
6. Process Management (85 points)						
6.1 Design of Work Systems (35 points)						
0	0	4	2	4	40	80
0	1	3	3	3	38	76
0	0	3	5	2	39	78
6.2 Work Process Management and Improvement (50 points)						
0	1	2	3	4	40	80
0	1	2	6	1	37	74

Total Responses					Total	Percentage
STS=1	TS=2	N=3	S=4	SS=5		
0	0	3	3	4	41	82
7. Results (450 points)						
7.1 Product and Service Outcomes (100 points)						
0	1	0	5	4	42	84
7.2 Customer-Focused Outcomes (70 points)						
0	1	0	7	2	40	80
0	0	3	5	2	39	78
7.3 Financial and Market Outcomes (70 points)						
0	1	3	3	3	38	76
0	0	4	4	2	38	76
7.4 Human Resources-Focused Outcomes (70 points)						
0	0	4	4	2	38	76
0	0	2	7	1	39	78
0	0	3	5	2	39	78
7.5 Process Effectiveness Outcomes (70 points)						
0	0	4	3	3	39	78
0	0	4	3	3	39	78
7.6 Leadership Outcomes (70 points)						
0	0	3	3	4	41	82
0	0	6	3	1	35	70
0	0	2	6	2	40	80

B. Score Recapitulation

Here is the Score Recapitulation for each category, along with the total score after the validity and reliability data test:

Table 4.4 Questionnaire score recapitulation

No	Category	Maximum Score	PT HMT Score	Percent Achievement
1	Leadership	120	95	79
2	Strategic Planning	85	65	76
3	Customer (85 points)	85	67	79
4	Measurement, Analysis, and Knowledge Management (90 points)	90	72	80
5	Human Resources Focus (85 points)	85	68	80
6	Process Management (85 points)	85	67	79
7	Results (450 points)	450	354	79
Total		1000	788	79

4.3.2 Interview Data

A. Scoring “Process” Category Analysis using A-D-L-I

Here is the Scoring “Process” Category of interview data using A-D-L-I method.

Table 4.5 ADLI evaluation result

Criteria, Sub-Criteria, Item Requirements		Approach	Deployment	Learning	Integration
1. Leadership					
1.1	Senior Leadership				
A	Establishing VISION, MISSION, and VALUES and their delivery.	5	5	4	5
B	The company's efforts in creating an environment to achieve VISION, MISSION, and VALUES.	4	3	2	3
C	The process of monitoring and evaluating the achievement of the Company's Vision, Mission, and Values.	4	2	3	4
Total		13	10	9	12
Average		4,33	3,33	3	4
Rounding		4	3	3	4
1.2	Governance and Social Responsibility				
D	Establishment of corporate social responsibility policy.	4	5	5	3
2. Strategic Planning					
2.1	Strategy Development				
A	Corporate strategic planning.	5	3	3	4
B	Short-term or long-term strategic planning of the company.	3	4	4	4
C	The company's strategic planning considers the challenges and advantages of the company.	6	4	5	5

D	The company's strategic planning considers the condition of the company.	5	6	5	6
Total		19	17	17	19
Average		4,75	4,25	4,25	4,75
Rounding		5	4	4	5
2.2	Strategy Deployment				
E	The company guarantees that strategic planning can be achieved in order to compete with competitors.	5	6	5	6
3. Customer					
3.1	Market and Customer Knowledge				
A	How companies build relationships to acquire customers, how companies get input and complaints from customers, and how customers can contact companies both to seek information and/or do business.	5	6	5	5
3.2	Customer Relations and Satisfaction				
B	How the company determines customer satisfaction and dissatisfaction.	4	3	4	5
4. Measurement, Analysis, and Knowledge Management					
4.1	Measurement, Analysis, and Improvement of Organizational Performance				
A	Data and information are managed by the company, how the company manages company data and information, and the availability of information system technology in the company.	5	4	5	5
4.2	Knowledge and Information Technology				
B	How to measure company performance and achieve strategic goals from existing data for innovation.	5	5	5	5
5. Human Resources Focus					
5.1	Workforce Engagement				
A	Organizational ways of developing approaches and methods for developing human resource management systems.	4	5	3	4
B	How the company recruits, places, and retains new employees.	5	5	4	4
C	How the company evaluates the effectiveness of its employees and leadership development and learning systems.	5	4	4	5
Total		14	14	11	13

Average		4,67	4,67	3,67	4,33
Rounding		5	5	4	4
5.2	Workforce Environment				
D	The company's way of creating a work culture that is conducive to achieving high work performance and motivation.	5	5	5	5
6. Process Management					
6.1 Design of Work Systems					
A	The company's core processes and their relation to corporate culture.	5	5	5	5
B	The way the company guarantees the quality of the raw materials used up to each process in order to produce products with high quality.	5	5	5	5
Total		10	10	10	10
Average		5	5	5	5
Rounding		5	5	5	5
6.2 Work Process Management and Improvement					
C	The way the company determines the main requirements or needs of each existing process.	3	2	2	3
D	The way the organization monitors and evaluates its processes and products to review the effectiveness of production process planning and control.	5	4	5	4
Total		8	6	7	7
Average		4	3	3,5	3,5
Rounding		4	3	4	4

B. Scoring “Result” Category Analysis using Le-T-C-I

Here is the Scoring “Result” Category of interview data using Le-T-C-I method.

Table 4.6 LeTCI evaluation result

Criteria, Sub-Criteria		Level	Trends	Comparison	Integration
7. Results					
A	Leadership and Social Responsibilities Outcome	5	4	4	4
B	Products and Services Outcome	5	4	3	5
C	Customer Focused Outcome	1	2	1	2
D	Market and Financial Outcome	4	3	2	4
E	Human Resources Outcome	3	2	2	4
F	Process Effectiveness	5	5	2	3

C. Mapping Assistance Matrix

Here is the Mapping Assistance matrix for scoring the result of the “Process” and “Result” categories.

Table 4.7 Mapping Assistance Matrix Process dimension

Criteria, Sub-Criteria	A-D-L-I Evaluation Method																								Score	Weight	
	Approach						Deployment						Learning						Integration								
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6			
1. Leadership																											
Senior Leadership					√					√					√								√			3,5	50%
Governance and Social Responsibility					√							√					√					√				4,25	65%
2. Strategic Planning																											
Strategy Development						√					√					√								√		4,5	70%
Strategy Deployment						√							√				√								√	5,5	90%
3. Customer																											
Market and Customer Knowledge						√							√					√						√		5,25	85%
Customer Relations and Satisfaction					√					√						√								√		4	60%
4. Measurement, Analysis, and Knowledge Management																											
Measurement, Analysis, and Improvement of Organizational Performance						√					√						√							√		4,75	75%
Knowledge and Information Technology						√						√					√							√		5	80%
5. Human Resources Focus																											
Workforce Engagement						√						√					√							√		4,5	70%
Workforce Environment						√						√						√						√		5	80%
6. Process Management																											
Design of Work Systems						√						√					√							√		5	80%
Work Process Management and Improvement						√						√						√						√		3,75	55%

Table 4.8 Mapping Assistance Matrix Result dimension

Criteria, Sub- Criteria	Le-T-C-I Evaluation Method																								Score	Weight
	Level						Trends						Comparison						Integration							
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6		
7. Results																										
Leadership and Social Responsibilities Outcome					√					√						√						√			4,25	65%
Products and Services Outcome					√					√					√								√		4,25	65%
Customer Focused Outcome	√						√						√						√						1,5	10%
Market and Financial Outcome				√					√					√								√			3,25	45%
Human Resources Outcome			√					√						√								√			2,75	35%
Process Effectiveness					√					√				√							√				3,75	55%

D. Score Recapitulation based on Interview Analysis

Here is the score recapitulation based on interview analysis using A-D-L-I and Le-T-C-I methods.

Table 4.9 Interview score recapitulation

Category & Item	Maximum Score	Weight	Item Score	Category Score	Rounded
1. Leadership	120	56,3%		67,5	68
Senior Leadership	70	50%	35		
Governance and Social Responsibility	50	65%	32,5		
2. Strategic Planning	85	80,6%		68,5	69
Strategy Development	40	70%	28		
Strategy Deployment	45	90%	40,5		
3. Customer Focus	85	71,8%		61	61
Market and Customer Knowledge	40	85%	34		
Customer Relations and Satisfaction	45	60%	27		
4. Measurement, Analysis, and Knowledge Management	90	77,5%		69,75	70
Measurement, Analysis, and Improvement of Organizational Performance	45	75%	33,75		

Knowledge and Information Technology	45	80%	36		
5. Human Resources Focus	85	74,7%		63,5	64
Workforce Engagement	45	70%	31,5		
Workforce Environment	40	80%	32		
6. Process Management	85	65,3%		55,5	56
Design of Work Systems	35	80%	28		
Work Process Management and Improvement	50	55%	27,5		
7. Results	450	47,1%		212	212
Leadership and Social Responsibilities Outcome	100	65%	65		
Products and Services Outcome	70	65%	45,5		
Customer Focused Outcome	70	10%	7		
Market and Financial Outcome	70	45%	31,5		
Human Resources Outcome	70	35%	24,5		
Process Effectiveness	70	55%	38,5		
Total	1000	60,0%	600		

4.3.3 Overall Score Recapitulation

The overall score recapitulation is a combination of the results obtained from the questionnaire and interviews. The value for the questionnaire is 1 point, while the interview is 2 points. This is because the interview data is stated to be stronger but still requires data from the questionnaire to strengthen the assessment results or can be formulated as **The average score for each category = (Category score from the questionnaire results x 1/3) + (Category score from the results of interviews and observations x 2/3)**. This is due to the data obtained from the interviews are more detailed and in-depth than the closed questionnaires.

Table 4.10 Overall score recapitulation

Categories	Maximum Point	Questionnaire Result Category Points	Interview Result Category Points	Average Category Point	Percentage
Leadership	120	95	68	77	64%
Strategic Planning	85	65	69	67,67	80%
Customer Focus	85	67	61	63	74%
Measurement, Analysis, and Knowledge Management	90	70	70	70	78%
Human Resources Focus	85	67	64	65	76%
Process Management	85	67	56	59,67	70%
Results	450	354	212	259,33	58%
Total	1000	785	600	661,67	66%

The table shows that the total score achieved by PT Hari Mukti Teknik is 661,67. The average score category also indicated explicitly, which is 66%, while there are 2 categories under the line, that is Leadership category (64%) and the Results category (58%). Therefore, improvements in that category ought to be given top priority. Based on the information gathered by distributing surveys and conducting interviews, more detailed recommendations can be created. This is a great accomplishment that shows a strong dedication to excellence in performance and ongoing progress.

4.3.4 Company's Performance Level

The company's performance level can be concluded by comparing the result of the analysis with this table.

Table 4.11 Classification Company Class

Classification Company Class	Score	Global Performance
Poor	0-275	Early Development
	276-375	Early Result
Average	376-475	Early Improvement
	476-575	Good Performance
	576-675	Emerging Industry Leader
Excellent	676-775	Industry Leader
	776-875	Benchmark Leader
	876-1000	World Class Leader

Based on the table, it can be concluded that PT Hari Mukti Teknik is in the Average category with a score of 662 points, and it is classified as an Emerging Industry Leader.

CHAPTER V

DISCUSSION

5.1 Improve the company's weaknesses based on the achievement of the minimum point

In this chapter point, the discussion about the result will be delivered. From a total of 7 categories contained in Malcolm Baldrige, an in-depth discussion will be proposed along with suggestions for improvements that companies can make to improve their performance with the minimum achievement value is 67% (due to the average score of achievement) because to reach the next level of company's classification that is "Excellent" and become an Industry leader the value average is around 67% achievement level. The intended categories are as follows.

Table 5.1 Unachieved categories table

No.	Categories	Maximum Point	Average Category Point	Percentage
1	Leadership	120	77	64%
2	Results	450	259,33	58%

5.1.1 Leadership

The first category to be discussed is Leadership, with a total achievement value is 77/120 total points. This category reaches 64% of the total score, which indicates that the performance of PT Hari Mukti Teknik in Leadership still needs some improvement in order to reach the top position and be able to compete with competitors. The score is a result of ADLI tools that analyze the approach used to achieve success criteria (A), how the deployment of the method used for success criteria (D), how the company can take lessons from existing data to achieve success on certain criteria (L), and how the integration between the item criteria with the other item criteria (I).

From the questionnaire data, it can be seen that 40% of the respondent from the company's employees do not know the Vision, Mission, and Values surely, although the interview result said that the dissemination and delivery of the company for Vision, Mission, and Values are carried out routinely at every available opportunity such as at regular weekly, monthly and annual meetings plus regular 2-week recitation meetings held by the company. The knowledge related to the Vision, Mission, and Values of the company for each stakeholder is very important due to this understanding, stakeholders

can always be motivated to achieve the Vision, Mission, and Values carried out in every work carried out by these stakeholders. This is appropriate with the way to achieve the success of leadership by Vincent Gaspersz in his book *GE WAY AND MALCOLM BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE* (2007). To achieve the understanding of VMN by stakeholders, the company's leaders may also improve the understanding and awareness of VMN by putting up the company's Vision, Mission, and Values board in a place that is easy to see. And even world-class company such as Toyota and Glocal Electric give their VMN in each worker's card that they have to wear all the time during working hours to improve their work's motivation to achieve the Vision.

Some sections in PT HMT were already in good conditions in PT Hari Mukti Teknik is, such as the communication section between leaders and workers,. This can be seen from the results of the questionnaire, which states that workers can communicate well and openly. But this sector can be improved to make the score higher by explaining the way used both by leader and worker to communicate that may contain some error and suggestions may be given. Communication becomes important because, with good and effective communication among its stakeholder, the company will get a good performance or productivity as well. This is in line with Dr. Joseph Teguh Santoso, M.Kom (2021) that effective business communication in encouraging employee productivity by increasing teamwork. The reason is good and effective communication will be able to instill a sense of trust and mutual understanding between employees and between employees and superiors. Effective and good communication also may encourage partnerships in business and increase the efficiency and leadership of managers as well. The way to have good and effective communication such listen to the aspirations of employees and carry out routine activities together and this gathering was implemented in the company in religious studies and regular meetings. Communication as well may be translated as well by giving the space and time to listen to a suggestion from the worker.

The next discussion is a work environment that supports the achievement of the company's Vision, Mission, and Values. Based on both questionnaire and interview, it can be seen that the environment in PT Hari Mukti Teknik was in good way and the regulation was determined well by considering the ISO, SNI, and others, but the way the company makes a supportive environment physically was not explained, and this makes the score obtained has not reached the maximum score. So to increase the score for the next award, the company can also explain the physical environment in the company. How

was the tool available for the worker to work, whether workers can work optimally in that environment, and so on. Having high work motivation and responsibility will not achieve maximum productivity in the absence of a supportive environment and tools. This statement is appropriate with research results from Syahputra et. al., 2022 in *Jurnal Ilmiah Manajemen dan Bisnis* states that the work environment has an effect of 50% on employee productivity.

In the evaluation and monitoring section, PT Hari Mukti Teknik or Kanaba already explain that they have Rapat Tinjauan Rutin (Reguler Evaluation Meeting) annually that evaluates VMN achievement and also internal and external audits. In this section, company may explain more about the way they conduct the monitoring and evaluation specifically to get the higher score, such as how was the last evaluation and monitoring result, how's the achievement level of VMN, and many more. The second category, which is strategic planning, shows that the evaluation is once in 2 years, and it may be concluded that this evaluation and monitoring itself need to be evaluated. Monitoring and evaluation are important due to the transparency and accountability of the company's processes, may help to catch a problem earlier, improve efficiency, learn from the mistake, and then may improve innovation and decision-making, and this is appropriate with Emmaline Soken-Huberty (2023).

The last aspect of the Leadership category is \social responsibility. PT Hari Mukti Teknik already has a good social responsibility by organizing events related to societal goals. The event considers ISO 26000 about human rights, employment practices, and community engagement and development in social, educational, sports, and physical development. The event was held annually by setting aside 2% of the company's turnover and was well evaluated each year with the report and held for the benefit and development of the community around the company.

Based on these statements here are some technical suggestions to improve the score, such as putting up banners regarding the company's vision, mission, and values in a place that is easy to see with the hope of instilling a deeper understanding of existing stakeholders and motivating them. Another suggestion such provide media to provide suggestions and input, such as suggestion and input boxes that can be filled in by relevant stakeholders. Company leaders provide concrete examples through their daily implementation of corporate VMN, such as high morale, receiving existing suggestions, etc. Another thing that can be suggested is related to the evaluation and monitoring carried

out by company leaders regarding the achievement of the company's vision, mission, and values, which are translated into a special KPI so that it can be reviewed once a year, such as "Improve management performance by a certain percentage".

5.1.2 Results

The result was the last category discussed in MBNQA, and based on the analysis conducted in PT Hari Mukti Teknik, this category achieves 243 points from 450 total points that can be achieved, This category reached only 54% of the achievement level, and it made the category as the lowest category achieved by PT Hari Mukti Teknik. This score is a result based on Le-T-C-I tool that analyzes performance level (Le), data trend (T), comparison data analysis (C), and integration with interests related to the key needs of customers, markets, processes, and action plans (I).

The organization's ability to measure performance results will become the main benchmark in improving organizational performance in the future (Cahyono, 2012). Through the fulfillment of the elements in this variable, the principles of integrated quality management or Total Quality Management (TQM) are fully implemented (BEF, 2015).

The category discussed about Key Performance Indicator achievement level on each category before this is appropriate with Baldrige Criteria that requires the ability of an organization to measure increases and decreases in performance results (Gaspersz, 2007). The measurement evaluates key outcome areas such as products and services, customer focus, market and financial focus, human resource focus, process effectiveness, and leadership and social responsibility while they are the sub-category in the Process dimension. The evaluations are tested in relative terms compared to the competitors with similar products or services. These reasons are the cause of the low score obtained by PT HMT since the planned KPIs have not covered all sections in the Baldrige category but focus on process outcomes only. Therefore, to further assess the limited available data, several things that can be considered, such as the results of the questionnaire data that have been obtained, will be analyzed.

The first things to be discussed is Leadership and social responsibility outcome that requires the management to summarize the results of senior leadership and organizational management along with evidence of achieving the plans announced by the company, ethical behavior, fiscal responsibility, compliance with regulations, social responsibility,

and organizational membership and then compares them with relevant data. The company already has a good data requirement and it can be seen based on the score in this sub-criteria, but the data would be more complete and compared to the relevant data such for the achievement of plans needs to be compared with the previous data analyzed. And this is appropriate with the Gaspersz statement in his book *Ge Way and Malcolm Baldrige Criteria*, page 410 (2007). While in the company, based on the questionnaire, there is proof that senior leadership has a good ethic and good communication either with workers and also customers but this things has no comparison data with the previous circumstances and the report for other criteria such as the success of a leader in achieving plans. For the social responsibility sub-criteria the company already reported the event with the evaluation of it, and it made the score high and it also compared with the previous event budget, but it can be suggested that the success of the previous event in social responsibility can be attached to achieve the higher score in this sub-criteria.

The second is Products and services outcome that requires segmentation of the results of the performance of the main products and services based on the types and groups of products and services based on customer groups and market segments and carried out relevant comparisons based on Baldrige criteria by Vincent Gaspersz's book (2007). For example, in the product and services segment, the company needs to explain the strength of their products compared with the competitors or other relevant comparisons. In PT Hari Mukti Teknik, the explanation of this segmentation has been explained that the laundry machine product is a superior product in the local arena, but this is not supported by the results of an analysis that compares this product compared to competitors or with previous products which have experienced an increase in quality over time, therefore, the value obtained by PT HMT has not achieved maximum results likewise with the services offered by the company, there are no supporting analysis results. Therefore in the future, the company can provide analytical results related to this matter which are supported by reliable data to increase the score obtained in this sub-category, such as comparing with previous product data or by comparing the quality of service provided by the company compared to competitors. One of the things that the company can include is the service provided by the company for the percentage of data on the accuracy of delivery of goods to customers, as an example.

Customer-focused outcome as the third requires the company to summarize the customer-focused performance results for customer satisfaction and customer perceived

values, including customer loyalty and make relevant comparisons (Gaspersz, 2007). Although PT Hari Mukti Teknik has indeed taken measurements related to the customer satisfaction index, and it is said to be good, the results of these measurements are not listed, and this makes the results of the score obtained not optimal. Therefore, in the future, the company can include the results of the survey that has been distributed so that it can be seen the level of customer satisfaction with data that can be accounted for and compared both with previous data and with competitors so that it can be seen the trend of data obtained by the company along with the values obtained by customers from buying company's products.

The next is Market and financial outcome, required by Baldrige criteria for a company to summarize financial and market performance results by customer or market segment. In this sub-criteria, the level of performance reported is related to financial aspects such as profit, return on investment, and market aspects such as market growth or the organization's position in the market. In terms of finance and market, PT HMT experienced a very significant decrease in profit in the 2021 profit and loss report due to the Covid-19 pandemic worldwide, but judging from the sales report up to March 2022, it can be seen that this manufacturer is starting to revive and improve because the income for the first 3 months of 2022 already exceeds half of the total income in 2021. To increase the score in the next assessment, the company can re-evaluate related financial and market aspects for the future and patch up the minus profits obtained in 2021. The results of this evaluation can help the company in achieving better performance in the future and included in the report on the financial and market sub-category for further assessment and add to the score obtained to become the market leading company in the category of local laundry machine manufacturers.

And then is the Human resources outcome sub-category that requires the company to summarize key performance results that focus on human resources based on employee involvement and the workforce environment and, if possible, accompanied by segmentation of the results of workforce diversity, work groups, and other segmentations and then compared with other relevant data such as trend data injury and illness rate, employee satisfaction, and so forth. On the occasion of the analysis carried out at PT HMT this time there was no data covering the matters that had been discussed previously, so the results scores in this sub-category tended to get low scores in terms of level of achievement, namely 3 out of a total of 6 points and did not even exceed half of the total

achievement points and likewise in terms of unreported data trends so that it only gets 2 points, comparison data also gets 2 points because there is no comparative information reported and 4 points at the integration level because the reported data is quite integrated or related to main customer needs, markets, processes, and action plans, namely employee attendance monitoring data, although not equipped with related comparative data as compared to the previous year. To improve the achievement of the score in the next assessment, it is recommended that PT HMT add and complete the missing data accompanied by comparing it with relevant data.

The last thing to be discussed is Process effectiveness which requires a company to summarize key performance results that have contributions in improving an organization's effectiveness includes the readiness of the organization in dealing with an emergency state and carrying out relevant comparative data. Coupled with the segmentation of results based on types and groups of products and services based on process and location, and based on market segments. Based on the research conducted in PT Hari Mukti Teknik shows that the achievement of this organization is quite high, with the achievement of most of the KPIs based on the proposed Traffic Light System method, namely 3 KPIs with very good achievements, namely storage capacity, inventory fill rate, and the ratio between input-output; 3 categories with moderate achievements, namely product delivery deviation, machine utilization, and labor utilization; and only 1 KPI that has not been achieved, namely delivery capacity. With a report provided, the company can obtain a fairly high score in this sub-category, but to achieve maximum points, the company is advised to provide relevant comparison data related to this, namely the level of KPI achievement compared to the previous year so that the company's development can be known. from time to time and can be one of the evaluation materials for the company, of course, to overcome aspects that are still not enough and improve performance on aspects that have received high points. To evaluate the level of performance in this sub-category, it is also possible to evaluate other sectors, such as technological developments used, comparisons between performance and plans, comparisons of supplier quality, and so on.

Such is the discussion that can be conveyed regarding the performance analysis of PT Hari Mukti Teknik based on the Malcolm Baldrige National Quality Award, which has been conducted in 2022 based on the seven existing categories, namely Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge

management, Human resources focus, Process Management and Results. Based on the above discussion there are some technical suggestions that can be provided in this category because the category is about the assessment of what the company achieved.

First is arranging KPI specifically about the outcome that exists in the company for each subcategories inside that is leadership and social responsibilities outcome; products and services outcome; costumer focused outcome; market and financial outcome; human resources outcome; and the last is process effectiveness outcome. This is aimed at knowing the possible targets to be achieved realistically first; for this, it is necessary to use several tools that can help with this, such as the balanced scorecard, six sigma, and so on. This happens because in the real situation in the company, there is no detailed KPI target as mentioned, while to create a KPI, a more in-depth research is needed in this regard, which can be derived from the company's vision and mission.

Second ,after a while, the company is running by carrying out the KPI target, it is necessary to evaluate it with the appropriate tools to find out the company's achievements so that management knows what needs to be improved to exceed the target and which needs to be fixed so that the target is achieved.

Another provided suggestion is the way of management in answering the measurement tools must be appropriate and supported by the right data owned by the company. This arises because there are quite a number of answers obtained in this research with insufficient answers and not well proven from the existing data.

5.2 Bridging program for the company

During the research, it was found that the company does not ready 100% yet to be measured using the method. Based on that, one special recommendation is provided for the company under the name of the Bridging program. The program is run by using third-party company so they can prepare the company to face the method better to get a higher score and better answer. The proposed third-party company is a professional consultant and/or an exclusive team member that really gives attention to the SNI award competition in answering the method well and right intent. Then Team involved in compiling the application, divided to a question-and-answer process, reviewed answers, made improvements and tested the relationship between categories and subcategories.

The data collected during the interview procedure for this study also contains some ambiguity, which can be understood as grammatical units with numerous meanings or dual meanings that emerge from the interpretation of various grammatical structures.

This may be due to the fact that the responses of the interviewees are relative, which allows for the interpretation of some data. Therefore, to support the conclusion drawn from the interview data, more information is required, such as a corporate report.

CHAPTER VI

CLOSING

6.1 Conclusion

Based on the research that has been done, the conclusions of this research based on the problem formulated are:

- The current performance of PT Hari Mukti Teknik is the Emerging Industry Leader with a total score of 662 points. This score is the result of an analysis conducted using the Baldrige Criteria with its seven categories, namely Leadership; Strategic Planning; Customer focused; Measurement, Analysis, and Knowledge Management; human resources; Process Effectiveness; and Results. Based on the analysis, the highest score is from the Strategic Planning category, with an 80% of achievement level, while the lowest one is from the Results category, with a 58% of achievement level. The data was gained from questionnaires for the employee and interviews with the head of the company.
- From the analysis, there is a limitation toward the provided suggestion that is for categories that did not achieve an average overall score that is 67%, namely the leadership category with 58% and the results category with 64%. The provided suggestion for Leadership, such as the installation of company vision and mission boards in strategic places to be seen easily, providing an employee Id with company VMN, enthusiasm, and work behavior with a high ethic so that it becomes an example for workers, and so on. While for the Results category, such as compiling company KPIs in more detail, which includes specific sub-categories, namely leadership and social responsibility outcomes; product and service outcomes; customer-focused outcomes; market and financial outcomes; human resource outcomes; and the last is process effectiveness outcomes. In addition to those, making evaluations with appropriate tools such as six sigma and balanced scorecards and accompanied by how to answer and fill in the tools used must be appropriate and proven by the real conditions that exist in the company.

6.2 Suggestion

Based on the analysis and discussion, the following are suggestions that can be provided:

- For PT Hari Mukti Teknik

Based on the research, the company can consider the provided suggestions, especially in Leadership and Results category.

- For further researcher

Can conduct an analysis using the same method and makes this as supporting references with the intention of implementing the method and increasing the performance of the organization. Especially in arranging and evaluating the detailed KPI based on this research.

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ATTACHMENT
ATTACHMENT 1: QUESTIONNAIRE SHEET INSTRUMENT
LEMBAR KUESIONER PENGUKURAN KINERJA
DENGAN MENGGUNAKAN BALDRIGE EXCELLENCE FRAMEWORK
(BEF)
DI PT HARI MUKTI TEKNIK, BANTUL

Kami mengharapkan pendapat anda terhadap kinerja PT Hari Mukti Teknik Bantul, dengan mengisi kuesioner di bawah ini. Adapun petunjuk pengisiannya sebagai berikut: Kuesioner ini berisikan 55 (Lima puluh Lima) pernyataan. Untuk setiap pernyataan tersedia pilihan respons dengan kode STS, TS, N, S, dan SS. Kami mengharapkan anda memilih 1 (satu) respons untuk setiap pernyataan sesuai persepsi dan fakta yang anda alami.

Adapun makna dari setiap respons adalah:

STS	: Sangat Tidak Setuju
TS	: Tidak Setuju
N	: Netral
S	: Setuju
SS	: Sangat Setuju

Data Responden

Nama :
 Divisi :
 Lama Bekerja :

Kriteria, Sub-Kriteria, Pernyataan		Respon				
		STS	TS	N	S	SS
1. KEPEMIMPINAN						
1.1	Kepemimpinan senior					
A	Saya mengetahui dan memahami Visi, Misi, dan Nilai Perusahaan					
B	Pemimpin perusahaan menyampaikan Visi, Misi, dan Nilai perusahaan secara rutin					
C	Saya merasa lingkungan perusahaan mendukung saya bekerja semaksimal mungkin					
D	Saya dapat berkomunikasi dengan pimpinan dengan lancar dan terbuka					
1.2	Governance dan Tanggungjawab sosial					
A	Pemimpin perusahaan berperilaku etis dan mempraktekkan Nilai-nilai perusahaan					
B	Terdapat media masukan bagi perusahaan dari pelanggan dan karyawan					
C	Terdapat penilaian kinerja secara rutin bagi staf					
2. STRATEGI						
2.1	Pengembangan strategi					
A	Saya turut berkontribusi dalam penyusunan rencana strategis perusahaan					
B	Saya mengetahui kriteria keberhasilan pekerjaan saya dalam mendukung rencana strategis perusahaan					
C	Rencana strategis perusahaan mempertimbangkan kondisi perusahaan					
D	Perusahaan fleksibel dan dapat melakukan perubahan dengan cepat jika diperlukan					
2.2	Penyebarluasan strategi					
A	Pemimpin perusahaan menyampaikan rencana strategis					
B	Saya mengetahui bagian perencanaan strategis yang berkaitan dengan pekerjaan saya					
C	Perencanaan strategis dapat meningkatkan nilai saing perusahaan dengan kompetitor					
3. PELANGGAN						
3.1	Pengetahuan pasar dan pelanggan					
A	Saya mengetahui kelompok pelanggan yang paling penting					
B	Perusahaan mengetahui kebutuhan pelanggan dengan baik					
3.2	Hubungan dan kepuasan pelanggan					
A	Pelanggan dapat menghubungi perusahaan dengan mudah					
B	Pelanggan dapat memberikan masukan bagi perusahaan					
C	Perusahaan mengetahui tingkat kepuasan pelanggan					

	D	Perusahaan menyelesaikan keluhan pelanggan					
	E	Perusahaan memanfaatkan masukan pelanggan					
4. PENGUKURAN, ANALISIS, DAN MANAJEMEN PENGETAHUAN							
4.1	Pengukuran, analisis, dan peningkatan kinerja organisasi						
	A	Perusahaan melakukan pengukuran kinerja keseluruhan secara rutin					
	B	Saya tahu cara mengukur kualitas pekerjaan saya					
	C	saya menggunakan hasil pengukuran tersebut untuk meningkatkan kualitas pekerjaan					
4.2	Manajemen informasi, pengetahuan dan teknologi informasi						
	A	Saya memperoleh semua informasi yang saya butuhkan untuk melakukan pekerjaan saya					
	B	Perusahaan memiliki sistem teknologi informasi yang baik					
5. TENAGA KERJA							
5.1	Keterlibatan tenaga kerja						
	A	Saya bekerja pada perusahaan yang kondusif					
	B	Saya merasa perusahaan memperlakukan karyawan dengan baik					
	C	Saya dapat berkembang dengan baik di perusahaan					
	D	Perusahaan selalu melakukan evaluasi karyawan dengan baik					
	E	Perusahaan memperhatikan kebutuhan, keamanan serta keselamatan karyawan dengan baik					
	F	Perusahaan mempertimbangkan masukan karyawan					
5.2	Lingkungan tenaga kerja						
	A	Saya berada di penempatan yang tepat di perusahaan					
	B	Perusahaan selalu membina karyawan sesuai dengan kompetensi yang dibutuhkan					
	C	Perusahaan memberikan jaminan kesehatan, keselamatan dan keamanan kerja kepada karyawan					
	D	Saya mendapat dukungan yang baik untuk bekerja dari perusahaan					
6. PROSES							
6.1	Desain sistem-sistem kerja						
	A	Proses inti perusahaan sejalan dengan misi perusahaan dan sesuai dengan kebutuhan utamanya					
	B	Perusahaan telah melakukan pembagian penggunaan sumber daya internal dan eksternal dengan tepat					
	C	Perusahaan siap menghadapi keadaan darurat seperti bencana					
6.2	Manajemen dan peningkatan proses kerja						
	A	Proses inti perusahaan selalu bekerja dengan baik					
	B	Perusahaan bisa meminimalisir biaya dan cacat produksi					

	C	Perusahaan melakukan evaluasi untuk meningkatkan kinerja proses inti					
7. HASIL-HASIL							
7.1	Hasil produk dan layanan						
	A	Perusahaan selalu memberikan produk dan pelayanan terbaik					
7.2	Hasil yang berfokus pada pelanggan						
	A	Perusahaan berfokus pada kepuasan pelanggan					
	B	Pelanggan loyal dan memberikan feedback yang baik					
7.3	Hasil keuangan dan pasar						
	A	Keuangan perusahaan diatur dengan baik					
	B	Pangsa pasar perusahaan selalu bertumbuh dengan baik					
7.4	Hasil yang berfokus pada sumber daya manusia						
	A	Saya terlibat aktif dan berkembang dengan baik di perusahaan					
	B	Saya bekerja sesuai dengan kemampuan saya di bagian yang tepat					
	C	Saya bekerja di perusahaan yang aman dan nyaman					
7.5	Hasil efektivitas proses						
	A	Perusahaan memiliki kesiapan menghadapi bencana dan keadaan darurat					
	B	Perusahaan berjalan dengan produktif, efektif dan efisien					
7.6	Hasil kepemimpinan						
	A	Perusahaan berjalan sesuai strategi dan rencana yang diagendakan					
	B	Perusahaan menaati peraturan dan hukum yang berlaku					
	C	Perusahaan membangun hubungan yang baik dengan mitra					

ATTACHMENT 2: LIST OF INTERVIEW QUESTIONS

Criteria, Questions		Answer
1. Leadership		
A	Bagaimana penetapan VISI, MISI, dan NILAI-NILAI di perusahaan ini? Bagaimana penyampaian kepada seluruh staf?	
B	Bagaimana upaya perusahaan dalam menciptakan lingkungan untuk peningkatan kinerja staf dalam mencapai VISI, MISI, dan NILAI-NILAI?	
C	Bagaimana proses pemantauan dan evaluasi pencapaian Visi, Misi dan Nilai-Nilai yang dilakukan perusahaan?	
D	Apa Kebijakan tanggungjawab sosial perusahaan? Bagaimana perusahaan menetapkan kebijakan tanggungjawab sosial?	

2. Strategic Planning		
A	Apakah di perusahaan ini terdapat perencanaan yang bersifat strategis?	
B	Bagaimana perusahaan melakukan perencanaan strategis? Baik jangka pendek atau pun panjang?	
C	Apakah perencanaan strategis perusahaan mempertimbangkan tantangan dan keunggulan perusahaan?	
D	Apakah perencanaan strategis perusahaan mempertimbangkan kondisi perusahaan?	
E	Bagaimana perusahaan menjamin perencanaan strategis dapat tercapai agar dapat bersaing dengan kompetitor?	
3. Customer		
A	Bagaimana perusahaan membangun hubungan untuk memperoleh pelanggan? Bagaimana cara perusahaan untuk mendapatkan masukan dan keluhan dari pelanggan? Bagaimana pelanggan dapat menghubungi perusahaan baik untuk mencari informasi, melakukan bisnis?	
B	Bagaimana perusahaan menentukan kepuasan dan ketidakpuasan pelanggan?	
4. Measurement, Analysis and Knowledge Management		
A	Data dan Informasi apa saja yang dikelola perusahaan? Bagaimana perusahaan mengelola data dan informasi perusahaan? Bagaimana ketersediaan teknologi sistem informasi di perusahaan?	
B	Bagaimana pengukuran kinerja perusahaan dan pencapaian sasaran strategis dari data yang ada? Apakah ada peluang untuk inovasi?	
5. Human Resources Focus		
A	Bagaimana Organisasi melakukan pendekatan dan metode pengembangan sistem manajemen Sumber Daya Manusia?	
B	Bagaimana perusahaan merekrut, menempatkan serta mempertahankan karyawan baru?	
C	Bagaimana perusahaan mengevaluasi efektivitas dari sistem pengembangan dan pembelajaran karyawan dan pimpinan?	
D	Bagaimana cara perusahaan dalam menciptakan budaya kerja yang kondusif untuk mencapai kinerja dan motivasi kerja yang tinggi?	
6. Process Management		
A	Apa proses inti perusahaan ini? Bagaimana proses tersebut berkaitan dengan budaya perusahaan?	

B	Bagaimana perusahaan menjamin kualitas dari bahan baku yang dipakai hingga setiap proses agar menghasilkan produk dengan mutu yang tinggi?	
C	Bagaimana perusahaan menentukan persyaratan atau kebutuhan utama dari setiap proses yang ada?	
D	Bagaimana organisasi memantau dan mengevaluasi proses dan produk untuk meninjau efektifitas perencanaan dan pengendalian proses produksi?	
7. Results		
A	Bagaimana evaluasi tingkat pencapaian Key Performance Indicators perusahaan?	

ATTACHMENT 3: VALIDITY AND RELIABILITY DATA TEST

[illegible]^{***} Correlation is significant at the 0.01 level (2-tailed).

Reliability Statistics

Cronbach's

Alpha

N of Items

.992

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