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Analysis of the Role of Human Resources Management in the Quality of Customer Service of PT PLN (Persero) Up3 Tanjung Karang

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Abstract

Customer service quality plays a crucial role in the success of an organization, especially in the energy supply sector such as PT PLN (Persero). This study aims to analyze the role of human resource management (HR) in improving the quality of customer service at PT PLN (Persero) Customer Service Implementation Unit (UP3) Tanjung Karang. The research method used is a survey with questionnaires distributed to employees and customers of PT PLN (Persero) UP3 Tanjung Karang. The results showed that HR management has a significant impact on customer service quality. Factors such as recruitment, training, and employee development have a positive relationship with customer satisfaction. In addition, internal communication, employee motivation, and reward systems also have an important role in improving employee performance and directly contribute to the quality of service provided to customers. This research contributes to the understanding of the close relationship between HR management and customer service quality in the context of the energy industry. The practical implications of this research can help PT PLN (Persero) UP3 Tanjung Karang in optimizing HR management strategies to increase customer satisfaction and maintain competitiveness in a competitive energy market. The conclusion of this research provides a foundation for similar companies to better understand the importance of the role of HR management in achieving strategic goals related to customer service quality.

Keywords: ***Human Resources, Customer Service, PT PLN UP3***

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INTRODUCTION

In the era of globalization and increasingly fierce business competition, the role of human resource management (HRM) is crucial in determining the success of an organization. PT PLN (Persero) UP3 Tanjung Karang, as an electricity service provider company, is no exception to this challenge. The quality of customer service is an important factor that influences public perception of the company, so effective HR management is needed to improve performance and service (Hasrun & Appin, 2020).

The importance of the role of HR management in an organization can be seen from how well the company is able to manage and optimize its human potential. Therefore, an in-depth analysis of how the role of HR management contributes to the quality of customer service of PT PLN (Persero) UP3 Tanjung Karang needs to be carried out. Through this understanding, it is expected to identify the factors that influence HR performance and how its management can have an impact on improving the quality of customer service. emphasis on optimal employee performance.

It is also considered a response to the demands of today's society. Society as an interested party expects that the state and state apparatus can provide good and efficient services (Sheehan et al., 2017). Therefore, optimizing employee performance is considered a strategic step to meet these expectations (Amilia et al., 2016). Optimizing employee performance can include various strategies, including improving employee qualifications and competencies, designing effective human resource management systems, and implementing transparent performance evaluation mechanisms. Thus, through attention to optimal employee performance, government organizations are expected to improve the effectiveness of public services, meet public demands, and increase the level of trust in governance (Warganegara, 2016).

This research aims to analyze the role of HR management at PT PLN (Persero) UP3 Tanjung Karang, focusing on its impact on customer service quality. Concrete steps in managing HR, such as recruitment, training, development and motivation, will be explored to understand the extent to which they contribute to operational efficiency and customer satisfaction. By detailing the role of HR management in the context of PT PLN (Persero) UP3 Tanjung Karang, this research is expected to provide valuable insights for HR practitioners, company managers, and researchers in the field of business management and human resources (Shaw et al., 2013). The results of this study are expected to make a positive contribution to the company's efforts to improve the quality of customer service and face growing business challenges.

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LITERATURE REVIEW

Human resources (HR) refers to the critical element in an organization that consists of all the potential, knowledge, and skills of the individuals working in it. First of all, HR involves the workforce, which includes all individuals who contribute to various aspects of the organization, ranging from operational to managerial levels (Kanyaku, 2019). In this context, the role of employees as an integral part of HR highlights the importance of collaboration and involvement of each individual in the achievement of organizational goals. skills and competencies are also key elements of human resources. Each individual brings unique technical, managerial, and interpersonal skills that play an important role in the operational and strategic success of the organization (Arif, 2016). Knowledge possessed by HR members is also a vital element, referring to the information and understanding possessed by individuals as their contribution to organizational functions and goals. Motivation and job satisfaction are also dimensions that cannot be ignored in the context of human resources (Herlina, V., 2022). Motivation encourages individuals to make maximum contributions, while job satisfaction creates an environment where employees feel valued and encouraged to give their best. Employee health and well-being is also an important part of HR, as healthy individuals tend to be more productive and contribute positively to the atmosphere of the organization (Andiny, 2023).

Service quality is a critical concept that reflects the ability of an organization or entity to meet and exceed the expectations of customers or service users. First, service quality involves the organization's ability to provide services that are in accordance with predetermined or expected standards.

by stakeholders (Ermayanti, D., 2015). This standard covers various aspects, such as speed, accuracy, responsiveness, and sustainability, all of which play an important role in service quality assessment. Service quality also includes the interpersonal dimension, which involves the interaction between service providers and customers. Effective communication, a friendly attitude, and empathy towards customer needs are key elements in creating a positive experience (Zaini & Suryadi, 2020). The extent to which an organization is able to build good relationships with customers can be a significant indicator of the quality of service provided (Kaswan et al., 2015).

RESEARCH METHODS

The qualitative research method aims to understand natural facts in a holistic and integrated manner without any intervention from the researcher to manipulate the

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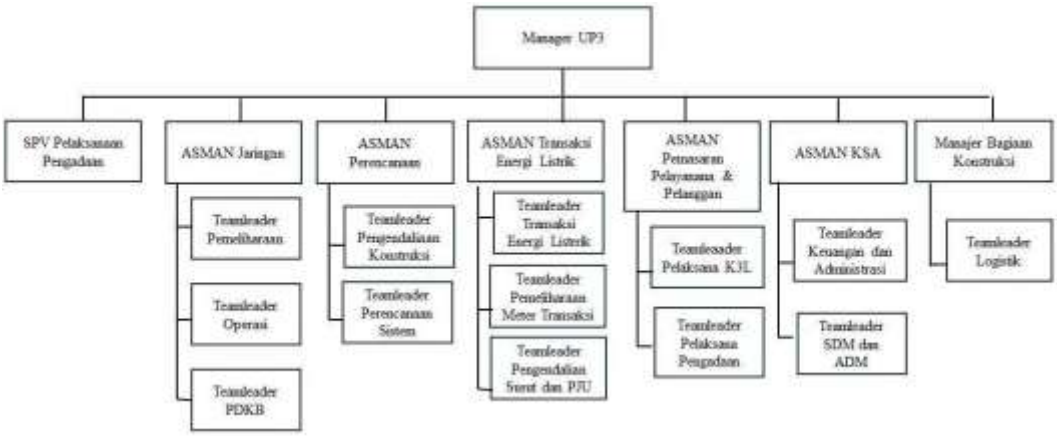
conditions of the object under study. This research conducts exploration using inductive logic and focuses on objects that interact and influence each other in a comprehensive system. It seeks to explain natural events with detailed and in-depth descriptions that differ from qualitative approaches in general that use numbers. (Sugiyono, 2016).

Qualitative research is a type of research that is structured and aims to study an object in a natural environment without manipulation or hypothesis testing. The method is natural and does not focus on generalization based on quantity measures, but on understanding through the phenomenon under study. The expected result of this qualitative research is the meaning of the object under study. (Prastowo. A, 2016).

Descriptive research has the aim of obtaining an overview or description of how resource management in the Company. In this study, qualitative methods were used as a data analysis method to descriptively describe the characteristics of respondents and the development of service quality carried out by PT PLN (Persero) UP3 Tanjung Karang (Creswell, 2014).

RESULTS AND DISCUSSION

Organizational Structure of PT PLN (Persero) UP3 Tanjung Karang



The organizational structure of PT PLN UP3 Tanjung Karang

Dimensions of Service Quality at PT PLN (Persero) UP3 Tanjung Karang

Customer service is a crucial aspect in assessing the success of a company. PT PLN (Persero) UP3 Tanjung Karang as an electricity service provider is expected to provide the best service to its customers. To measure the quality of service provided, this

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study adopts the dimensions of service quality proposed by Zethaml, as described in Azizah's research (2019). Zethaml identified five main dimensions of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a comprehensive view of the quality of service received by customers. Therefore, analyzing the service quality of PT PLN (Persero) UP3 Tanjung Karang through these five dimensions is expected to provide a deep understanding of the extent to which customer needs and expectations are met in the process of interacting with this company.

1. Tangibles

   Based on the results of interviews with Team Leaders, the Tangibles indicators shown by his team reflect the quality and physical and material conditions in the context of services. One striking indicator is the availability of adequate facilities and infrastructure. The Team Leader emphasized that his team has worked hard to maintain the quality of physical office facilities in order to create a comfortable and productive environment. "As a Team Leader at PT PLN UP3 Tanjung Karang, I believe that the physical office facilities and administrative system in this company significantly support my performance. The existence of complete facilities allows me to focus on supervising the service team. In addition, the administrative system that has been implemented also facilitates the task of supervising and monitoring team performance, so that I can carry out my duties as a Tem Leader more efficiently." (Interview with Team Leader of PT PLN UP3 Tanjung Karang). The interview results show that both Team Leaders and admins at PT PLN UP3 Tanjung Karang expressed satisfaction with the physical facilities of the office and the company's administrative system. Team Leaders feel that the existence of complete facilities significantly supports the supervisory duties of the service team. Meanwhile, the admin mentioned that the physical and computerized facilities for administrative work in the office are very adequate, with each individual having their own laptop. This condition is recognized as providing comfort and smoothness in the implementation of administrative tasks.

2. Reability

   Reliability in service is very important because it creates a basis for customer trust. When customers can rely that the service will be consistent and reliable, it builds trust and increases customer satisfaction. "We always try to be close to our customers, so we can understand what they want. With good service, we can help

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more quickly and provide the right solution. This also makes our customers happy, and helps us perform our administrative duties more smoothly.

So, a good relationship with customers is very important for the smooth running of our work." (Interview admin of PT PLN UP3 Tanjung Karang). The interview results show that the team at PT PLN UP3 Tanjung Karang is very committed to maintaining close relationships with customers. They realize that understanding customers' wishes is the key to providing optimal service. By providing good service, they can more quickly provide appropriate assistance and solutions, making customers feel happy. In addition, the existence of the PLN Mobile application is also a valuable addition, enriching the experience of monitoring and solving administrative problems efficiently.

3. Responsiveness

Responsiveness is very important in service because it creates a positive customer experience. The ability to respond quickly to customer needs, questions, or requests shows the company's attention and commitment to customer satisfaction. "PT PLN UP3 Tanjung Karang provides significant added value through the presence of the PLN Mobile application. This application is one of the main tools in improving service to customers. With PLN Mobile, customers can easily access information related to bills, track electricity consumption, and make bill payments quickly and safely". (Interview Assistant Manager of PT PLN UP3 Tanjung Karang). The interview results show that the presence of the PLN Mobile application at PT PLN UP3 Tanjung Karang provides significant added value in improving services to customers. This application is the main tool that makes it easy for customers to access billing information, track electricity consumption, and make bill payments quickly and safely. The quick and targeted response from the administrative team is also recognized by customers, proving that in administrative matters, the team is always ready to help without making it complicated, making their service excellent to help customers' daily affairs.

4. Assurance

Assurance in service is important because it creates customer trust and confidence in the quality of service provided. When companies provide guarantees or evidence of reliability, competence, and service quality, customers feel more confident and secure. Assurance includes the ability and friendliness of employees, the ability to provide clear information, and provide effective solutions. "Employees

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at PT PLN UP3 Tanjung Karang consistently demonstrate high ability, friendliness, and courtesy in interacting with consumers, this is very instrumental in ensuring customer trust. Their ability to provide clear information and effective solutions to consumers reflects a good level of competence. The friendliness and courtesy they show not only creates a positive customer experience, but also builds a strong and trusting relationship." (Interview Assistant Manager of PT PLN UP3 Tanjung Karang). PT PLN UP3 Tanjung Karang employees play a crucial role in building customer trust through their high level of ability, friendliness, and courtesy. Their ability to provide clear information and effective solutions reflects a good level of competence, helping customers feel confident in the services provided. Consistent friendliness and courtesy not only create a positive experience for customers, but also shape the customer experience. A strong and trusting relationship. Thus, the combination of competence, friendliness, and courtesy is a major factor in building a positive image of the company and increasing customer loyalty.

5. Empathy

A firm attitude balanced with care is an important combination shown by PT PLN UP3 Tanjung Karang employees. This assertive attitude helps in making decisions quickly and accurately, especially in handling administrative obstacles such as payments. On the other hand, concern for customer needs is the main foundation for providing solutions that are not only effective but also delivered in a way that indicates attention and understanding. "I think the firm but caring attitude of employees at PT PLN UP3 Tanjung Karang in handling administrative needs is really good. They have the ability to make firm decisions but still care about our needs. For example, when there are payment problems, they can give firm solutions but in a way that makes us feel heard and understood." (Interview Assistant Manager of PT PLN UP3 Tanjung Karang). A firm attitude balanced with care is an important combination shown by PT PLN UP3 Tanjung Karang employees. This firm attitude helps in making decisions quickly and accurately, especially in handling administrative obstacles such as payments. On the other hand, concern for customers' needs is the main foundation for providing solutions that are not only effective but also delivered in a way that indicates care and understanding. Thus, assertiveness and empathy create a fine balance, providing efficient service while strengthening positive customer relationships.

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Efforts Made by PT PLN (Persero) UP3 Tanjung Karang in Order to Improve Service Quality

In the implementation of competency-based human resource management in PLN, this process begins at the recruitment stage. When recruiting employees, the company places a focus on identifying the competencies required for each position. At the grooming stage, employees are placed in fields that match the expertise and skills they have acquired during their career journey. "This placement process is done by considering the projected needs of the company in the future. This means that employee placement is not only based on current needs, but also involves evaluating the projected needs and development of the organization through training. Thus, each individual is placed in a position that matches their potential to make an optimal contribution in accordance with the development of the company."

(Interview Team Leader PT PLN UP3 Tanjung Karang)

The training conducted at PT PLN UP3 Tanjung Karang is as follows

Table 1. Training at PT PLN UP3

No.	Training	Destination
1	*Technical & technology training*	This training aims to provide employees with an in-depth understanding of procedures and workmanship using technology. By doing so, employees can carry out their tasks more effectively and efficiently. The focus is on producing a workforce that is not only competent in their jobs, but also able to utilize technology to improve productivity and quality of work.

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2	*Problem solving training*	This training is designed to equip employees with strong problem-solving skills. The goal is not only for them to be able to make good and correct decisions, but also to improve their skills in coordinating and designing strategies in carrying out work. Thus, employees can become reliable solvers and be able to face complex challenges with confidence. self.
3	*Interpersonal skills training*	Training This training aims to improve abilityinteract and communicate between employees. In addition, focus also givenon developing positive thoughts and character. This aims to make employees not only great at their jobs, but also able to build solid and harmonious working relationships. Solidarity in work relationships and work processes is expected to be formed through improved interpersonal skills.

Based on the table above, PT PLN UP3 Tanjung Karang, a series of trainings are provided to employees with the main objective of creating a holistic and competent work team. Technical & Technology Training is focused on improving job effectiveness through in-depth understanding of technology-based procedures and workmanship. Problem Solving Training is geared towards developing decisionmaking, coordination, and strategy skills.

so that employees can face complex challenges with confidence. Meanwhile, Interpersonal Skills Training is an important aspect to improve interaction and communication skills, as well as shaping positive character in employees. In addition, this training also plays a role in strengthening solidarity in working relationships and work processes throughout the company.

By combining these three types of training, PT PLN UP3 Tanjung Karang aims to create a team that is not only skilled in technical tasks, but also has the ability to work effectively together. More than that, the company strives to form a positive work

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environment, where each individual can optimize their potential to the fullest. Through this holistic approach, employees are expected to become highly competitive resources, ready to face change, and contribute positively to the company's success.

"The employee performance evaluation process in the commercial and marketing area at PT PLN UP3 Tanjung Karang is designed to cover various periods, ranging from semesterly evaluations to weekly performance monitoring. Semi-annual evaluations aim to provide a comprehensive overview of employee achievements over half a year, involving formal performance appraisals and evaluations against established Key Performance Indicators (KPIs). Meanwhile, monthly KPI evaluations focus on monitoring the achievement of monthly targets, with analysis of performance data and discussions between employees and supervisors. In addition, weekly evaluations are conducted to ensure regular performance monitoring and support employees in achieving their targets. Weekly meetings involve a brief discussion on work progress, obstacles encountered, and strategy changes that may be required. With the combination of these three stages of evaluation, PT PLN UP3 Tanjung Karang strives to create a holistic and adaptive evaluation system, ensuring that employees in commerce and marketing remain focused, responsive to change, and continuously improve their performance in line with organizational goals." (Interview Assistant Manager of PT PLN UP3 Tanjung Karang).

The performance evaluation process of employees in the field of commerce and marketing at PT PLN UP3 Tanjung Karang utilizes a holistic approach that covers various periods. Semi-annual evaluations provide a comprehensive overview of employee achievements over half a year, involving formal performance appraisals and KPI evaluations. Monthly KPI evaluations are focused on monitoring monthly targets with performance data analysis and discussions between employees and superiors. Weekly evaluations are conducted for regular monitoring and supporting employees in achieving targets. Weekly meetings involve brief discussions on progress, obstacles, and change strategies. With the combination of these three stages, PT PLN UP3 Tanjung Karang creates an adaptive evaluation system, ensuring employees stay focused, responsive, and continuously improve performance in accordance with organizational goals.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Customer service at PT PLN UP3 Tanjung Karang has reached an adequate level, even exceeding expectations in several aspects. Excellence in technology availability

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(PLN Mobile), reliability, responsiveness, confidence, and empathy contribute to the overall positive customer experience.

1. The Tangibles aspect, which includes the physical and material quality of the service, was rated positively. Physical office facilities and computerized administration are considered adequate and complete. A comfortable office environment and good facilities support team productivity. PLN UP3 Tanjung Karang shows a quick response to customer needs through the PLN Mobile application. The implementation of a competency-based human resource management system also reflects the company's efforts to maintain service reliability through the placement of employees in accordance with the expertise and development of the organization.
2. Responsiveness or the speed of response to customer needs or requests at PLN UP3 Tanjung Karang is recognized as one of the advantages. The PLN Mobile application provides quick and effective solutions, while in administrative matters, employees are considered responsive in handling various customer matters. This speed supports efficiency in carrying out daily administrative tasks. Employees at PT PLN UP3 Tanjung Karang consistently demonstrate high capability, friendliness and courtesy in providing information and solutions to customers. This creates customer trust in the services provided by the company. PT PLN UP3 Tanjung Karang shows a good level of empathy towards customer needs and obstacles. A firm but attentive attitude in handling administrative needs illustrates that the company is trying to understand the customer's situation and provide solutions in an appropriate and caring manner.

Advice

The suggestions for the Company include the following:

1. **Strengthen Employee Training and Development:**
    a. Companies should invest more resources in employee training and development. This can include technical and interpersonal skills training, as well as training to improve empathy and communication with customers.
    b. Implement a clear career development program that provides opportunities for employees to continue to develop in accordance with technological changes and job demands.

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2. **Build an Effective Feedback System:**
    a. Strengthen customer feedback systems through customer satisfaction surveys and regular meetings. Use this data to identify areas that require improvement and corrective action.
    b. Actively involve customers in the company's decision-making process, such as product development or policy changes, to ensure that policies are in line with customer needs.

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