

**COMPANY PERFORMANCE MEASUREMENT IN THE MANUFACTURING
SECTOR USING MALCOLM BALDRIGE NATIONAL QUALITY AWARD
(CASE STUDY AT PT. SANDANG ASIA MAJU ABADI)**

Submitted to International Program
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By

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AUTHENTICITY STATEMENT

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

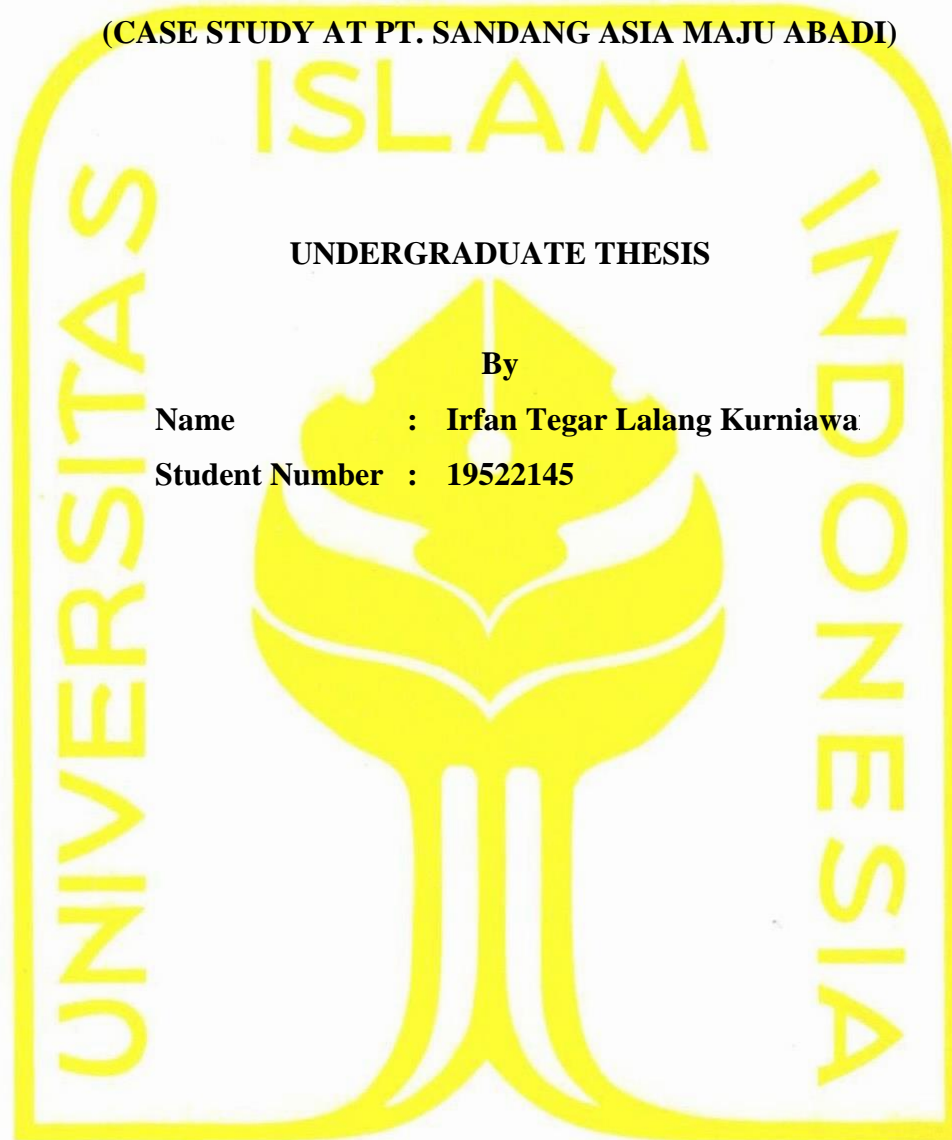
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(Irfan Tegar Lalang Kurniawan)

UNDERGRADUATE THESIS APPROVAL OF SUPERVISOR

**COMPANY PERFORMANCE MEASUREMENT IN THE MANUFACTURING
SECTOR USING MALCOLM BALDRIGE NATIONAL QUALITY AWARD
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A handwritten signature in blue ink, appearing to read 'Elisa Kustini', is written over a background of yellow Arabic calligraphy. The signature is fluid and cursive.

Dr. Ir. Elisa Kustini, M.T, CPIM, CSCP, SCOR-P

UNDERGRADUATE THESIS APPROVAL OF EXAMINATION COMMITTEE

**COMPANY PERFORMANCE MEASUREMENT IN THE MANUFACTURING
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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 and also my caring younger sister to aid by providing your moral support.

I want to thank myself for doing all this hard work. I want to thank myself for having no days off. I want to thank myself for never quitting. I want to thank myself for always being a giver and trying to give more than I receive. I want to thank myself for trying to do more right than wrong. I want to thank myself for just being me at all times.

For all the lecturers at this university, I am grateful for the knowledge and practical skill being taught here, which will be helpful later down the road.

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

“Do not be weak and do not be heartless, even though you are the most high-ranking person if you believe.”

-Q.S. Imran [3]: 139

“Whoever wants the happiness of the world then seek knowledge, and whoever wants the happiness of the hereafter seek knowledge, and whoever wants both seek knowledge.”

-Rasulullah SAW

“The possibility of all those possibilities being possible is just another possibility that can possibly happen.”

-Mark Lee

PREFACE

Assalamu'alaikum Warahamatullahi Wabarakatuh

With praise and gratitude, the writer conveys the presence of Allah SWT, who has bestowed his grace and guidance so that the author can complete the undergraduate thesis at PT. Sandang Asia Maju Abadi met the report without any problem. Salawat and greetings, may it always be devoted to our lord, the Great Prophet Muhammad, who brought and illuminated our conscience and became a light for all noble deeds. And God willing, we all include the people of Prophet Muhammad SAW until the end.

This undergraduate thesis is evidence of the implementation of the company workflow and fulfilling one of the requirements to achieve a bachelor's degree in the department of industrial engineering Islamic University of Indonesia.

The author is fully aware that in preparing this undergraduate thesis report, there are not a few difficulties and obstacles experienced by the author, both in terms of content, writing, and words that are not well structured. Still, thanks to the help and guidance of various parties, this undergraduate thesis can finally be completed. With a sincere and sincere heart, the author would like to express his gratitude and gratitude and appreciation to:

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7. The author's beloved parents, Agus Helfiadi Astan Suryono. And Anik Puji Astuti the author's sister Ajeng Nada Kemuning, and also for my big families as well as the author's spiritual teacher who always give support, motivation, and prays.
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9. The author's best friends are always supporting the author and give motivation.

Finally, the author says, Alhamdulillah, may Allah SWT always accompany the steps of the writer Amin. And hopefully, this undergraduate thesis can be helpful. It can add insight into the thinking, reference material, and valuable information for knowledge, especially in the industry field.

Wassalamu'alaikum Warahmatullahi Wabarakatuh

Yogyakarta, March 17 2023



Irfan Tegar Lalang Kurniawan

ABSTRACT

Along with the development of the manufacturing world, PT. Sandang Asia Maju Abadi faces fierce competition, so efforts to maintain high standards are significant. This study aims to get an overview of the performance of PT. Clothing Asia Maju Abadi uses the Baldrige Excellent Framework criteria approach for manufacturing companies.

This sequential explanatory study uses an analytic observational design with a cross-sectional study approach. Data was collected by completing questionnaires, in-depth interviews, observation, and group discussion forums. To fill out the questionnaire, 96 employees were selected using a proportional stratified random sampling technique. Meanwhile, three employees were obtained through a purposive sampling technique for the interview method. Performance evaluation is based on the seven criteria contained in the BEF, which have two dimensions: process and outcome.

The results showed that the criterion with the highest percentage score was Customer Focus (50.78%), and the lowest was Workforce focus (38.23%). The total score is 467.83 out of a maximum score of 1000 points. It is shown that the performance of PT. Sandang Asia Maju Abadi is at the "Good Performance" level (point scale 376-475)

Keywords: quality management, manufacturing, Baldrige criteria

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CHAPTER I

INTRODUCTION

1.1 Research Background

The development of the modern industrial world demands competitive competition between business owners, from small to large scale, to get customers. The competitive ability of an industry is not only measured by the superiority of the product in the industry only the market but also by the overall performance of the industrial system in the long term. In that case, the company is improving by analysing its weaknesses and then making strategic plans that can be used more accurately.

Companies want supervision and try to maintain the quality of their products or services so that they are always excellent. To preserve the quality of these products and services so that they remain optimal and to increase customer satisfaction, continuous monitoring, and improvement are needed (continuous improvement). Continuous improvement steps. Where all of them are incorporated in Total Quality Management (TQM).

According to Lohman (2003), performance measurement is the activity of assessing the achievement of specific targets derived from the organization's strategic objectives. Performance measurement is a critical factor for the organization because performance measurement is an attempt to map strategy into specific achievement actions (Giri, 1998). The performance measurement system can be used as an administrative control tool because performance measurement is strengthened by establishing a reward and punishment system (Ulum, 2009).

The performance measurement system is expected to increase managers' perceptions of each dimension in psychological empowerment, in this case, Meaning, Competence, Self-determination, and Impact. Performance measurement systems make an individual's task more meaningful (Meaning) because comprehensive information about a strategy and performance can help a person to realize where the organization is going and how their roles fit the broader scope of the organization. Conger and Kanungo (1998) noted that performance information would strengthen an individual's perception of understanding a goal (self-determination).

According to Wibowo (2011: 229), Performance measurement needs to be done to find out whether, during performance implementation, there are deviations from predetermined plans,

whether performance can be carried out according to a predetermined schedule, or whether performance results have been achieved as expected. The ability to measure performance is needed to carry out these measurements, so performance measures are required. Performance measurement can only be done on objective and measurable performance. If performance cannot be measured, it cannot be managed. To improve performance, it is necessary to know the current performance. If the performance deviation can be calculated, it can be corrected. The measured things depend on what is considered essential by stakeholders and customers. Measurement governs the link between customer-oriented strategy and goals and actions.

PT Sandang Asia Maju Abadi has production that focuses on the garment (pants) sector. In the business process of PT Sandang Asia, Maju Abadi applies the Make to Order (MTO) strategy to manufacture several of its products. The Make to Order strategy is a production based on orders from customers. In this strategy, production is carried out if there is an order and the customer submits a request specification in the form of the type of material, model, design, etc., according to the customer's wishes. The company responds by offering product specifications, price, and delivery time. The demand for orders that are quite a lot requires PT. Sandang Asia Maju Abadi to maintain its productivity.

Organizational performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2010). Performance information is crucial for the management of PT. Sandang Asia Maju Abadi, because with this information, an overview of the activities that have been carried out will be obtained, so based on this information, decisions will be made that will affect the life and activities of the company as a whole in the future.

Until now, PT. Sandang Asia Maju Abadi evaluates its performance about the Performance Appraisal Guidelines set by the company's leadership, where access to performance data that can be assessed is financial performance and productivity. PT. Sandang Asia Maju Abadi only compares the value of performance achievements with predetermined targets; there is no comparable information with other similar companies. Comprehensive measurement of production quality performance has not been carried out, only assessing production capacity and quality. Performance measurement is not carried out consistently, and only a few performance results are reported, i.e., for a few areas. PT. Sandang Asia Maju Abadi currently relies more on financial and production indicators only. This is not quite ideal because the

performance of the public sector is multidimensional, so there is no single indicator that can be used to realize performance in a comprehensive manner. In addition, financial or financial performance indicators are not the only determining factor for the success of a company. Financial performance will only be good if it is supported by non-financial aspects such as the level of member satisfaction, product innovation, company development, and employee development through training conducted so that it can provide a competitive advantage for the company (Ciptani, 2000).

This is what drives the implementation of a precise and accurate performance measurement system as a tool to evaluate overall performance. One of the performance measurement tools is the Balanced Scorecard (Anthony and Govindarajan, 2005). The balanced scorecard emerged as an improvement to traditional business performance measurement methods that focused on financial aspects leading to an era of information competition that prioritized non-financial aspects as a support for creating optimal performance measurements. This method was first introduced by Kaplan and Norton in 1992 as a set of performance measurements that provide a comprehensive view of the condition of the company. (According to Garrison et al., 2009) balanced scorecard is a collection of integrated performance measures that translate the vision and strategy of an organization into objectives and operational measures. (Kaplan and Norton, 1996) added that these goals and measurements are stated in four perspectives, namely financial perspectives, customers, internal business processes, and learning and growth. These four perspectives are intended to balance short-term and long-term goals, as well as internal and external company performance. However, in its development, the balanced scorecard cannot comprehensively answer management problems. This method also has limitations in the implementation process. This is supported by the opinion of Anthony and (Govindarajan, 2005) stating several weaknesses of the balanced scorecard, including 1) the poor correlation between non-financial measures and their results causes no guarantee that future profitability will follow target achievement in the non-financial sector; 2) fixated on financial results, managers are accustomed to and trained in financial measures and often get pressure from shareholders because the company's performance measures are reviewed from its financial reports; 3) measures that are not updated; and 4) too many measurements are taken for managers to focus less on trying to do many things at the same time.

Comprehensive performance measurement is needed in this globalization era. The performance measurement covers various aspects of the organization by paying attention to the relationship between the parts within the organization. The Malcolm Baldrige Criteria for Performance Excellence-(MBCfPE), 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, that covers all the factors that define the organization, operational processes, and performance results in a clear and measurable way. The factors measured include leadership, strategic planning, customer focus, measurement analysis, knowledge management, human resource focus, operational focus, and results (Gasperz, 2011: 325). Haris (2005) says that the Baldrige criterion is not a tool or technique, 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 guides the achievement of optimal performance. Based on the description that has been described above, the researcher is interested in conducting research on the performance analysis of PT. Sandang Asia Maju Abadi is reviewed from the Baldrige Excellence Framework (BEF). On this occasion, research will be conducted at PT. Sandang Asia Maju Abadi.

1.2 Problem Formulation

The problem formulation according to the study background of this research is as the following:

1. How is the company's performance according to the seven criteria of the Malcolm Baldrige National Quality Award (MBNQA) at PT. Sandang Asia Maju Abadi?
2. Where is the organizational level position of PT. Sandang Asia Maju Abadi according to the Malcolm Baldrige National Quality Award (MBNQA) criteria?
3. What recommendations can be given for improving service quality on PT. Sandang Asia Maju Abadi based on Malcolm Baldrige's measurement?

1.3 Research Objective

The objective of this research according to the study background of this research are as the following:

1. To analyze the performance according to the seven criteria of the Malcolm Baldrige National Quality Award (MBNQA) at PT. Sandang Asia Maju Abadi.
2. To find out the position of the organizational class of PT. Sandang Asia Maju Abadi according to the Malcolm Baldrige National Quality Award (MBNQA) Criteria,
3. To provide recommendations for the use of MBNQA based on the quality of the performance of PT. Sandang Asia Maju Abadi.

1.4 Research Benefit

The benefits of this research for other people are as the following:

1. This research is intended to help PT. Sandang Asia Maju Abadi assesses their improvement efforts, diagnoses their overall performance management system, and identifies their strengths and opportunities for improvement.
2. The results of this study can be used as a basis for the development of learning media or further application of teaching media. In addition, it also becomes an added value for scientific knowledge in the field of education.
3. This research can increase the theoretical and practical knowledge of researchers about how to assess the management performance of a Company through the Malcolm Baldrige National Quality Award (MBNQA) approach;

1.5 Scope of Research

There are several limitations that must be known as guidelines in carrying out this undergraduate research. The limitations of this undergraduate research are:

1. The research was conducted at PT Sadang Asia Maju Abadi Unit from October to November 2022.
2. The objects of this study are employees at PT Sadang Asia Maju Abadi Unit.
3. The method used in this study is SPSS and Microsoft Excel software.
4. Variables and indicators are in accordance with what has been determined.
5. The criteria used are those of the Malcolm Baldrige National Quality Award 2015-2016

CHAPTER II

LITERATURE REVIEW

2.1 Empirical Study

2.1.1 Organizational Performance.

Organizational performance is the level of work achieved by an organization in an operational period which is compared using predetermined targets, standards, and criteria (Kristiana, 2011). Performance or performance refers to the results and what is obtained from processes, products, and services that can be assessed and compared relatively using goals, standards, past results, and other organizations (Hertz et al., 2007).

Chakravarthy & Balaji (1996) and Ferdinand (2000) state that organizational performance is a construct that is commonly used to measure the effects of an organizational management art orientation. However, the issue of performance measurement has become a classic conflict and debate. This can be understood because, as a construct, performance is multidimensional in that it contains multiple goals and types of organization. Therefore, performance is conceptualized in many ways and methods where the measurement is also multiple (Bhargava et al., 1999). Performance measurement is the biggest challenge for researchers because, as a construct, performance is multidimensional (Bhargava et al., 1999; Lie and Simerly, 1998),

Initially, organizational performance was evaluated by looking at financial ratios, suspecting that managers would succeed if they reached the level of profit (Siegel, 1989 in Lubis, 2003). This traditional measurement causes organizational managers to be only profit-oriented in the short term and tend to ignore the organization's survival for a long time (Mirza, 1997; Lubis, 2003). Measurements using only financial performance measures have limitations (Niven, 2002; Lubis, 2003). Measuring the performance of public organizations that only relies on economic indicators and service quality is not ideal enough because the performance of the public sector is multidimensional, so there is no single indicator that can be used to achieve all-around performance—not aligned with the private sector because the nature of the output produced by the public sector is more intangible (Mardiasmo, 2004). Therefore, organizations need integrated performance measurement to pay attention to financial and non-financial factors and monitor the improvement of competitiveness.

The benefits of measuring company performance according to Yuwono (2002) include:

- a. Tracking performance against customer expectations, thereby bringing the company closer to its customers and making everyone in the organization involved in efforts to provide satisfaction to customers.
- b. Motivating employees to perform services as part of the eye internal customer and supplier chains.
- c. Identify various wastes while encouraging efforts reduction in wastage.
- d. Making a strategic goal that is usually still vague becomes more concrete, thus accelerating the organizational learning process.
- e. Building a change by rewarding employee behavior which is expected.

2.1.2 Malcolm Baldrige National Quality Award (MBNQA).

The Malcolm Baldrige National Quality Award (MBNQA), or the Baldrige Criteria, is a quality management system originally applied in the United States that aims to measure commitment to the performance of an organization and provide a framework to improve and improve that performance. (Criteria for Performance Excellence). This award was ratified by the signing of the Malcolm Baldrige National Quality Improvement Act by President Ronald Reagan on August 20, 1987.

Initially, this award arose because the United States government was promoting the need for quality improvement or improvement to business competition in America and foreign markets, especially Japan. Malcolm Baldrige's name comes from the name of the American Secretary of Commerce, who served from 1981 until his death. In 1987 due to an accident.

His high dedication to improving the world of commerce in America made his name a symbol for this award. To date, the United States Department of Commerce is responsible for awarding this award and assigns the National Institute of Standards and Technology (NIST) to manage the program and administration of this award under Public Law 100-107 and is assisted by the American Society for Quality Control. (ASQC).

The Malcolm Baldrige National Quality Award (MBNQA) or the Baldrige Criteria is a guide for a company to achieve high-quality performance which consists of 7 criteria, namely Leadership; Planning Strategy; Customer Focus; Measurement, Analysis, and Knowledge Management; Focus on Workforce; Process Management; and result.

The Malcolm Baldrige National Quality Award (MBNQA) is a method to continuously improve the organisation's overall performance (continuous improvement) by using measurements and providing feedback on the organization's overall performance in providing quality products and services. Initially, the Malcolm Baldrige National Quality Award (MBNQA) was held to honour the minister of commerce during the administration of President Ronald Reagan. He supported efforts to improve quality in world industry in America (Gaspersz, 2002).

MBNQA is used as a framework for measuring and developing management performance. MNBQA can help deal with a dynamic environment, build high-level work systems, translate vision and mission into strategies, build customer loyalty, and prepare actions to achieve short-term success and support the organization long-term (Gaspersz, 2002).

The Malcolm Baldrige Criteria For Performance excellence is one of the methods used for characteristics with high overall performance and integrity. The performance excellence criteria are divided into 18 items covering seven categories. The main objectives of these seven categories include:

- a. Improve organizational performance in terms of work practices, capabilities, and organizational results
- b. Facilitate communication and information sharing among organizations of the same or different types.
- c. A tool for understanding and managing organizational performance, as well as guiding in organizational planning and learning

While the manifestation of the objectives of the criteria for performance excellence includes:

- a. Help improve organizational quality and stability for customers and other interested parties.
- b. Improving the effectiveness and capability of the organization as a whole.
- c. Organizational and personal learning.

2.1.3 Baldrige Assessment.

The Baldrige assessment criteria are the basis for conducting a self-assessment of a company or organization in awarding and providing feedback to the company or organization to create a high-quality performance. The advantage of the Baldrige Criteria is its ability to provide a

comprehensive and integrated assessment. Baldrige criteria into seven criteria, where the requirements are interrelated. The four main objectives of the MBNQA Criteria include:

- a. Help improve organizational performance and capabilities
- b. Providing communication facilities and various information on best practices among educational and other organizations.
- c. Maintain the development of partnerships involving schools, industry, and other organizations.
- d. Serve as a working tool to understand and improve organizational performance and guide organizational planning and training

Target High-quality quality criteria, according to the Indonesian Quality Award Foundation (2007), are designed to help companies or organizations use an integrated approach in managing their performance, which leads to:

- a. Delivering the best value that customers and stakeholders can contribute to resilience and the company or organization.
- b. Improvement of the effectiveness and capability of the company or organization.
- c. The occurrence of organizational learning and employee learning.

Gaspersz (2007) states, there are six basic reasons why local and world-class organizations choose the Baldrige Assessment as the framework of their management system, namely:

- a. Baldrige Assessment can identify any strengths and opportunities for improvement or opportunities for improvement (OFI) from various areas within the organization related to the seven MBNQA criteria.
- b. The Baldrige Assessment provides a framework for improvement towards performance excellence by giving management the freedom to implement independent business strategies and performance improvement programs.
- c. Baldrige Assessment is an integrated management framework covering all the factors that define the organization, operational processes, and performance results that are clear and measurable.
- d. Baldrige Assessment focuses on the requirements for achieving performance excellence, not just applications, procedures, tools, or techniques.
- e. Baldrige Assessment is easily adaptable to the business environment and can be applied to large and small organizations. These local organizations only operate in one country, while world-class organizations operate in many countries.

- f. Baldrige Assessment has proven to be a good global management practice to improve organizational performance excellence.

Another reason to use Baldrige Assessment in measuring management performance is that it can increase process speed and quality, build a high-performance work system, translate vision and mission into strategy, and build customer loyalty. The Baldrige Criteria focus on performance excellence for the entire organization within a comprehensive managerial framework, identifying and tracking all organizational results, namely customer, product/service, financial, human resources, and organizational effectiveness. Quality measurement using the Baldrige Criteria is advantageous because it allows organizations to conduct self-assessments. Self-measurement based on the Baldrige Criteria can be carried out in various organizations, including business, non-profit, educational, and health.

The Malcolm Baldrige criteria are also used to solve problems to determine the value of the company's performance, position in the market, strengths and weaknesses, and obtaining competitive standards and setting priorities (Murdiono, 2000). Meanwhile, the Malcolm Baldrige Criteria have also been applied as a quality management tool in formulating strategies based on the company's internal and external conditions (Wijayanti, 2002). The application of the Malcolm Baldrige Criteria is not limited to business needs but also includes education (Susilowati, 2008).

In general, the Baldrige assessment aims to measure performance. MBNQA is an award program based on the organization's achievement of the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), often abbreviated as the Baldrige Criteria (Baldrige Criteria). MBCfPE is the best management guide for making a company superior, high-quality, or world-class. The objectives of MBCfPE in increasing the competitiveness of a company or organization, according to Haris (in Saputra, 2008), are:

- a. Help improve organizational performance practices, capabilities, and results.
- b. Facilitate communication and information sharing on best practices among organizations.
- c. As a management tool for understanding and managing performance as well as planning guidelines and opportunities for learning.

Based on the source www.nist.gov, there are several advantages obtained in the MBCfPE application because the organization can find out reports on the following matters below:

- a. Key Themes Summary – synthesis of the most important strengths and opportunities to improve organizational approach and analysis results.

- b. Comments – actions, detailing strengths and opportunities for improvement of each criterion, organizational specifications, and helping prioritize improvement efforts.
- c. Individual Scoring Range – For Each Criterion, we can accept a range of 10% along with calculating the relative strengths and opportunities for improvement of the organization.
- d. Scoring Distribution – the percentage of applicants who are rated on each criterion.

With the report, you can see the number of scores or assessments from the application of the Baldrige model so that it can be seen what the organization's performance has been so far and also what things need to be maintained or improved from the organization.

The Baldrige Assessment serves as a tool for measuring performance and performance management. Institutions that can apply the Baldrige assessment include companies in the manufacturing, service, and small business categories and health and education institutions. The Baldrige assessment helps organizations face a dynamic environment, builds high-performance work systems, translates vision and mission into strategies, builds short-term, and can help organizations in the long term (Gaspersz, 2002).

2.1.4 MBNQA Core Values and Concepts.

The MBNQA criteria are built on a foundation of 11 core values and concepts, which are summarized as follows. (Sadikin, 2010):

1. Visionary Leadership

Visionary leadership is a direction, perspective, and values that a leader of an organization must own. Organizational leaders must set a direction and create a focus on clear and customer-facing value. High expectations, where the three things mentioned above must balance the needs of the interested parties (stakeholders). It will create leadership that includes the following:

- a. Build the skills and knowledge of employees.
- b. Provide high motivation and inspiration to employees.
- c. Provide inspiration and high enthusiasm for employees to always provide good service and contribution to the organization.
- d. Become a role model through ethical behavior and involvement in planning, communication, training, cadre development, reviewing organizational performance, and recognizing employee performance results.

2. Customer-Driven Excellence

Customers assess organizational performance and quality. Organizations must take full responsibility for each business practice to contribute value to customers. It aims to increase customer satisfaction, loyalty, and business development. The advantages of the present and future components, namely understanding the wishes or desires of current customers and anticipating the wishes or desires of prospective customers. Customer-driven organizations pay attention not only to the characteristics of the service but also to the features and characteristics that differentiate the service from other organizations. Customer-Driven Excellence is a strategic concept whereby an organization can maintain customer loyalty, attract new customers, and develop its market segments. Customer-Driven Excellence means the organization reduces errors and reduces complaints, but how the organization ensures error-free so that customers feel comfortable and can relate well.

3. Organizational and Personal Learning

Organizational and personal learning is required to achieve a high level of performance. Organizational learning is a learning process that requires continuous improvement of existing approaches, leading to new goals and new strategies. The learning process means daily routines applied to individuals, work units, and departments. These are used to solve the root causes of problems and are obtained from opportunities that lead to improvement and change. Learning resources include employees' creative ideas, customer input, sharing practices, and benchmarking. Organizational learning can provide results in the form of:

- a. Increasing value to customers through new and evolving services.
- b. New business opportunities.
- c. Develop new and evolving business processes or models.
- d. Reduce errors, product defects, and related costs.
- e. Increased responsiveness and cycle time performance.
- f. Increasing the productivity and effectiveness of the total available resources.
- g. Improving organizational performance in building public production process and social responsibility.

In addition to organizational learning, personal learning is needed because employee success depends on the opportunity and ability of each individual to learn new things. Opportunities can be in education, job rotation, gift-giving, and others. Personal learning

can yield results in the form of::

- a. Employee satisfaction with the organization.
- b. Cross-functional learning within the organization.
- c. Build knowledge.
- d. Increased innovation discoveries.

4. Valuing Workforce Members and Partners

The organization's success depends on its employees, namely in terms of knowledge, abilities, creativity, and motivation of each individual. Giving value to employees means being committed to the satisfaction, development, and treatment of these employees well. In addition, the organization must also build internal and external partnership relationships. Internal partnerships can be established by establishing cooperation among employees through trade unions, forming work teams with high performance, and others. External partnerships can be selected by good relationships with other customers, suppliers, and similar organizations. Successful internal and external alliances can develop long-term goals, creating the basis for mutually beneficial investments for each party..

5. Agility

Agility has an understanding as a capacity to change quickly and flexibly. Skill is related to cycle time. The more agile organizations respond to customer desires, the better because they can take earlier time to face their competitors and make it easier to achieve long-term organizational goals. Organizations often need new work systems to improve response time, simplify processes and work units, and the ability to change one method to another. The time performance of an organization is becoming increasingly critical, and cycle time is vital in measuring key processes.

6. Focus on the Future

Focus on the future relates to the short-term and long-term factors that affect the organization and market share. Pursuing sustainable growth and mastering the market requires a solid orientation to the end and a willingness to build long-term commitments to stakeholders. Focus on the future includes developing leaders, employees, and suppliers, creating opportunities for innovation, and anticipating public responsibility and concern.

7. Managing for Innovation

Innovation means making meaningful changes to improve administrative services, programs, and processes and create new value for interested parties. Innovation must lead the organization to a new dimension of performance. Innovation is not always directly related to the Research and Development (R&D) section but is closely related to the entire work system and process. Organizations must be managed and directed so that innovation becomes part of the learning effort. Innovation must be integrated into daily work and supported by performance improvement.

8. Management by Fact

Effective management systems and services depend on performance measurement and analysis. Measures are derived from service requirements and strategies and provide essential information on critical processes, outputs, and outcomes. Analysis of data and information is used to support evaluation, decision-making, improvement, and innovation. In choosing a measurement, it must represent the factors that lead to improvement in expenses, customer increase, operational, financial, and good performance. Performance measurement must also be on target, based on specific processes related to the organization's business strategy and comparing results with competitor strategies. Before taking measures, the organization can create indicators showing that these factors affect performance improvement.

9. Social Responsibility

Organizational leaders must be able to emphasize their responsibilities to the public, ethical behavior, and the practice of being good citizens. Organizational leaders must be role models focused on ethics and protecting production's health, safety, and environment. Effective planning must anticipate the causes of problems, prepare responses if issues occur, and provide information and support factors to maintain awareness, security, and customer confidence.

10. Focus on Result and Creating Values

Organizational performance measurement also needs to focus on the results to be achieved and balance these results for the parties concerned. It aims to build loyalty and contribution to the community. This balance will effectively communicate short- and long-term priorities, monitor current performance, and prepare a clear basis for improving results. Focus on results needs to show flexibility in achieving different results over time.

11. Perspective System

System perspective management of the organization as a whole to achieve successful performance. The core values of the seven MBNQA categories have been to work together and integrate a mechanism to ensure consistency of plans, measurement processes, and overall actions. The systems perspective includes strategic direction and customer-focused organizational leaders. This means that organizational leaders monitor, respond to, and regulate performance based on the results achieved. The perspective system can also be in the form of performance measurement competencies, indicators, core, and organizational knowledge to build critical strategies.

2.1.5 MBNQA criteria divided into Categories and Items.

The core concepts and values described above are integrated into seven categories, each divided into items. The followings are the seven existing categories and 18 items in the category where the total score is 1000 points, presented in the form of a table as follows:

Table 2. 1 Seven Criteria of MBNQA

Item No	Categories and Items	Point Value
	1 Leadership	120
1	1.1 Senior Leadership	70
2	1.2 Governance and Societal Responsibilities	50
	2 Strategic Planning	85
3	2.1 Strategy Development	40
4	2.2 Strategy Deployment	45
	3 Customer Focus	85
5	3.1 Customer Engagement	40
6	3.2 Voice of the Customer	45
7	4 Measurement, Analysis, and	90
8	4.1 Knowledge Management	45
	4.2 Measurement, Analysis, and Improvement of Organizational Performance Management of Information, Knowledge, and Information Technology	45
	5 Workforce Focus	85
9	5.1 Workforce Engagement	45
10	5.2 Workforce Environment	40
	6 Process Management	85
11	6.1 Work System	35
12	6.2 Work Processes	50

	7	Results	450
13	7.1	Product Outcomes	100
14	7.2	Customer-Focused Outcomes	70
15	7.3	Financial and Market Outcomes	70
16	7.4	Workforce-Focused Outcomes	70
17	7.5	Process Effectiveness Outcomes	70
18	7.6	Leadership Outcomes	70
Total			1000

i. Leadership (120 points)

Leadership shows how senior leaders can guide and sustain the organization, setting the organization's vision, values, and performance expectations. Attention is paid to how senior leaders communicate with staff, develop future leaders, and create an environment that encourages ethical behavior and high performance.

This category also includes organizational control systems, where administrative control is carried out legally and ethically responsibly to the public, supports its community and promotes production. The Leadership category is divided into two subcategories/items, which will be explained as follows:

a. Senior Leadership (70 points)

The senior leadership assessment item describes how senior leaders guide and sustain the organization. This assessment will tell how senior leaders communicate by organizing and encouraging high performance. In this item, two points will be a reference in the scoring process:

- Vision, Values, and Mission
- Communication and Organizational Performance

b. Governance and Societal Responsibilities (50 points)

The Governance and Community Responsibility assessment item describes the organizational control system. They also outline how organizations should be accountable to the public, ensure ethics, build good relationships, and contribute to the production process. In this item, three points will be used as a reference in the scoring process, namely:

- Organizational Governance
- Legal and Ethical Behavior
- Societal Responsibilities and Support of Key Communities

ii. Strategic Planning (85 points)

The strategic planning category examines how to develop strategic objectives and action plans. Also tested is how to select outcome goals, action plans, and strategies to deploy and change if circumstances change and how progress is being measured against them. The Strategic Planning category is then divided into two items, namely as follows:

a. Strategy Development (40 points)

This item describes how organizations define strategy and strategic outcome goals, including addressing strategic challenges and summarizing strategic outcome goals and objectives. In this item, two points will be a reference in the scoring process, namely:

- Strategy Development Process
- Strategic Objectives

b. Strategy Implementation (45 points)

Strategy Implementation describes how organizations convert strategic outcome goals into action plans related to performance measures or critical indicators. Designing the organization for future performance on performance measures or critical indicators. In this item, two points will be used as references in the scoring process, namely:

- Action Plan Development and Deployment
- Performance Projections

iii. Customers Focus (85 points)

Customer focus tests an organization to determine customer needs, expectations, and preferences. Another thing that is tested is how the organization builds relationships, determining the main factors that drive towards goals, customer satisfaction, loyalty, and mission into service and expansion. This category is further divided into two items, namely:

a. Voice of The Customer (45 points)

This item describes how the organization determines the needs, expectations, and preferences of customers and the market to ensure service linkages and develop new service opportunities.

b. Customer Engagement (40 points)

This item describes how organizations build relationships to acquire, fulfill, and retain customers, improve services, and develop new service opportunities.

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

This measurement, analysis, and knowledge criterion examines how an organization selects, obtains, analyzes, organizes, and develops its data, information, and knowledge assets. It also explores how an organization reviews its performance. In this criterion, two sub-criteria will make it easier for examiners to score, namely:

a. Measurement, Analysis, and Improvement of Organization Performance (45 points)

Describes how an organization measures, analyzes, compiles, reviews, and improves its performance as a service provider at all levels. In this item, three points will be used as a reference in the scoring process, namely:

- Performances Measurement
- Performances Analysis and Review
- Performances Improvement

b. Management of Information, Knowledge, and Information Technology (45 points)

Describes how an organization ensures the quality and availability of data and information needed by staff, suppliers, other partners, and customers. In addition, it also describes how an organization forms and manages the knowledge it has. In this item, two points will be a reference in the scoring process, namely:

- Data, Information, and Knowledge Management
- Management of Information Resources and Technology

v. Workforce Focus (85 points)

The workforce focuses on examining the organization's ability to assess the workforce's capabilities and capacities and build a work environment conducive to good performance. The workforce focus criteria also look at how the organization mobilizes, manages, and develops the workforce's potential in line with the

organization's mission, strategy, and company action plans. Two sub-criteria will make it easier for examiners to score, namely:

a. Work Environment (40 points)

Describes how the organization manages the capabilities and capacities of staff to complete the organization's work. Also, it describes how the organization maintains safety, security, and a supportive work climate. In this item, two points will be a reference in the scoring process, namely:

- Capability and capacity of the workforce Include questions about skills, competencies, and staff level. This includes recruiting new staff, completing work, and preparing a team for management changes.
- Work climate describes how an organization maintains a safe, secure, and supportive work environment. It also describes how the organization manages its staff through policies.

b. Workforce Engagement (45 points)

Describes how the organization moves, compensates, and rewards staff for achieving high performance. It also assesses workforce involvement and uses the results to achieve high performance. Workforce Engagement also describes how staff and leaders are developed to achieve high performance. In this sub-criteria, three points will be used as references in the scoring process, namely:

- Workforce performance
- Assessment of workforce engagement
- Workforce and leader development

vi. Operation Focus (85 points)

This criterion examines how organizations design, manage, and improve work systems and work processes for customer and stakeholder satisfaction and achieve organizational success and sustainability. In addition, it also tests the organization's readiness for emergencies. Two sub-criteria will make it easier for examiners to score.

a. Work System (45 points)

These criteria examine how organizations design, manage, and improve systems work for customer and stakeholder satisfaction. It also looks at how

organizations prepare for emergencies and achieve sustained success. In this sub-criteria, three points become the scoring reference, namely:

- Work system design
- Work system management
- Emergency readiness

b. Work Process (40 points)

This sub - criteria examines how organizations design, manage, and improve key work processes for customer and stakeholder satisfaction and how to achieve sustainable success. Two points become a reference in scoring, namely:

- Work process design
- Work process management

vii. Organizational Performance Result (450 points)

This criterion examines the performance and improvement of the organization in terms of the results of services provided, customer satisfaction, financial and market performance, results of staff and work systems, operational performance, leadership, and community responsibilities. This level of performance will also be tested by competitors and other organizations engaged in the same field. In this criterion, six sub-criteria will make it easier for examiners to score.

a. Process outcomes

This sub - criteria describes what results from the effectiveness of your performance process. The goal is to achieve an effective and efficient work system and work process.

b. Customer focused outcomes

This sub - criteria describes the results of a company that focuses on customers and stakeholders. The aim is to show the extent to which the organization has provided satisfactory service to customers and stakeholders and to develop satisfaction and loyalty.

c. Workforce focused outcomes

This sub - criteria describes the results of workforce-focused performance to show how far the organization has created and fostered a caring, united, and productive work environment for all staff/employees.

d. Leadership and Governance outcomes

This item describes the results of organizational performance in leadership, fulfillment of strategic plans, and social responsibility. The goal is to maintain the ethics of the organization itself.

e. Financial and market outcomes

This item describes how the company's finances and market results are. The goal is to know and understand financial stability, challenges, and excellent opportunities.

f. Product and service outcomes

This item describes how the results of organizational performance. The goal is to achieve performance results, process quality, and values that lead to customer and stakeholder satisfaction and loyalty.

2.2 Inductive Literature

Inductive Literature contains 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 and this research will be delivered as 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 Literature review

No.	Title	Author & Year	Method	Result
1	Pengukuran Kinerja Perbankan Menggunakan Kriteria Malcolm Baldrige National Quality Award (Studi Kasus Pada Pt. Bank XYZ	Harry. Sajiwo (2012)	Malcolm Baldrige Criteria for Performance Excellence.	The research results show that PT. Bank XYZ's service quality is known. Based on the five dimensions of SERVQUAL, Bank XYZ is declared good because the average interval is between the range of 3.4 - 4.19. However, when viewed from the level of customer satisfaction based on the importance of performance, it was found that of the five dimensions of service quality, customers were not satisfied but approached quite satisfied with the services at PT. rsud XYZ because the satisfaction

No.	Title	Author & Year	Method	Result
				value shows a minus number (-). The results of the MBNQA scoring criteria for the customer focus category have a score of 54 out of 85 points. The customer engagement item got a score of 28, while the voice of the customer item got a score of 26. These results indicate an excellent first step in measuring performance in developing the other six MBNQA criteria.
2	Implementasi Pengukuran Kinerja Model Malcolm Baldrige Untuk Kinerja Unggul Dalam Meningkatkan Keunggulan Bersaing Di Pt Pos Indonesia	Hesti Sugesti, and Angga Dewi Anggraeni (2020)	SWOT Analysis, Validity, and Reliability Test, Malcolm Baldrige Criteria for Performance Excellence, Descriptive Statistical Analysis, and Simple Linear Regression Analysis.	This research was conducted on PT POS Indonesia. SWOT analysis is used to know the competitive advantage over the competitor. The data collection method is analyzed using validity and reliability test before processing in 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 T-test to know the magnitude of influence of it. 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 "Rumah Sakit Umum Daerah" (RSUD) Dr. Ashari Pematang. The author use A-D-L-I score and Le-T-C-I score in conducting the analysis. The

No.	Title	Author & Year	Method	Result
4	The Structure And Paths Of Malcolm Baldrige National Quality Award (MBNQA) Dimensions Applied in Greek Tertiary Education System	S.Anastasiadou , and E. Taraza (2019)	Malcolm Baldrige Criteria for Performance Excellence, Implicative Statistical Analysis.	<p>result of this research is that the company are categorized as Industry Leader with t</p> <p>This research is aimed to measure the company's performance based on Malcolm Baldrige Criteria for Performance Excellence at ASPETE Thessaloniki in Greece. 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.</p>
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.	<p>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 on Customer Focus</p>
6	Pengukuran Malcolm Baldrige Criteria for Performance Excellence Kategori Proses Fokus Pelanggan Dan Hasil Item Fokus	Derry Fitriani Putri, Harsono Taroepratjeka , Ambar Harsono (2015)	Malcolm Baldrige Criteria for Performance Excellence.	<p>This research was conducted in a Hotel in Bandung to measure the performance of this business especially focused in Customer Focused category by Malcolm Baldrige Criteria for Performance Excellence. The research instrument for the interview question was provided by</p>

No.	Title	Author & Year	Method	Result
	Pelanggan Di Hotel X			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 No Title Author Method Result is Hotel X obtained 449.75 of 1000 total points and it means that the company is on Early Improvement performance.
7	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 from interviews, surveys, and inspection of documents. After it 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

No.	Title	Author & Year	Method	Result
8	Performance Measurement Using KPKUBumn In X School Education Foundation	Sugih Arijanto, Ambar Harsono, and Harsono Taroepratjeka (2021)	Malcolm Baldrige Criteria for Performance Excellence.	Foundation X is in Global Image Poor 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.
9	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 at the level of Early Results, which means	Yusuf. (2017)	M Malcolm Baldrige Criteria for Performance Excellence.	The results of the study showed that the criteria with the highest percentage score were surgery (39.6%) and the lowest was strategy (35.1%). The total score is 377.5, a maximum score of 1000 points. This shows that the performance of Kudungga Sangatta Hospital is at the level of "early growth" (point scale 376-475).

No.	Title	Author & Year	Method	Result
	Foundation X School is in the Poor Global Image.			

CHAPTER III

RESEARCH METHOD

3.1 Research Design

This type of research is analytical observational research directed to explain a situation or situation. A series of activities where researchers collect information on the performance and quality of performance of manufacturing companies and then analyze it to draw various conclusions. The design used is cross-sectional, where the data collection process is carried out simultaneously on all variables in the research subject. Researchers used a combination research method with a sequential explanatory design model (Creswell, 2009).

This model is characterized by the collection and analysis of quantitative data in the first stage, followed by the collection and analysis of qualitative data in the second stage, to strengthen the results of the quantitative research conducted in the first stage. The research process or stages of this research starts from the start (early stage), namely by setting the background, objectives, and methodology and arriving at identifying the profile—information about the shape of PT. Sandang Asia Maju Abadi is collected in various ways. It is essential to start with a profile because it is the most appropriate first step for self-assessment and writing application documents. The organizational profile is a brief description of a company or organization and the main things facing the company or organization. It describes its products, services, primary customers, and competitors. Information gathering about the profile can be done through interviews, and the information must be complete. If the information regarding the profile is sufficient, then a process is carried out to identify the performance excellence criteria which there are 7 (seven) categories based on the Baldrige criteria. The 7 (seven) categories were evaluated through the distribution of questionnaires, in-depth interviews, and direct observation. The assessment factor for the results of interviews for the category of Process dimensions, using A-D-L-I (Approach, Deployment, Learning, and Integration). The A-D-L-I assessment was obtained from the results of statements and evidence at PT. Sandang Asia Maju Abadi. While the results are the output and outcome of PT. Sandang Asia Maju Abadi emphasizes the impacts of products and services, the current customers, the market and financial position of the company, and the leading indicators that must be met in the outcomes.

Category Results (Results) are evaluated through a factor abbreviated as L-T-C-I (Level, Trend, Comparison, and Integration). PT. Sandang Asia Maju Abadi will know the extent of their performance level. The company's trend describes how widely the implementation and deployment of performance improvements are, and PT. Sandang Asia Maju Abadi can compare their performance with its competitors or perform benchmarks. The relationship of the outcome measures to essential customer performance requirements, products, services, and processes, identified in the company profile also needs to be observed. The results of in-depth interviews and observations (process A-D-L-I and L-T-C-I) were continued into the assessment process for each category based on the 2015-2016 Baldrige Excellence Framework assessment guidelines, namely:

1. Create a matrix table for mapping process performance criteria and results to make it easier to determine bands;
2. Conducting Focus Group Discussion (FGD) to conclude Strengths, Opportunities for Improvement (OFI), and recommendations for follow-up improvements;
3. Create a connecting table between the matrix and the scoring guide to obtain a score for each criterion item;
4. Create a score table to determine the score for each category and determine the company's position;
5. After achieving a total score, the research provides an alternative recommendation to prepare the company to achieve performance excellence.

The process of the research steps can be seen in the following picture:

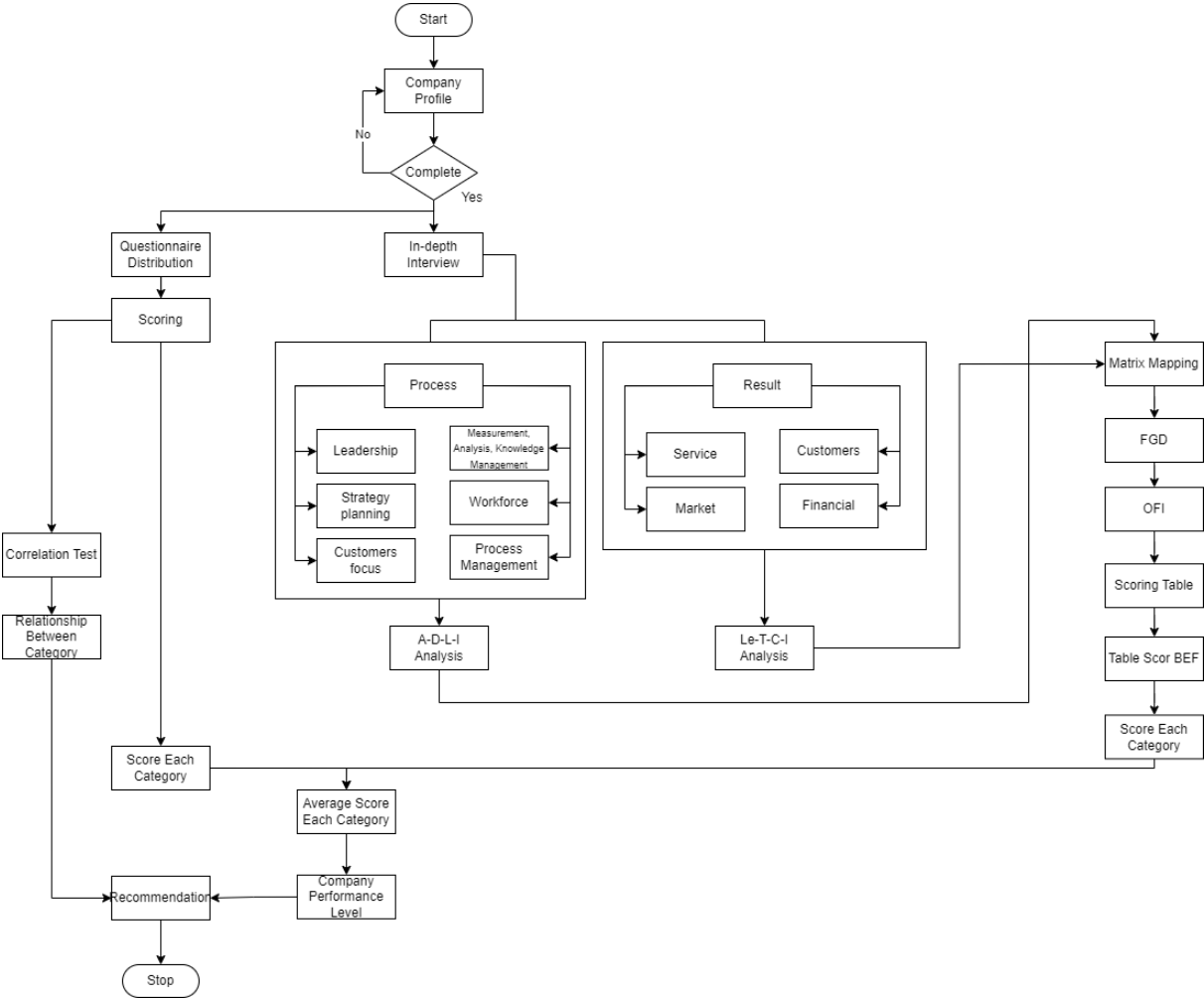


Figure 3. 1 Research Flow

3.2 Research Object and Time

This research will be carried out at PT. Sandang Asia Maju Abadi in October 2022.

3.3 Population and Sampling Technique

3.3.1 Research Population.

For a quantitative approach through a questionnaire, the population in this study is structural officials, branch heads, customer service and other staff at PT. Sandang Asia Maju Abadi. The population consists of 15 structural officers and 2425 other workers, so the total population is +- 2440 workers.

3.3.2 Research Sampling.

Determination of the sample is done by proportional stratified random sampling, a sampling technique when the population is known and selected randomly and proportionally stratified. The sampling technique uses the formula from Yamane in Sudirdja (2012), as follows:

$$n = \frac{N}{N.d^2+1} \quad (3.1)$$

Where:

n = Total number of samples

N = Total population

d² = Set precision

Based on this formula, the total number of samples in this study:

$$n = \frac{2440}{2440.(0.1)^2+1} \\ n = 96 \text{ people} \quad (3.2)$$

Multilevel Sampling (Berstrata)

Sampling proportional random sampling using the proportional allocation formula as follows:

$$n_i = \frac{N_i}{N} \times n \quad (3.3)$$

Where:

n_i = number of samples by stratum

n = total number of samples

N_i = total population by stratum

N = total population

Based on this formula, the calculation of the number of respondents for each group is as follows:

- a) Structural Officer = 15: 2440 x 96 = 1 people
- General Manager
- b) Staff = 2425 : 2440 x 96 = 95 people

The number of respondents who have been determined is 95 people, then it will be broken down according to the number of departments in this company, so the results below are obtained:

Table 2. 3 Staff Questionnaire Respondent

No	Department	Total Respondent
1.	Warehouse	13
2.	Sample and Pattern	15
3.	Cutting	13
4.	Sewing	15
5.	Laundry	13
6.	Finishing	13
7.	Quality Control	13

3.3.3 Source Person.

The informants in the interview for the qualitative stage do not represent the population but instead, convey the information. Because the sampling is based on specific considerations, the understanding is in line with the sampling technique known as purposive sampling, with the tendency of researchers to choose informants based on positions with clear access who are considered to have in-depth and reliable information related to the problem. (Sutopo, 2006).

Based on these considerations, the interviewees in this study were 3 (three) people, consisting of 1 (one) Human Resources, 1 (one) section manager, and 1 (and one) general manager. These resource persons were chosen because they are considered parties directly involved in many matters related to the company's organization.

3.4 Type and Source of Data

The data used in this study:

- 1) Primary data was obtained through questionnaires as a guide distributed to respondents to get data on research variables. The questionnaire used by researchers contains statements obtained from categories and items in the 2015-2016 Baldrige Excellence Framework. In addition, researchers will conduct interviews using basic questions from the categories and items in the 2015-2016 Baldrige Excellence Framework.
- 2) Secondary data is data taken by researchers from PT. Sandang Asia Maju Abadi research is needed in research. Secondary data are in the form of company profiles and

strategic plans, results of accreditation assessments, and other documents relevant to research problems.

3.5 Data collection technique

Data were collected using the results of filling out questionnaire sheets in the form of a list of statements based on experience and facts that occurred in implementing daily activities at PT. Sandang Asia Maju Abadi. The scale used for measurement is the Likert scale, a closed question that measures attitudes from a negative state to a positive level. There is a choice of Strongly Agree, Agree, Hesitate, Disagree, and Strongly Disagree. The other primary data were obtained through in-depth interviews and document searches. A list of Questionnaires, interview guidelines, and interview questions are in Attachment 1 and 2

3.6 Data Processing

The data that has been collected is processed using statistical data processing software through several stages, including editing, coding, entry, and cleaning.

1) Editing

This stage is carried out through the implementation of the selection of the data that has been collected. Editing was carried out to see the data collection results related to the completeness of filling out, the validity of filling out, and the consistency of each answer given in the questionnaire.

2) Coding

This stage is carried out for data classification and coding for each piece of information collected through a questionnaire.

3) Entry

This stage is carried out after the editing and coding process of the collected data has been completed. Before data entry, a re-examination is carried out to avoid errors.

4) Cleaning

This stage is carried out to clean the data against potential errors that may still occur during the implementation of data entry. Data cleaning is done by looking at the frequency distribution to get unnatural data.

3.7 Data Analysis

3.7.1 Questionnaire Result

After processing the data, the researcher descriptively analyzed the data on the research variables using the frequency distribution. Mathematically, the Malcolm Baldrige score on each variable in the questionnaire category, according to Irjayanti (2012), was obtained through the formula:

$$\frac{[\frac{(\sum ni.wi)}{N.W} \times 100\%]}{X} \times \text{standard score for each categorical variable} \quad (3.1)$$

Where :

ni = Number of voters for the answer i

wi = Weight of answer i

N = Total number of respondents = 96 respondents

W = Weight of largest answer = 5

X = Total Number of questions on each categorical variable

Through this formula, the author looks for the percentage weight of each question and then looks for the average value of all questions in one categorical variable, which is then converted into Malcolm Baldrige's score on that categorical variable. Researchers conducted a Pearson Product Moment correlation test on the results of questionnaires from all categories in the Baldrige criteria to analyze the relationship between the process dimension category and the outcome category.

- 1) $>0 - 0.25$: Very weak correlation
- 2) $>0.25 - 0.5$: Correlation is sufficient
- 3) $>0.5 - 0.75$: Strong correlation
- 4) $>0.75 - 0.99$: Very strong correlation

3.7.2 Interview and observation result.

The interview material includes questions related to the seven (7) categories to achieve performance excellence by the Baldrige Excellence Framework (BEF). The research results are presented in a matrix and narrative information from interviews and field observations and supported by administrative documentation. Several statements of informants from the results of in-depth interviews on BEF criteria and items are presented in a matrix, with the first stage making transcripts with narrative sentences according to the results of the interviews, the second

reducing sentences to draw the essence or research findings, third confirming the findings or essence. The results are interpreted, which is supported by statements from the informants.

Researchers obtained secondary data by observing documents in data archives, previous company performance reports, and various literature and recording data that already existed at PT. Sandang Asia Maju Abadi. The results of interviews, document reviews, and supported observations are used to assess the quality of PT. Sandang Asia Maju Abadi by making a score based on the MBNQA scoring instructions. Furthermore, the scores are described based on the MBNQA descriptor table.

According to the Malcolm Baldrige National Quality Award guidelines, the scoring steps for each Baldrige category are as follows:

1. Processing data from interviews into descriptions and adjusting to the Baldrige assessment category.
2. Calculating the response score for each item on the criteria from the Baldrige Assessment applicant is based on two evaluation dimensions, namely the "process" dimension and the "outcome" dimension.”

The “Process” dimension refers to how organizational methods are used to improve the fulfillment of the requirements for items in the 1st to 6th categories. Four factors are used to evaluate the process: approach, deployment, learning, and integration (ADLI). The evaluation factor for the "process" dimension can be seen in table 5 below.

Table 3. 1 Evaluation Factor of the “Process” Dimension of the Baldrige Excellence Framework 2015-2016

Factor	Refers to:
Approach	<ul style="list-style-type: none"> - The method used to complete the process - Suitability of the method to the requirements of the item and the organization's operating environment - The effectiveness of using the method - The extent to which this approach is iterative and based on reliable data and information
Deployment	<ul style="list-style-type: none"> - The extent to which the approach has been applied in addressing the requirements of items that are relevant and important to the organization - The extent to which the approach is consistently applied

Factor	Refers to:
	- The extent to which the approach used (executed) by all work units is appropriate
Learning	- Refine the approach through a cycle of evaluation and improvement - Drive breakthrough changes to approaches through innovation - Share improvements and innovations with other related work units and processes within the organization
Integration	- The extent to which the approach aligns with the needs of the organization, identified in the organizational profile and other process items - The extent to which actions, information and improvement systems complement each other across processes and work units - The extent to which plans, processes, results, analysis, learning, and actions are harmonized across processes and work units to support the organization in achieving its broad objectives

The "Outcomes" dimension refers to the organization's outputs and results in achieving the requirements in the items in category 7. Four factors are used to evaluate the results: levels, trends, comparisons, and integration (LeTCI). The evaluation factor for the "outcome" dimension can be seen in table 3.2 below.

Table 3. 2 Evaluation Factor of the “Result” Dimension of the Baldrige Excellence Framework 2015-2016

Factor	Refers to:
Level	- Current performance level
Trends	- The level of performance improvement or performance sustainability that is already good - Breadth (level of spread) of the performance results.
Comparisons	- Performance relative to precise comparisons, as done to competitors or similar organizations - Performance relative to benchmarks or industry leaders
Integration	- The extent to which action outcomes (often via segmentation) address critical patient and stakeholder, healthcare, market, process, and action plan performance requirements identified in organizational profiles and process items

-
- The extent to which results include valid indicators of future performance
 - The extent to which results are harmonized across processes and work units to support broad organizational goals.
-

The distribution of weights for the “process” dimension (category 1 to 6) and the “outcome” dimension (category 7) can be seen in the following table:

Table 3. 3 Distribution of Scores/Weights for Process Dimension Category Malcolm Baldrige National Quality Award (MBNQA)

Score	Process (Category 1-6)
0% or 5%	Unsystematic approach and anecdotal information in the form of stories (A) No or little spread of the approach used (D) No upgrade orientation; improvement achieved through reaction to a 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)

Score	Process (Category 1-6)
	<p>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)</p>
<p>50%; 55%; 60% or 65%</p>	<p>Effective, systematic approach, responsive (responsive) to all requirements of Items (A)</p>
	<p>The approach is well disseminated, although dissemination may vary in some areas or work units (D)</p>
	<p>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)</p>
	<p>The approach is aligned or integrated with organizational needs identified in other Criteria Categories (I)</p>
<p>70%; 75%;80% or</p>	<p>Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item (A)</p>
<p>85%</p>	<p>The approach is well disseminated, with no significant gaps (D)</p> <p>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)</p>
	<p>The approach aligns or integrates well with the organizational needs identified in the other Criteria Items (I)</p>
<p>90%; 95% or 100%</p>	<p>An effective, systematic approach, fully responsive (responsive) to all requirements of Item (A)</p>
	<p>Fully disseminated approach without weaknesses or gaps in each area or work unit (D)</p>
	<p>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)</p>
	<p>The approach is well integrated with identified organizational needs in response to other Criteria Items (I)</p>

Table 3. 4 Distribution of Scores/Weights for Result Dimension Category Malcolm Baldrige National Quality Award (MBNQA)

Score	Result (Category 7)
0% or 5%	<p>No organizational performance results or poor results in the area were reported (Le)</p> <p>Trend data are not reported or show a worsening trend (T)</p> <p>Benchmarking information not reported (C)</p> <p>Results are not reported for every critical area according to the organization's key mission or business needs (I)</p>
10%; 15%; 20% or 25;	<p>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 (Le)</p> <p>There is no or little trend data reported, or a lot of data indicates a worsening trend (T)</p> <p>The absence of or little comparative information is reported (C)</p> <p>Results are reported only for a few critical areas of the organization's key mission or business needs (I)</p>
30%; 35%; 40% or 45%	<p>Improvements and/or good levels of performance are reported in many of the areas stated in the item requirements (Le)</p> <p>The initial stage of an improving trend (T)</p> <p>The initial stage of obtaining comparative information (C)</p> <p>Results are reported for many areas that are important to the organization's key mission or business needs (I)</p>
50%; 55%; 60% or 65%	<p>Improvement trends and/or good levels of performance are reported for many of the important areas in the requirements of Item (Le)</p> <p>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 (T)</p> <p>Several trends and/or current performance levels are evaluated against relevant benchmarks and/or benchmarks, showing relative performance from good to very good (C)</p>

Score	Result (Category 7)
	Most organizational performance results relate to customer, market and process requirements (I)
70%; 75%;80% or 85%	Performance is now at a good level to excel in many areas important to Item requirements (Le) Most improvement trends and/or current performance levels continue to improve over time (T) 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. (C)
90%; 95% or 100%	Most organizational performance results relate to key customer requirements, markets, processes, and action plans (I) Performance is now at a superior level in many areas critical to Item requirements (Le) Superior improvement tendencies and/or superior performance levels are consistently reported in almost all areas (T) Evidence of industry leadership and benchmarks is demonstrated or demonstrated in many areas (C) The results of organizational performance are all related to the main needs of customers, markets, processes and action plans (I)

3.7.3 Organizational Performance Level.

The steps to determine the level of organizational performance are as follows:

After getting a score for each category based on (1) the results of the questionnaire and (2) the results of interviews and document review, then the average score for each category is calculated using the formula = (Questionnaire Result Score x 1/3) + (Interview Result Score) and Observation x 2/3)

Sum up the average score of each category to determine the organization's total score. The total score obtained by an organization shows at which level the organization's performance is, as shown in the following table.

Score	Criteria
0-275	Early Development

276-375	Early Result
376-475	Early Improvement
476-575	Good Performance
576-675	Emerging Industry Leader
676-775	Industry Leader
776-875	Benchmark Leader
876-1000	World Leader

3.8 Validity and Reliability Test

Validity and reliability tests were carried out in 7 (seven) categories based on the 2015-2016 edition of the Baldrige Excellence Framework for manufacturing companies to be able to see the production quality of organizations, namely:

1. Leadership
2. Strategy
3. Customers
4. Measurement, Analysis, and Knowledge Management
5. Labor
6. Operation
7. RESULTS

The purpose of the validity test is to see the statement items in the questionnaire that can be used as a measuring tool for each indicator in this study. Whether or not a statement is valid can be seen from the Pearson correlation value displayed from the analysis results (Corrected Item-Total Correlation), whose value must be greater than r tables. In contrast, if the r count is smaller than the r table, the statement is considered invalid, so the information cannot be used in this study.

Researchers tested the validity of 96 respondents. The degree of freedom (df), using the formula $n - 2$, obtained a value of 94 so that the value of the r table is 0.202. Based on the validity test conducted, the range of the r count obtained is 0.561 to 0.836, so all statements are declared valid.

The next researcher conducted a reliability test for all statements declared valid to show that the instrument used could be trusted to be used as a data collection tool. The reliability test results found a Cronbach alpha value of 0.982, greater than the standard value of 0.6, so the

questionnaire used was declared reliable. The complete results of the validity and reliability tests can be seen in Attachment 3.

CHAPTER IV
DATA COLLECTING AND PROCESSING

4.1 Company Profile

4.1.1 Company History.



PT. Sandang Asia Maju Abadi is a private limited company founded in 1997, based in Semarang, Central Java, Indonesia. The company was established with a Limited Liability Company deed by Notary H.M Afdal Ghazali, S.H. No. 546, dated September 25, based on Decision No. C-165858.HT.01.04.TH.99 and approved by the Ministry of Justice of the Republic of Indonesia, Directorate General of Law and Legislation. The company's address at the Tugu Wijaya Kusuma Industrial Estate, Jalan Tugu Industri I / 8, Randugarut Village, Tugu District, Semarang, Indonesia is an apparel industry company with products that exports scale to five continents in the world.

The company is run by a strong management team of local and foreign professionals in the apparel manufacturing industry who have a wide range of experience at various stages in the manufacturing process. This enables companies to qualify in analyzing and forecasting potential problems, planning, controlling, and resolving them. A reliable workforce can produce promising achievements, especially by upholding the company's commitment to serving prestigious clients.

The company has modern facilities that produce high-quality products from international brands. The effects of this company are not limited to gender and age group. To that end, the

Company has superior denim products for men and women of all genders and ages. With the support of 2,425 skilled workforces, the Company can produce an average of around 400,000 garments monthly. The process of making clothes itself starts from the design process and sampling development for printing, cutting, sewing, embroidery, printing, sanding, washing, and finishing, as well as packing and QA audits.

4.1.2 *Company Vision and Mission.*

The company's vision and mission are the main basis and direction so that the company continues to develop and innovate over time. The vision and mission are;

a) Vision:

“To supply the best quality apparel at the most competitive price supported by an unrivaled professional service or merchandising, tight quality control, quick turnaround, product design, and online information. To always hold customer satisfaction through quality as vital.”

b) Mission:

“Supply our customers a “Full Package” program for apparel production at the highest level of quality, service, and value.”

4.1.3 *Company Data.*

- Company Name	: PT. Sandang Asia Maju Abadi
- Establishment	: 1 May 1998
- Company Type	: Perseroan Terbatas
- Annual Turnover	: 50.000.000 US\$
- Business Operation	: Manufacturers of basic fabrics – Casual Tops for all genders and age groups
- Customers	: Levi's Straus, S Oliver, J Crew, Macy's, Tommy Hilfiger, Dockers, Duluth, American Eagle, dll
- Company Address	: Kawasan Industri Tugu Wijaya Kusuma, Jl. Tugu Industri I No. 8 Kel. Randugarut Kec. Tugu, Semarang, Indonesia
- Telephone/Fax	: 6224-8664012 / 6224-8664039
- Total Employee	: 2.425 employee
- Production Machine	: 1.100 machine
- Company Area	: 32.000 m ²
- Company Building Area	: 23.000 m ²
- Production Capacity	: 400.000 pcs / month
- Sources of raw materials	: Local & Import

4.1.4 *Company Location*

PT Sandang Asia Maju Abadi is located on Tugu wijaya Kusuma Industrial Estate, Jl. Tugu Industri I No.8, Randu Garut, Kec. Tugu, Kota Semarang, Jawa Tengah 50153

1. Eastern side : Kampung wisata lele, Semarang,
2. South side : Jl. Raya Semarang-Ungaran
3. Northern side : Pantai Tirang
4. West side : Semarang Zoo

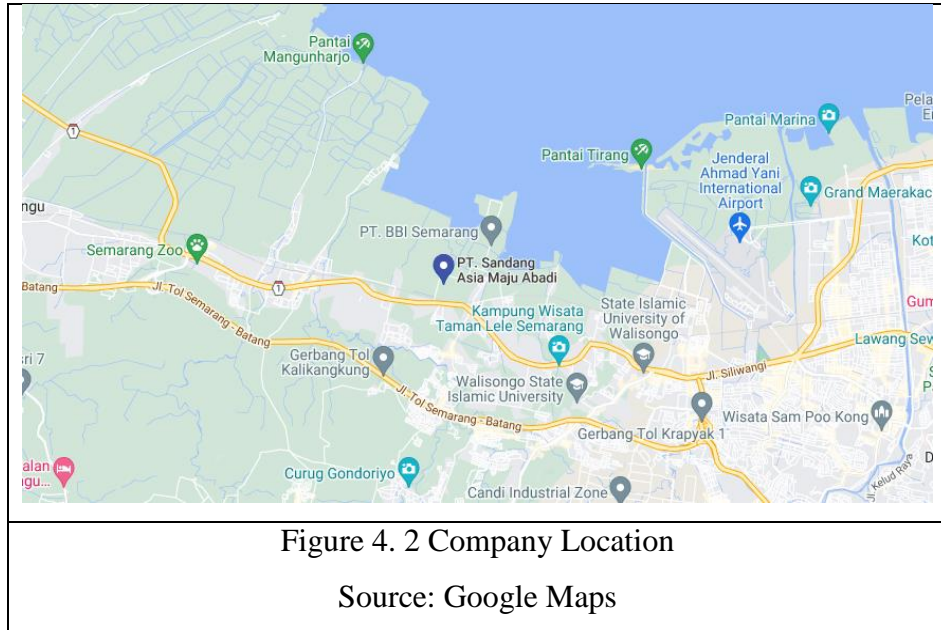


Figure 4. 2 Company Location

Source: Google Maps

4.1.5 Product.

In producing garments, a production strategy that PT. Sandang Asia Maju Abadi uses. Sandang Asia Maju Abadi is made to order system, which means that the buyer (consumers) can custom and choose the desired design or color and the order quantity. The products produced by PT. Sandang Asia Maju Abadi does not use its brand or trademark, but it is based on orders from the buyers (consumers). Therefore, each product has various and different specifications—the products produced PT. Sandang Asia Maju Abadi will be described as shown below:

1. Denim Product

Denim Pants Denim pants are the main product produced by PT. Sandang Asia Maju Abadi. This product is made based on the consumer's specifications due to the size, color, article, and denim material types.



Figure 4. 3 Denim Product of PT. Sandang Asia Maju Abadi

2. Basic Pants

Basic pants is a product produced by PT. Sandang Asia Maju Abadi. This product was created using 100% cotton materials based on the consumer's specifications and request.



Figure 4. 4 Basic Pants of PT. Sandang Asia Maju Abadi

4.1.6 Production Process.

PT Sandang Asia Maju Abadi's production department has several departments: Warehouse Department, Sample and Pattern Department, Cutting Department, Sewing Department, Laundry Department, Finishing Department, and Quality Control Department. The process of production stages at PT. Sandang Asia Maju Abadi will be described as shown below:



Figure 3. PT. Sandang Asia Maju Abadi Production Process

1. Warehouse Department

Warehouse department of PT. Sandang Asia Maju Abadi has a function to store all raw material inventory until the production process is carried out. When the raw materials in the form of basic fabric and other materials needed in the production process that will be transferred to the production department, an inspection will be carried out beforehand. The inspection refers to a visual inspection or review of raw materials (such as fabric, sewing thread, accessories, etc.). All production equipment, such as fabrics, must be strictly by several standards. The primary purpose of the inspection is to detect defects as early as possible in the production process. Therefore, the time and

money are not wasted later on and bring negative impacts to the company. If it occurred, it would waste the sense of a high number of damaged or defective garments.

2. Sample and Pattern Department

The sample and pattern department is the initial stage before mass production. This department aims to ensure the process of making samples to patterns according to the requirements given by the buyer (consumer). The scope of this department includes pattern making and model making to the pattern process. The input of this department is information on buyer order specifications. In contrast, the output in this department is the pattern of each model for mass production reference and samples on the request submitted by the buyers. The following are stages of making samples and patterns divided into three steps that will be described below.:

a. Pattern and Sample Approval Arrangement

The detailed step of pattern and sample approval arrangement will be described as follows:

- 1) The sample department accepts the Sample Arrangement Approval Letter from the sales department.
- 2) The sample department accepts the original pattern of the product design based on the size specification from the buyer through the sales department the accepting pattern book of the garment.
- 3) The sample department arrange the soft copy pattern and will be re-checked by the quality control department.
- 4) The sample department prints out the pattern through a cutter board machine based on the work instruction.
- 5) Every approved pattern will be attached with the identity regarding the article, size, thread direction, components name, the number of components, and approval stamp, and will be recorded in the pattern validation book.
- 6) The sample department will cooperate with industrial engineering, the trainer, and the mechanic to make an approval sample based on the instruction of the pre-production sample to make an agreement with the buyer.

- 7) The sample department will take documentation through every process and change of the pattern based on the buyer's request in the form of a revised pattern book.
- 8) The sample department will analyse the risk from the garment result that was made that will be used as a reference at the pilot project mass production meeting.

b. Pattern and Pre-Production Sample Internal Arrangement

The detailed step of the pattern and pre-production sample internal arrangement will be described as shown below:

- 1) The sample department arranges the pattern grading in soft copy after the sample is approved by the buyer and also the quality control department.
- 2) The sample department prints out the pattern using the cutter board machine based on the operational instruction.
- 3) Every pattern that is already approved will be given with the identification, which are the size, article, thread direction, components name, amount of the components, and approval stamp.
- 4) The sample department prepares the pre-production sample internally based on the operational instruction.
- 5) The sample department will send the soft copy, full-size carton pattern, and sample approval from the sample department.

c. Pattern Process

The detailed step of the pattern process will be described as shown below:

- 1) The pattern department accepts the soft copy pattern, full-size carton pattern, and sample approval from the sample department.
- 2) The pattern department will process the soft copy to be identified based on the pattern or garment sample.
- 3) The pattern department prints out the pattern on the pattern paper to be re-checked with the carton pattern.
- 4) The pattern department reports the pattern result to the cutting and sales department using the report pattern form.

3. Cutting Department

The cutting department is also called the preparatory process because the cutting department works on the process of cutting fabric and cutting parts of each clothing model. The scope of this department is to accept the arrival of the material and produce the parts that are ready to proceed to the sewing department. The stages of the cutting department in detail will be described as shown below:

- 1) Based on the sample department, the pattern that was already accepted by the sales department could be forwarded to the computer pattern using the pattern reservation form by the cutting department.
- 2) The pattern reservation refers to the weekly cutting plan operation.
- 3) Once pattern process is finished, the pattern result will be accepted by the cutting department to be processed further.
- 4) The cutting department accepts the report pattern from the computer pattern as basic evidence to take the material to the warehouse using the delivery order form.
- 5) The cutting department initiates the cutting process of the material based on the operational instruction of auto-cutter and spreading machine operation.
- 6) The cutting department checks the panel condition of every machine component and the material that is already cut off. The result of the cutting will be noted in the check panel report.
- 7) The order that used embroidery will be checked using a metal detector and the result will be monitored in the embroidery metal detector report form.
- 8) Every component of the material are arranged based on the size, article, amount, color, serial, and other additional identities and will be forwarded to the sewing department.

4. Sewing Department

The sewing department is a department that has a significant role in the production process. The sewing department has various units, including Unit 1A, Unit 1B, Unit 2A, Unit 2B, Unit 2C, Unit 3A, Unit 3B, and Unit 3C. Each unit works on different products and specifications because most orders are grouped according to the buyer (consumer). The division of the types of orders that are carried out by each unit will be described as shown below:

- a. Unit 1A, proceed on Levi's Straus
- b. Unit 1B, proceed on S Oliver
- c. Unit 2A, proceed on J Crew
- d. Unit 2B, proceed on Macy's
- e. Unit 2C, proceed on Tommy Hilfiger
- f. Unit 3A, proceed on Dockers
- g. Unit 3B, proceed on Duluth
- h. Unit 3C, proceed on American Eagle

The company will be grouping and proceeding with the order based on the group of the consumer because every consumer has characteristics that are different from each other. At the sewing department, there will be several stages that will be conducted that will be described as shown below:

a. Sewing Process Planning

The detailed step of the sewing process planning will be described as shown below:

- 1) Based on weekly sewing planning and the realization order from the sales department, the sewing department will review the order through the pilot project meeting that will analyze the buyer specification and also the quality inspection from the quality control department.

b. Sewing Process Operation

The detailed step of the sewing process operation will be described as shown below:

- 1) The sewing department will make the delivery order to get the supporting materials for the style that will be processed based on the bundle listing.
- 2) The head of the sewing department will explain to each supervisor and operator before doing the die-cut process and supporting materials submission based on the operational instruction of the sewing process.
- 3) The sewing operation will be conducted using the advanced sewing machine based on the buyer's product specification and operational instructions.

The output of the sewing department per hour and per line will be noted in the sewing output form and recorded in the sewing output monitor form. The next step is the output from the sewing department will be forwarded to the laundry department.

5. Laundry Department

Laundry department at PT. Sandang Asia Maju Abadi has a function to wash the product that the sewing department already produces with the technical aspect to fade the uneven texture and color on the garment products. Therefore, the fabric will be softened. After the product goes through the laundry step, the product color will be the same quality as before entering the laundry department. After the product laundry process is finished, the next step is to forward the product to the finishing department.

6. Finishing Department

The finishing department is the final stage in the production process which will handle folding clothes and packing the pants according to the request of buyers. The finishing department will have several steps that will be described as follows:

a. Finishing Process Planning

The detailed step of finishing process planning will be described as shown below:

- 1) Based on weekly finishing planning and the realization order from the sales department the finishing department will review the order that will be done.
- 2) The finishing department will make sure the bulk component card and standard visual of the product are available before proceeding.

b. Finishing Process Operation

The detailed step of finishing the process operation will be described as shown below:

- 1) Finishing department arrange the delivery order to take the supporting materials.
- 2) The head of the finishing department will give an explanation to the supervisor and operator.
- 3) Each process that used supporting materials is conducting metal. Therefore, the checking process will use the metal detector.
- 4) The head of the finishing department will divide a task on each garment product that will use a metal detector before proceeding to the swipe process.

- 5) The output from the finishing department was recorded on the output finishing report and will be inputted into the production result form.
 - 6) The garment that was submitted to the packing warehouse will be inputted into logistic form data.
- c. Cutting, Sewing, and Finishing Inspection
- The detailed step of cutting, sewing, and finishing inspection will be described as shown below:
- 1) The inspection of the cutting, sewing, and finishing process refers to the inspection of product quality assessment instruction.
 - 2) If there are any mistakes or defects in the product, every process stage will be evaluated based on the standard operational procedure.

7. Quality Control Department

At the quality control department, PT. Sandang Asia Maju Abadi uses the Total Quality Control (TQC) and Quality Control Circle (QCC) methods. TQC is a dynamic management system that engages all members of the organization with the application of quality control concepts and techniques to achieve customer satisfaction and those who work on it. Besides, the QCC method is a team of employees who voluntarily meet together periodically to find, recognize, and solve problems that arise in their respective fields of work. The quality controls that exist at PT. Sandang Asia Maju Abadi will be described as shown below:

a. Quality Control of Raw Materials

The first step to producing fabrics that are by company standards is to control the desired raw materials because the fabric supplier primarily determines the quality of the fabric. Control of the quality of raw materials will begin by deciding fabric quality standards. After going through defining fabric quality standards, the fabric will be distributed to the production process.

b. Process Control

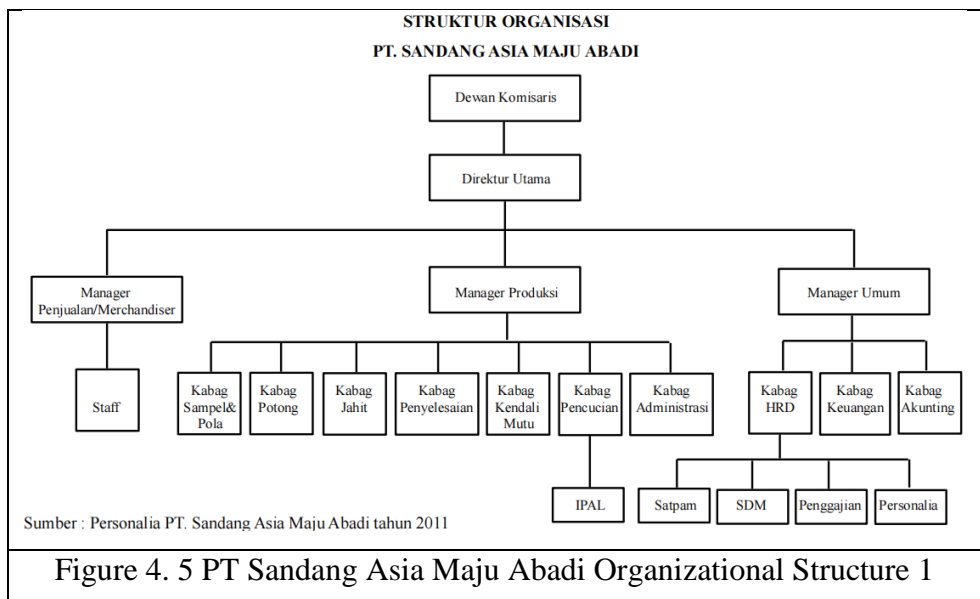
After going through the stage of determining fabric quality standards, the following process is the production process which is carried out at each step until the raw material of the fabric becomes a finished product in the form of garment products based on the buyer's specification.

c. Quality Control of Finished Products

After finished fabric products are completed, quality control of finished products will be carried out. This is done to assess fabric quality by the standards. Quality control of finished products is determined by inspecting, repairing, and grading. If, in the process of quality control of finished products, found many defective products, it is necessary to check the production process. Next, rework is done if the defective product can be repaired. The fabric's quality control results will be evaluated for the following production process—the entire quality of PT. Sandang Asia Maju Abadi products could be sold, the only difference being the price. The better the quality of the product, the higher the cost of the product.

4.1.7 Organizational Structure.

The organizational structure is a hierarchical line that describes the various components within a company, where each individual or resource has their positions and duties. Therefore, the organizational structure of PT. Sandang Asia Maju Abadi will be described as shown below:



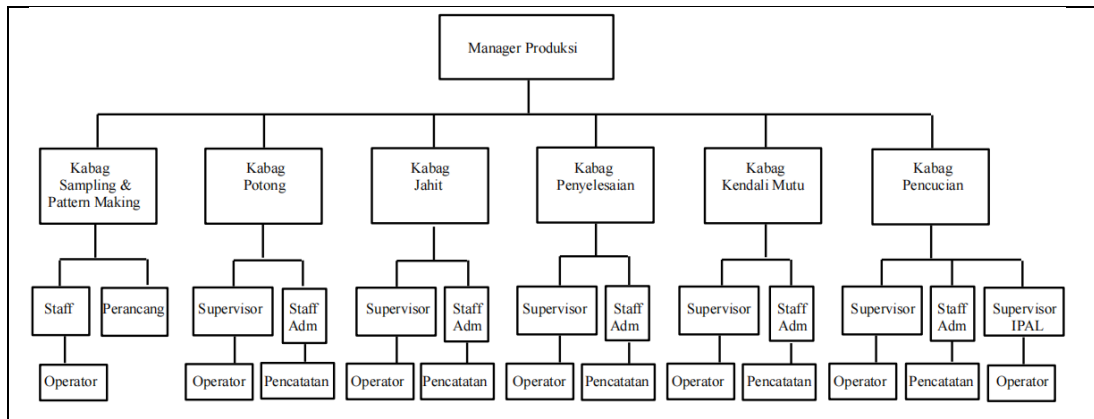


Figure 4. 6 PT Sandang Asia Maju Abadi Organizational Structure 2

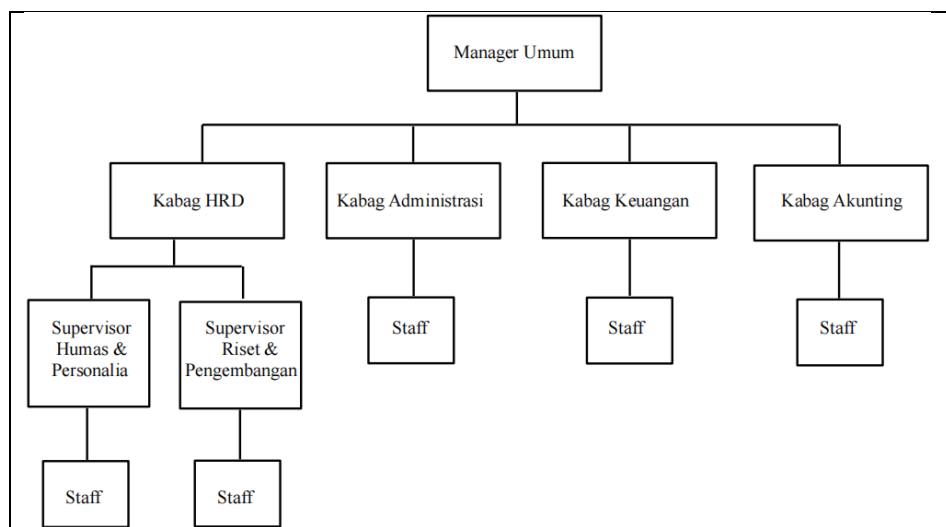


Figure 4. 7 PT Sandang Asia Maju Abadi Organizational Structure 2

4.1.8 *Job Description Duties and Authorities*

The job description duties and authorities of PT. Sandang Asia Maju Abadi's organizational structure will be described as shown below:

1. Board of Commissioners (Dewan Komisaris)

The duties and authorities of the Board of Commissioners will be described as follows:

- a. Supervise the running of the business company and provide advice to the director.
- b. Performing the duties of the board of directors based on the interests of the company and in accordance with the intent and objectives of the company.
- c. The special authority of the board of commissioners that the board of commissioners can be mandated in the articles of association, to carry out certain duties of the director if the director is absent or in a certain agenda.

2. President Director (Direktur Utama)

The duties and authorities of the President Director will be described as follows:

- External:
 - a. Representing the company on behalf of the company to carry out business with other companies.
 - b. Representing the company in court cases.
- Internals:
 - a. Manage the company for the benefit according to the right policies (skills, opportunities, and prevalence business) that are specified in the limited liability company law on a budget company basis.

3. Manager

The duties and authorities of the manager will be described as follows:

- a. Define group goals and vision, define purpose and direction, and identification of tasks and activities.
- b. Identification of human resources, processes, systems, and equipment (including finance, communications, and IT).
- c. Arrange plans to complete tasks including delivery, measurement, schedule, timing, strategy, and tactics.

- d. Define responsibilities, objectives, accountability, and delegation of authority.
 - e. Set quality standards of report parameters and timing.
 - f. Supervise and maintain activities according to set parameters.
 - g. Monitor and maintain overall performance according to plan.
 - h. Report the progress of group achievement.
 - i. Reviewing, evaluating, and adjusting plans, methods, and targets when needed.
4. Accounting Head of Division (Kepala Bagian Akunting)
- The duties and authorities of the accounting head of the division will be described as follows:
- a. Assist the director in formulating financial policies, managing funding and administrative needs, as well as supervision of its use.
 - b. Coordinate all the work of his subordinates.
 - c. Arrange monthly and annual financial reports.
 - d. Arrange monthly and annual tax reports.
5. Financial Head of Division (Kepala Bagian Keuangan)
- The duties and authorities of the financial head of the division will be described as follows:
- a. Supervise the procedures for disbursing and receiving money, whether are they appropriate or not with the procedure.
 - b. Planning cash inflows and outflows.
 - c. Responsible for all financial matters.
6. Human Research Development Head of Division (Kepala Bagian HRD)
- Duties and authorities of the human research development head of division will be described as follows:
- a. Selecting the acceptance of new employees in the company.
 - b. Responsible for employee selection.
 - c. Manage those related to human resource capabilities.
 - d. Human resource development planning.
7. Sample and Pattern Department Supervisor

Duties and authorities of the sample and pattern department supervisor are responsible for the sample-making process, from the manufacturing process pattern, cutting, sewing, laundry, and finishing, until it gets approval from the buyer.

8. Cutting Department Supervisor

The duties and authorities of the cutting department supervisor are responsible for the fabric-cutting process. It is also responsible for all operations in the cutting section, including replacements of the broken pieces, pouch printing, bundling, serial numbering, and pressing that could impact the cutting results.

9. Sewing Department Supervisor

The duties and authorities of the sewing department supervisor are responsible for the entire sewing process from the start until the product is formed, which includes the quality of the products produced and making plans for production according to the specified schedule.

10. Finishing Department Supervisor

Duties and authorities of the finishing department supervisor are responsible for all processes in the finishing section, including trimming, ironing, buttoning, labeling polybag installation, and packing process, as well as adjusting to the export schedule and guaranteeing goods produced are by the standards that determined by the buyer.

11. Quality Control Department Supervisor

Duties and authorities of the quality control department supervisor are responsible for the quality of the products produced based on the standards determined by the buyer.

12. Laundry Department Supervisor

Duties and authorities of the laundry department supervisor are responsible for the laundry process to drying as well as the use of chemicals in the washing process and the waste generated during the washing process.

13. Security Department

The duties and authorities of the security department will be described as follows:

- a. Regulate the entry and exit of employees in the company area.
- b. Keep a patrol around the factory or patrol area.
- c. Receive and escort guests according to company procedures.
- d. Receive packages from outside and check in and out of goods.
- e. Maintain company security and order.
- f. Responsible for everything related to security, both to the company or management as well as to the employee.
- g. Maintain the company assets.
- h. Assist male security guards to check incoming and sent goods.
- i. Assisting the personnel department in supervising the discipline of the employee.

4.2 Data Processing

4.2.1 Characteristics of Respondents Questionnaire Method.

The research questionnaire was distributed to 96 respondents, where the characteristics of the respondents included age, gender, years of service, and position. The frequency distribution of the features of the respondents will be described in the following x-tables:

Table 4 Work Unit Department Based on Respondents at PT. Sandang Asia Maju Abadi in 2022

Work Unit (Department)	N	Total Respondent (%)
Warehouse	13	13,5
Sample and Pattern	15	15,6
Cutting	13	13,5
Sewing	15	15,6
Laundry	13	13,5
Finishing	13	13,5
Quality Control	13	13,5
General Manager	1	1

Table 4 shows that the respondent sampling is taken from all departments of the company, there is one from structural official and 95 people from staff form seven departments, and broken

down again as in the table above. *Table 4. 1 Characteristic Frequency Distribution Based on Respondents' Age*

at PT. Sandang Asia Maju Abadi in 2022

Respondent Age (years old)	N	%
19-30	43	44,8
31-40	31	32,3
41-56	19	19,8
> 56	3	3,1
Total	96	100,0

Table 4.1 shows that most respondents are in the age group of 19-30 years, namely 43 respondents (44.8%). The least were in the age group >56 years, namely three respondents (3.1%).

Table 4. 2 Characteristic Frequency Distribution by Gender of Respondents at PT. Sandang Asia Maju Abadi in 2022

Gender of Respondent	N	%
Male	24	25
Female	72	75
Total	96	100,0

Table 4.2 shows that the gender of the majority of respondents is female. A total of 72 respondents were female (75%), while 24 (25%) were male.

Table 4. 3 Frequency Distribution of Characteristics Based on Respondents' Working Period in PT. Sandang Asia Maju Abadi in 2022

Years of Working	N	%
< 1 year	19	19,8
1-5 year	52	54,2
> 5 year	25	26
Total	96	100,0 %

Table 4.3 shows that the tenure of most respondents was 1-5 years, namely 52 respondents (54.2%). Only 19 respondents (19.8%) had a working period of <1 year.

Table 4. 4 Characteristic Frequency Distribution Based on Respondent's Position in PT. Sandang Asia Maju Abadi in 2022

Position	N	%
Production Manager	1	1
Staf (Sewing Dept)	41	42,7
Staf (Laundry Dept)	32	33,3

Staf (Warehouse Dept)	22	23
Total	96	100,0 %

Table 4.4 shows the highest number of respondents' positions/professions were sewing department staff, with 41 respondents (42.7%). The respondent with the smallest number is General Manager, which is one person (1%).

4.2.2 Questionnaire Processing.

Data analysis from the seven categories in BEF using the results of questionnaires, interviews, and document observation. The analysis steps carried out are:

- Calculate scores for each category based on the questionnaire results.
- Recapitulation of scores for all categories based on the results of the questionnaire
- Evaluation of interview results and document observation using the A-D-L-I and Le-T-C-I methods.
- Calculating item scores based on the results of interviews and observation of documents using matrix tables to assist the assessment of A-D-L-I and Le-T-C-I.
- Recapitulation of scores for all categories based on the results of interviews and observation of documents
- Calculate the average score of all categories based on combining the results of questionnaires, interviews, and observation of documents.
- Determination of the level of company performance based on the Malcolm Baldrige National Quality Award (MBNQA).

In the following, an analysis of the achievement of scores from each category will be presented based on the questionnaire results. The complete questionnaire results data can be seen in Attachment 4.

a. Leadership Category

Table 4. 5 Leadership Category Score Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
1.1 A	In your opinion, do the leaders of PT. SAMA has socialized the vision and mission	5	9	31	31	20	71%

1.1 B	In your opinion, do the leaders of PT. SAMA actively communicates to empower staff	1	12	21	37	25	75%
1.1 C	In your opinion, do the leaders of PT. SAMA creates a conducive environment to achieve the organization's strategic goals	4	5	26	32	29	76%
1.1 D	In your opinion, do the leaders of PT. SAMA has implemented a work program that supports the vision and mission of the organization	2	12	22	34	26	75%
1.1 E	In your opinion, do the leaders of PT. SAMA communicates policies honestly and openly	3	7	17	41	28	78%
1.2 A	To what extent is the service performance evaluation system of PT. SAMA goes	3	9	22	36	26	75%
1.2 B	To what extent are the results of the service performance evaluation system of PT. SAMA affects the effectiveness of its performance	3	8	26	30	29	75%
1.2 C	To what extent did PT. SAMA can form a potential resource	4	7	26	35	24	74%
1.2 D	Have the regulations set by PT. SAMA at the moment	2	12	34	29	19	71%
Average (%)							74%
Total Score of Leadership Category							89

Table 4.5 shows the questionnaire score for the leadership category, which consists of 9 statements, is 89 or 74% of the maximum score for this category (120). PT. SAMA communicates policies honestly and openly with the highest percentage (86%), the criteria for the leadership of PT. SAMA has socialized the vision and mission of PT. SAMA properly owns and has the regulations set by PT. SAMA is currently the lowest percentage (71%).

b. Strategy Planning Category

Table 4. 6 Strategy Category Score Based on PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
2.1 A	The extent to which all elements of the company support the strategic plan of PT. SAMA	3	21	26	34	12	66%

2.1 B	The extent to which the suitability of the implementation of the strategic plan has been running	2	17	26	26	25	71%
2.1 C	To what extent are all elements of PT. SAMA understands the strategic plan that will work	2	20	22	33	19	70%
2.1 D	To what extent are the obstacles encountered in the implementation of the strategic plan	4	11	36	30	15	69%
2.1 E	Does the strategic plan being implemented balance the interests of all stakeholders, namely customers, and employees	4	14	26	33	19	70%
2.2 A	To what extent is the allocation of resources in support of the implementation of Source data	3	18	30	23	22	69%
2.2 B	The extent to which the availability of resources is sufficient to carry out the work program	3	17	37	21	18	67%
2.2 C	The extent to which the implementation of the work program takes into account the risks that will be faced	3	24	30	21	18	66%
2.2 D	To what extent do you support the strategic plan of PT. SAMA	3	24	30	21	18	66%
Average (%)							68%
Total Score of Strategy Category							58

Table 4.6 shows the questionnaire score for the strategy category consisting of 9 statements is 58 or 68% of the maximum score for this category (85). The suitability criterion for the implementation of the strategic plan has been running has the highest percentage (71%), and the requirements for all elements of the company support the running of the strategic plan of PT. SAMA has the lowest rate (66%).

c. Customers Focus Category

Assessment of customer category scores for each methodology is described in the following table 4.7.

Table 4. 7 Customer Category Score Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
3.1 A	PT. SAMA identifies and innovates products/services	4	8	37	25	22	71%

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
3.1 B	offered to meet requirements and exceed customer expectations PT. SAMA identifies and innovates products/services offered to attract new customers and provides opportunities to expand relationships with customers	5	4	28	41	18	73%
3.1 C	PT. SAMA establishes a mechanism to support the use of products/services and makes it easier for customers to obtain information and carry out their business	3	15	36	21	21	69%
3.1 D	To what extent is PT. SAMA in supporting customers, including how to communicate with customers	3	11	32	31	29	81%
3.1 E	PT. SAMA establishes requirements for customers in obtaining products/services	3	10	34	33	16	70%
3.1 F	PT. SAMA creates an organizational culture that ensures a consistently positive experience and contribution to customer commitment	4	11	23	28	30	74%
3.2 A	To what extent is PT. SAMA listening to the voice of the customer	2	6	33	34	21	74%
3.2 B	How are customer satisfaction and engagement	2	13	25	29	27	74%
3.2 C	To what extent is PT. SAMA provides feedback on sound from customers	3	11	35	22	25	71%
3.2 D	To what extent is PT. SAMA manages customer complaints	1	11	35	23	26	73%
Average (%)						73%	
Total Score of Customers Category						63	

Table 4.7 shows the score of the questionnaire results for the customer category consisting of 10 statements is 63 or 73% of the maximum score for this category (85). Criteria for PT. SAMA in supporting customers, including how the mechanism of communication with customers has the highest percentage (81%), while the requirements for establishing tools to

support the use of products/services and make it easier for customers to get information and carry out their business have the lowest percentage (69%).

d. Measurement, Analysis, and Knowledge Management Category

Assessment of the category measurement, analysis, and knowledge management scores for each statement in the questionnaire is described in the following table 4.8.

Table 4. 8 Score-Category Measurement, Analysis, and Knowledge Management Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
4.1 A	To what extent PT. SAMA already has a method to measure work performance periodically	2	17	32	40	5	66%
4.1 B	To what extent do you think the members of PT. SAMA knows and understands the vision, mission, and strategic plan of PT. SAMA	3	19	29	38	7	66%
4.1 C	Is according to the method used to measure work performance can provide adequate feedback on the performance of PT. SAMA	3	19	27	40	7	66%
4.1 D	The extent to which performance measurement results affect decision making	2	18	29	34	13	68%
4.2 A	The extent to which efforts have been made to keep data and information up to date	0	16	39	37	4	66%
4.2 B	To what extent do you think it is easy to access information and data needed by all elements of PT. SAMA	3	15	27	40	11	69%
4.2 C	To what extent is the protection of data and information carried out to ensure availability, security, and validation	3	19	30	37	7	65%
4.2 D	To what extent do you think an analysis of the performance measurement results has been carried out	3	18	31	35	9	66%
Average (%)						66%	
Total Score of Customers Category						59	

Table 4.8 shows the questionnaire score for the category of measurement, analysis and knowledge management consisting of 8 statements is 59 or 66% of the maximum score for this

category (90). The criteria for ease of access to information and data required by all elements of PT. SAMA has the highest percentage (69%), while data and information protection criteria are carried out to ensure availability, security, and validation has the lowest rate (65%).

e. Workforce Category

The assessment of labor category scores for each statement in the questionnaire is described in the following table.

Table 4. 9 Scores of Labor Category, Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
5.1 A	Have you obtained job satisfaction so far while being an employee at PT. SAMA	3	6	38	26	23	73%
5.1 B	To what extent do you think your participation in efforts to improve the performance of PT. SAMA	3	8	33	29	23	73%
5.1 C	How far is the assessment of the effectiveness of the workforce	1	11	39	20	25	72%
5.1 D	Do you think the system for procuring needs and managing them is good enough	3	7	36	34	16	71%
5.1 E	Do you think the current management system is sufficient to provide adequate rewards, incentives, benefits	1	6	37	31	21	74%
5.2 A	Has the organization used its organizational strengths as a competitive advantage over other organizations	4	6	30	35	21	73%
5.2 B	Is the innovation plan that has been carried out good enough in boosting the quality of management	3	7	38	29	19	71%
5.2 C	Do you think the strength of the organization is sufficient to compete	2	10	33	27	24	73%
5.2 D	Do you think the input provided by the customer has been processed as a performance improvement tool	4	7	37	32	16	70%
5.2 E	Do you think the existing work process design is good enough	3	12	29	28	24	73%
Average (%)							72%
Total Score of Customers Category							61

Table 4.9 shows the questionnaire score for the labour category consisting of 10 statements is 61 or 72% of the maximum score for this category (85). The criteria for the current management system that provides sufficient rewards, incentives, and benefits have the highest percentage (74%), while the input criteria supplied by customers that have been processed as performance improvement tools have the lowest rate (68%).

f. Process Management Category

The assessment of the operating category score for each statement in the questionnaire is described in the following table 4.10.

Table 4. 10 Process Management Category Score Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
6.1 A	Has the organization used its organizational strengths as a competitive advantage over other organizations	2	11	28	28	27	74%
6.1 B	Is the innovation plan that has been carried out good enough in boosting the quality of management	0	12	32	27	25	74%
6.1 C	Do you think the strength of the organization is sufficient to compete	1	10	27	34	24	75%
6.1 D	Do you think the input provided by the customer has been processed as a performance improvement tool	1	11	32	33	19	72%
6.1 E	Do you think the existing work process design is good enough	3	10	34	27	22	71%
6.2 A	Do you think the design of the existing work system has used productivity and financial management considerations properly	1	14	32	21	28	73%
6.2 B	Do you think the work system design has taken into account the efficiency and effectiveness of the work	2	12	22	31	29	75%

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
6.2 C	Do you think the work system design has used productivity and financial management considerations well	3	7	32	33	21	73%
6.2 D	Do you think the implementation of work processes in the organizational environment has met expectations and needs	2	8	40	26	20	71%
6.2 E	Do you think there is a need for regular and ongoing evaluation in management at PT. SAMA	3	5	38	30	20	72%
6.2 F	Do you think the performance measurement steps that have been carried out in the company have been going well	2	7	33	29	25	74%
Average (%)						73%	
Total Score of Customers Category						62	

Table 4.10 above shows the score of the questionnaire for the operational category consisting of 11 statements is 62 or 73% of the maximum score for this category (85). The strength criterion that the organization has is sufficient to compete for work, and the work system design has taken into account work efficiency and effectiveness has the highest percentage (82%), while the criteria for the implementation of work processes within the organization have met expectations and needs have the lowest rate (71%).

g. Result Category

The Result category score assessment for each statement in the questionnaire is described in the following table 4.11.

Table 4. 11 Results Category Score Based on Questionnaire
Results PT. Sandang Asia Maju Abadi in 2022

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
7.1 A	As long as you feel quite satisfied with the customer service process method that you have been living so far	2	11	37	26	20	71%
7.1 B	Is the service process for customers that has been running can increase customer trust and satisfaction	1	17	28	33	17	70%

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
7.1 C	Do you think the number of employees is sufficient	3	6	41	28	18	71%
7.1 D	Do you think the facilities provided to customers are good enough	2	13	35	24	22	71%
7.1 E	Do you think quality improvement is needed in terms of service	2	8	37	23	26	73%
7.1 F	Do you think the rules and regulations that apply are adequate	2	13	40	27	14	68%
7.1 G	Do you think the administrative service facilities have been going well	1	12	42	27	14	69%
7.1 H	Do you think the products/services offered by PT. SAMA has been quite sufficient	5	11	35	28	17	69%
7.2 A	Do you think as long as you are a customer at PT. SAMA is enough to give satisfaction	7	8	43	22	16	67%
7.2 B	Do you think the work programs implemented have had a positive effect on customers	5	13	38	28	12	66%
7.2 C	Do you think there are adequate means of communication between organizational leaders and customers	3	11	36	24	22	71%
7.2 D	Do you think there has been a good synergy between students and stakeholders	3	12	43	30	8	66%
7.3 A	Are the products/services offered by PT. SAMA has spread according to the target that has been set	6	10	39	29	12	66%
7.3 B	Do you think the budget usage allocation has hit the target	7	8	38	27	16	68%
7.3 C	Do you think that the budget expenditures that you know to apply the principle of priority and efficiency	4	14	35	31	12	67%
7.3 D	How good is the financial condition of PT. SAMA	2	12	32	36	14	70%
7.4 A	Do you think the quality of human resource resources has met	4	13	39	25	15	67%
7.4 B	Do you think the performance of the workforce has been effective and efficient	4	8	33	31	20	71%

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
7.4 C	Can the application and supervision of technology have an effect on improving the quality of workforce performance	3	7	38	31	17	71%
7.4 D	Do you think the number of workers is sufficient in providing services	5	9	37	32	13	68%
7.4 E	Do you think the labor performance assessment/measurement process has been going well	6	4	38	23	25	72%
7.5 A	Do you think the work system at PT. This SAMA has worked well	4	5	38	26	23	72%
7.5 B	Do you think the performance at PT. This SAMA takes effectiveness and efficiency into account	3	6	44	26	17	70%
7.5 C	Does input, suggestions, and criticism from customers affect the effort to improve performance	4	9	39	27	17	69%
7.5 D	Do you think that by increasing the quality of performance at PT. SAMA has an effect on increasing the competitiveness and good name of PT. SAMA	3	18	35	26	14	66%
7.5 E	Do you think the decrease in the number of customers per year is related to the quality of management of PT. SAMA	6	12	25	36	17	70%
7.6 A	Do you think the strategic plan at PT. SAMA will succeed in bringing significant change	4	15	32	31	14	68%
7.6 B	Do you think the work program being implemented can improve the quality of work at PT. SAMA	4	14	34	32	12	67%
7.6 C	Do you think the work program implemented is in accordance with the vision and mission of PT. SAMA	4	14	40	18	20	68%
7.6 D	Do you think the performance evaluation at PT. SAMA has worked well	6	14	35	25	16	66%
7.6 E	Do you think a conducive environment is created to support performance improvement	6	16	30	26	18	67%

No	Criteria	Number of Respondents' Answers Based on Likert Scale Weight					Score (%)
		1	2	3	4	5	
Average (%)						69%	
Total Score of Customers Category						311	

Table 4.11 shows the questionnaire score for the results category, which consists of 31 statements, is 311 or 69% of the maximum score for this category (450). The criteria needed to improve quality in terms of service have the highest percentage (75%), while the requirements for work programs implemented are sufficient to affect customers positively; a good synergy has been created between students and stakeholders, improving the quality of performance at PT. This SAMA has an impact on increasing the competitiveness and good name of PT. SAMA; performance evaluation at PT. SAMA has been running well, each having the lowest percentage (66%). The next step is to recapitulate the scores of all categories based on the results of the questionnaire, as shown in table 4.12 as follows.

Table 4. 12 Scores of All Categories Based on Questionnaire Results PT. Sandang Asia Maju Abadi in 2022

No	Category	Maximum Score	PT. SAMA Score	Percent Achievement
1	Leadership	120	89	74%
2	Strategy	85	58	68%
3	Customers	85	63	73%
4	Measurement, Analysis, and Knowledge Management	90	59	66%
5	Workforce	85	61	72%
6	Operations	85	63	73%
7	Result	450	311	69%
Total		1000	704	70,4%

Table 4.12 shows the total score obtained by PT. Sandang Asia Maju Abadi for all MBNQA categories, based on the results of the questionnaire, was 704 or 70.4% of the maximum score of 1000. The category with the highest score resulted (311), and the lowest was the strategy category (58). As for the achievement percentage, the type with the most significant value is Leadership (74%), and the smallest is Management, Analysis, and Knowledge Management (66%).

4.2.3 Interview Processing.

Complete data from interviews, as well as evaluations based on the A-D-L-I and Le-T-C-I methods can be seen in Attachment 5. The researcher assessed item scores based on the results of interviews and observation of documents using matrix tables to assess A-D-L-I and Le-T-C-I, which can be seen in full in Attachments 6, 7, and 8. The results of scoring scores for each of these items were used to calculate the achievement scores for all categories, as shown in Table 4.13.

Table 4. 13 Scores of All Categories Based on Interview Results PT. Sandang Asia Maju Abadi in 2022

Category & Item	Maximum Score	Weight (%)	Item Score	Category Score
1. Leadership	120	33,33%		40
1.1 Senior Leadership	70	25%	17,5	
1.2 Governance and Social Responsibilities	50	45%	22,5	
2. Strategic Planning	85	25,88%		22
2.1 Strategy Development	40	10%	4	
2.2 Strategy Deployment	45	40%	18	
3. Customer Focus	85	39,12%		33,25
3.1 Customer Engagement	40	55%	22	
3.2 Voice of the Customer	45	25%	11,25	
4. Measurement, Analysis, and Knowledge	90	25%		22,5
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45	30%	13,5	
4.2 Management of Information, Knowledge, and Information Technology	45	20%	9	
5. Workforce Focus	85	21,47%		18,25
5.1 Workforce Engagement	45	5%	2,25	
5.2 Workforce Environment	40	40%	16	
6. Process Management	85	37,35%		31,75
6.1 Work Systems	35	55%	19,25	

Category & Item	Maximum Score	Weight (%)	Item Score	Category Score
6.2 Work Processes	50	25%	12,5	
7. Result	450	40,44%		182
7.1 Product Outcomes	100	35%	35	
7.2 Customers Focused Outcomes	70	60%	42	
7.3 Finance and Market Outcomes	70	45%	31,5	
7.4 Workforce-Focused Outcomes	70	25%	17,5	
7.5 Process Effectiveness Outcomes	70	40%	28	
7.6 Leadership Outcomes	70	40%	28	
Result	1000	34,98%		349,75

Table 4.13 shows the total score obtained by PT. Sandang Asia Maju Abadi for all MBNQA categories based on the results of interviews and document observation of 349.75 or 34.98% of the maximum score of 1000. The category with the largest score is Result (182), and the lowest is Workforce Focused category (18.25). Meanwhile, for the achievement weight, the category with the highest score is the results category (40.44%), and the smallest is the Measurement, Analysis, and Knowledge Workforce Focused category (21%).

4.2.4 The Average Score and Performance Level of PT. Sandang Asia Maju Abadi.

After obtaining the scores for each category based on the results of the questionnaires and the results of the interviews, then the average score for each category is assessed using the following formula: **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).**

Achievement of the average score of all categories based on this formula can be seen in the following table 4.14:

Table 4. 14 Average Score of All MBNQA Categories Based on Questionnaire and Interview Results PT. Sandang Asia Maju Abadi in 2022

Category	Maximum Point	Questionnaire Result Category Points	Interview Result Category Points	Average Category Points	Percentage
Leadership	120	89	40	56,33	46,94%
Strategic Planning	85	58	22	34	40%

Customer Focus	85	63	33,25	43,17	50,78%
Measurement, Analysis, and Knowledge	90	59	22,5	34,67	38,52%
Workforce Focus	85	61	18,25	32,5	38,23%
Process Management	85	63	31,75	42,17	49,61%
Result	450	311	182	225	50%
Total	1000	704	349.75	467.83	46.78%

Table 4.14 above shows the total score achieved by PT. Sandang Asia Maju Abadi is 467.83.

This means that for evaluating company performance based on MBNQA, PT. Sandang Asia Maju Abadi earned an average rating and was included in the “Early Improvement” category (point scale of 376-475). In the Malcolm Baldrige Performance Excellence Program, the "Early Improvement" performance level refers to the degree to which an organization has made progress in achieving its improvement goals of a performance improvement initiative. To reach the Early Improvement performance level, an organization must demonstrate that it has established measurable goals, implemented a plan for improvement, and made significant progress toward achieving those goals. Organizations that achieve a high level of Early Improvement may be recognized with a Baldrige Performance Excellence Award or other forms of recognition for their achievements. In general, the performance of PT. Sandang Asia Maju Abadi is quite good, although there is still a gap between reality and expectations. Several categories are also seen to have percentages below 50%, namely in the categories of Leadership (46,94%), strategy planning (40%), Measurement, Analysis, and Knowledge (38,52%), and workforce-focused (38,23%), Therefore improvements need to be prioritized in that category. More specific recommendations can be prepared based on the data that has been obtained through distributing questionnaires and interviews. This is a great accomplishment and demonstrates a strong commitment to continuous improvement and exceptional performance. Here are a few suggestions for further enhancing the company's performance:

1. Employee Engagement: Encourage employee involvement and empower them to make suggestions for improvement. Foster a culture of open communication and collaboration.
2. Customer Focus: Continuously gather and analyze customer feedback to better understand their needs and expectations. Use this information to drive improvements in your products and services.

3. **Data-Driven Decision-Making:** Implement data-driven decision-making processes to ensure that your decisions are based on facts, not intuition. This will help you make informed, effective decisions that drive results.
4. **Continuous Improvement:** Adopt a continuous improvement mindset and create a process for regularly reviewing and updating your processes and procedures. Encourage all employees to be involved in this process.
5. **Strategic Planning:** Develop a clear and well-defined strategy for the future and align all of your efforts to support it. Regularly review and adjust your strategy as necessary to stay on track and respond to changes in the market.
6. **Supply Chain Management:** Optimize your supply chain to reduce costs, improve efficiency, and ensure the timely delivery of goods and services to your customers. Consider implementing a supplier evaluation and development program to help you identify and partner with the best suppliers.
7. **Innovation:** Encourage and support innovation throughout your organization. Develop a process for identifying and pursuing new ideas and opportunities, and allocate resources to support the development and implementation of innovative projects.
8. **Risk Management:** Identify and assess potential risks to your organization and develop strategies to mitigate or manage them. Regularly review and update your risk management plans to ensure they are effective and aligned with your overall strategy.
9. **Collaboration:** Foster partnerships and collaborations with other organizations, including customers, suppliers, and industry groups. Leverage these relationships to share best practices, improve processes, and drive innovation.
10. **Recognition and Rewards:** Recognize and reward employees for their contributions to your organization's success. This will help to create a positive and motivated workforce and reinforce your commitment to excellence.

4.2.5 Analysis of Relationships Between Categories on the Process Dimension with RESULT Categories

After determining the title and performance level of PT. Sandang Asia Maju Abadi, according to MBNQA, the next step is to analyze the relationship between the categories on the process dimension and the RESULTS category. The analysis was carried out by conducting a Pearson

correlation test on the data from the questionnaire. The relationship between the process dimension categories and the RESULTS categories can be seen in Table 4.15.

Table 4. 15 Relationship between Process Dimension Categories and RESULT Categories

No	Process Dimension Categories	Significance (p-value)	Correlation coefficient	Relationship Strength
1	Leadership	.001	.759	Very strength
2	Strategic Planning	.001	.724	Strength
3	Customer Focus	.001	.766	Very strength
4	Measurement, Analysis, and Knowledge	.001	.591	Strength
5	Workforce Focus	.001	.754	Very strength
6	Process Management	.001	.730	Strength

Concluding regarding the basis for making decisions on the correlation test in table 24 is as follows. The RESULT variable has a significant (significant) relationship with all process dimension variables (significance value (p) <0.05), where all process dimension categories have a significance value of 0.001. Meanwhile, for the strength (closeness) of the relationship between the RESULT variable and the process dimension variable, the workforce focus category is the category that has the closest relationship with the RESULTS category because it has the highest correlation coefficient value, namely 0.766 (a very strong relationship). Complete results of the correlation test between the process dimension categories and the RESULTS categories can be seen in Attachment 9.

4.2.6 Preparation of Strength Factors, Opportunity For Improvement, and

Recommendations (OFI) for Follow-Up Improvements Through Focus Group Discussions
 The next step after compiling the assessment table for each category in the Baldrige Excellence Framework is the process of compiling Strength and Opportunity For Improvement or OFI, through a Focus Group Discussion (FGD) mechanism. Participants consisting of the general manager, representatives of the personnel division, and supervisors of the sewing division. The FGD groups were formed small enough to allow each individual to have the opportunity to express their opinion but also enough to get the views of a variety of group members. The FGD implementation aims to obtain some agreement from the participants in order to conclude:

The FGD implementation aims to obtain a number of agreements from the participants in order to conclude:

- 1. Strength;

2. Opportunity for Improvement;

3. Recommendations for follow-up improvements for PT. Sandnag Asia Maju Abadi.

Based on the assessment table for each category that was obtained in this study, the FGD group prepared Strength, OFI documents, and recommendations for follow-up improvements for each category of process dimensions (leadership, strategy, customer, analysis measurement, and knowledge management, workforce, operations) and items result categories (process and product outcomes, customer focus, workforce focus, leadership and governance, finance and marketing). The results can be seen in the following table:

Table 4. 16 Identification of Strength Factors, OFI, and Recommendations for Follow-up Improvement Process Dimension Categories (Categories 1 to 6) PT. Sandang Asia Maju Abadi in 2022

No	Process Dimension Category	Strength	Opportunity for Improvement	Recommendation for Improvement
1	Leadership	- A systematic approach in compiling, determining vision and implementation of social responsibility to the main community - Approach has been applied with the appropriate work unit	- The performance in measurement system has not been running optimally at the organizational level and individual labour. - Supervision of the implementation of vision and mission, and value is still not optimal - Employees still do not understand more deeply about the company's vision and mission - Forms of	- Senior leaders guide "cultural transformation", emphasizing improving performance and discipline. - Senior leaders supervise the implementation of the vision, mission, and value to guarantee good governance in the company, including applying ethical

		activities for the leading community need to be added, especially innovation	behaviour and legal protection. - Senior leaders direct employees to recognize the vision and mission and values both through detailed descriptions at formal meetings, vision boards and tasks, bulletins, and so on.
2	Strategic Planning	<ul style="list-style-type: none"> - The work plan is good and implemented - The work plan has spread throughout the production division evenly 	<ul style="list-style-type: none"> - The preparation of the company's strategic plan has not been carried out - Existing data and information have not been used as material for the preparation of the company's strategic plans - Companies need to prepare strategic plans through data, information, and the main objectives of the company going forward - Preparation of the company's strategic plan using a better approach, involving all relevant parties, socialized and evaluated routinely.
3	Customer Focus	<ul style="list-style-type: none"> - The use of consumers has gone through a systematic approach - Already contained in the form of SOP 	<ul style="list-style-type: none"> - Evaluation of customer satisfaction has not yet been implemented - Learning sharing from units with high - Increase the creation of communication media with customers - The results of customer satisfaction should be managed into an

	- Maximizing performance has not been implemented	evaluation cycle so that continuous improvement is obtained and will trigger the birth of innovation efforts
4	- Performance measurement in the field of production has been going well; everyday production reports have been reported - The accuracy of data in production is optimal	- The use of the Management Information System is still in the alignment stage PT. Sandang Asia Maju Abadi conducted Benchmarking to find out how far the company's performance level is compared to competitors and similar companies. - PT. Sandang Asia Maju Abadi must select, collect, and align data on performance indicators properly to be analyzed to set priorities. - Staff should know about the internet, email, and programs related to data processing, not just Office applications,
	Measurement, Analysis, and Knowledge Management	

			to make it easier to process and access data
			- The company has not yet benchmarked its performance appraisal system
5	- Manpower development through both education and training programs has been carried out - Availability of K3 and health insurance	- Performance evaluation is still done traditionally - Submission of staff ideas is still lacking - Lack of attention to staff career advancement	- PT. Sandang Asia Maju Abadi performs benchmarking regarding the staff performance appraisal system and evaluates it in a modern way - Leaders and staff dialogue meetings are regularly scheduled, not incidental - The company made adjustments to the procurement and capacity building of human resources by standard requirements
	Workforce Focus		
6	- Almost all operational processes have been outlined in the form of SOP	- Evaluation of the operational process is still in its early stages,	- Evaluation of the level of SOP compliance needs to be done, in addition
	Process Management		

there have been no attempts at innovation to risk management efforts through improving procedures that need further encouragement (implementation of RCA and FMEA for safety incidents).

Table 4. 17 Identification of Strength Factors, OFI, and Recommendations for Follow-up Improvement Result Dimension Categories (Categories 7) PT. Sandang Asia Maju Abadi in 2022

No	Result Dimension Category	Strength	Opportunity for Improvement	Recommendation for Improvement
1	Product Outcome	Results of production performance and effectiveness of work processes have been reported, with good levels of performance and trends in several areas	- Performance indicators are still incomplete, both related to patient outcomes, service processes, as well as effectiveness and efficiency - Few reported trends, and no benchmark data	- The addition of performance indicators adjusted to the needs and problems of the company - Outreach to work units, building commitment to submit reports

		- Linkage or integration is only slightly reported	- Timely data reporting, analysis, and follow-up on achievement
2	Customer satisfaction and engagement performance results have been reported with quite good performance levels and trends.	- Performance indicators are still incomplete, for example, not assessing customer retention and complaint management. - Few reported trends, and no benchmark data	indicators (linkages between units) - Regularly reporting trends and comparison of benchmark data or similar companies. - Dissemination of analysis results and follow-up to all work units and customers. - Share Learning from high-performing work units
3	Financial and Market Outcomes	Financial performance results have been reported, with relatively good levels of performance and trends in several areas - Market performance results have not been reported - Few reported trends, and no benchmark data	- Performance indicators are still incomplete, especially those related to marketing - The addition of performance indicators adjusted to the needs and problems of the Company - Outreach to work units, building commitment to submit reports - Timely data reporting, analysis,

		<ul style="list-style-type: none"> - Linkage or and follow-up on integration is only achievement slightly reported indicators (linkages between units) - Regularly reporting trends and comparison of benchmark data or similar companies. - Dissemination of analysis results and follow-up to all work units and customers. - Share Learning from high-performing work units - Providing rewards for high-performing work units, collecting complete and timely data
4	<p>The results of workforce performance and employee engagement have been reported, with a pretty good level of performance.</p> <p>Workforce Focused Outcomes</p>	<p>- Performance indicators are still incomplete - Results of workforce capacity and performance, as well as workforce development</p> <p>- Addition of performance indicators, adjusted to the needs and problems in the company - Outreach to work units, build commitment to submit reports.</p>

		performance, are not reported	- Timely data reporting, analysis, and follow-up on achievement indicators (linkages between units) -
5	Operation Effectiveness	Production activities at the company have been running according to the work plan, and each division of the company has also been effective at work	- Performance indicators are still incomplete - No benchmark data, linkages, or integration. Only a few reported
			Regular trend reporting and comparison of benchmark data or similar companies. - Dissemination of analysis results and follow-up to all work units and customers.
6	Leadership Outcomes	Leadership, governance, and social responsibility performance results have been reported, with relatively good performance levels and trends	- Performance indicators are still incomplete - Results of strategy implementation performance are not reported - Few reported trends, and no benchmark data - Linkage or integration is only slightly reported
			- Share learning from high-performing work units - Providing rewards to high-performing work units, collecting complete and timely data.

CHAPTER V

DISCUSSION

5.1 Discussion

5.1.1 Leadership

In a quality management system, solid and committed leadership is essential to achieve a successful quality improvement program (Deming, 1986; Flynn, 1994). Good leadership will provide energy and motivation for innovation and continuous improvement (Beer, 2003). In the Baldrige Excellence Framework, senior leaders define leadership as visible guidance and participation in creating organizational values, direction, performance expectations, and social responsibility.

The results of research on the performance of PT. Sandang Asia Majau Abadi, as measured through the leadership variable in the Baldrige criteria, shows that the fulfillment of this criterion is still not optimal. It can be seen in table 4.13, where the leadership variable gets a score of 33.33%, which is still below the average score for the seven categories (34.98%) based on the interview results. The criterion that needs improvement is the implementation of ethical behavior. Researchers obtained information from informants that company leaders had not been able to ensure employee ethical behavior directly and that the application of suggestion boxes among employees was also not working effectively.

Then from the results of the OFI analysis, it was concluded that four points could be improved at PT. Sandang Asia Majau Abadi, namely:

1. The performance measurement system has not run optimally, both at the organizational and individual workforce levels
2. Supervision of the implementation of the vision, mission, and values is still not optimal
3. Employees still do not have a deeper understanding of the company's vision and mission
4. Forms of activities for the leading community need to be added, especially those that are innovative

Other results obtained from this study provide an illustration of leadership in PT. Sandang Asia Maju Abadi still pays little attention to management and social responsibility. In line with

the recommendations given by the accreditation surveyor, this company has not thoroughly prepared the legal aspects related to production. When analyzed further, the existing conditions show that the leadership focuses more on improving employee performance and discipline.

5.1.2 Strategy

The results obtained for the measurement of strategy variables are in table 4.12 the average percentage value is the lowest (68%) compared to the average percentage value of 7 (seven) variables (70.4%). Respondents argue that PT. Sandang Asia Majau Abadi is still unable to fulfill the elements in the strategy variable, both in strategy development and implementation. The criterion that needs improvement is staff involved in preparing the strategic plan and proposing innovative measures in the company's strategy.

The involvement of related parties in preparing the strategic plan at PT. Sandang Asia Majau Abadi is essential things to fix. Referring to the questionnaire results, as shown in table 4.13, this criterion only obtained a score of 25.88%, where the percentage of the average score of all requirements was 34.98%. It is proven that the company does not yet have a strategic plan, PT. Sandang Asia Majau Abadi only implements a work plan in each of its activities without having a strategic plan for the future.

The overall score calculation also shows that the strategic planning category in this company is still below the average ($40\% < 46.78\%$). Then an OFI analysis was carried out, and two points were obtained that could be improved, namely:

- The preparation of the company's strategic plan has not been carried out
- Existing data and information have not been used as material for the preparation of the company's strategic plan

Sabdan (2016), in his research, to support the achievement of strategic goals, organizations need to take advantage of the opportunities in their environment to develop their work and include recognition aspects for employees. These activities can be technical, non-technical, technical, and non-technical. Winners or contributors of innovative ideas are given awards in the form of rewards and are allowed to attend training to increase the capacity of these employees.

5.1.3 *Customer Focus*

The results of research on the performance of PT. Sandnag Asia Maju Abadi as measured by the customer variable in the Baldrige criteria shows that fulfilling these criteria still requires a lot of improvement. It can be seen in Tables 4.12 and 4.13, where the customer variable only gets a score of 73% from the questionnaire results and 39.12% from the interview results. According to the respondents, what has not been done correctly to focus on customers is the lack of analysis of complaint data results. The company is pretty good at receiving and processing complaints from customers. Still, there is no other analysis process for the results of the protests, so the company makes the same mistakes repeatedly.

The interview results also show that PT. Sandang Asia Maju Abadi also conducts information-gathering methods and strategies to listen to customers occasionally. Still, the methods often used are via email and short messages. This method is considered less than optimal in building customer engagement. According to Gaspersz (2002), customer satisfaction is highly dependent on perceptions, customer expectations, and knowing the influencing factors, namely needs and desires, past experiences, experiences from friends, advertising, and marketing. For that, PT. Sandang Asia Maju Abadi must use other methods to listen to customers' voices and build customer engagement to find out what customers want so that they can improve and enhance production quality.

5.1.4 *Measurement, Analysis, and Knowledge Management*

The results of research on the performance of PT. Sandang Asia Majau Abadi, as measured through measurement, analysis, and knowledge management variables in the Baldrige criteria, shows that fulfilling these criteria still requires a lot of improvement. It can be seen in table 4.12, where this variable occupies the lowest percentage (66%) of the seven categories in the questionnaire results.

Organizational performance measurement must be based on data and information. The measurement system that applies at PT. Sandang Asia Majau Abadi has not been systematic; this can be seen in table 4.8, where the criteria for the performance measurement method only achieved a score of 66%. Improvements and improvements are needed so that overall performance achievements can be measured. Senior leaders should implement these performance measurement requirements in monitoring unit performance levels and process performance.

The overall score for the Measurement, Analysis, and Knowledge Management category occupies the second lowest position, namely 38.52%, PT. Sandang Asia Maju Abadi has not been able to use the performance review findings to be developed improvement priorities and innovation efforts. Poor implementation of measurement, analysis, and knowledge management activities will significantly affect the poor results of organizational performance. The research results described in tables 4.8 and 4.14 show that the organization's inability to inform performance results that are less than optimal results in the absence of strategic planning precisely prepared to respond to the challenges of ongoing change. Or vice versa, if the strategy that has been implemented is not appropriately conveyed to interested parties, there will be no evaluation of this.

Follow-up recommendations were obtained from the OFI analysis as follows:

1. PT. Sandang Asia Maju Abadi performs Benchmarking to find out how far the company's performance is compared to competitors and similar companies
2. PT. Sandang Asia Maju Abadi must select, collect, and align data on performance indicators properly to be analyzed to set priorities.
3. Staff should know about the internet, email, and programs related to data processing, not just Office applications, to make it easier to process and access data

5.1.5 Workforce Focus

The results of this study illustrate the respondent's perception that the company's focus on labor requires a lot of improvement. This can be seen from the percentage score obtained based on the interview results of only 21.47%, the lowest rank of all Baldrige categories (Table 4.13). Moreover, this category also has the lowest rank in the overall score of 38.23%. The thing that needs serious attention is related to measuring work results by the workers themselves. In addition, the workforce development and learning system related to competence and capability improvement, as well as management of staff career progress, are things that need to be addressed by PT. Sandang Asia Maju Abadi.

Regarding performance measurement by the operators themselves, this has not yet been carried out because operators only work according to production guidelines; they are targeted to complete their work quickly and precisely. Therefore it isn't easy to measure their performance. Then, the workforce development and learning system related to increasing

competence and capability has not yet been carried out; only a few of the operators received training in the form of activity at the start of work—operators at PT. Sandang Asia Maju Abadi is forced to work according to production patterns without allowing them to innovate. The management of career advancement in this company is also relatively minimal; it takes quite a long time for them to occupy a higher position. This affects the level of operator satisfaction, which causes high employee turnover rates. This is in line with employee turnover in 2020 and 2021, showing that turnover is still quite high in each department. Where the average turnover is 7.7% in 2020 and 7.4% in 2021, (Maier, 2015) suggests that the turnover rate is said to be high if it reaches 5% or even more.

Table 4. 16 Employee turnover data at PT. Sandang Asia Maju Abadi in 2020-2021

Department	2020				2021				
	Number of employees at the first of the year	Employees leave within a year	Number of employees at the end of the year	Turnover	Number of employees at the first of the year	Employees leave within a year	Number of employees at the end of the year	Turnover	
Warehouse	201	20	208	9,8%	208	19	211	9,1%	
Sample and Pattern	240	21	230	8,9%	230	18	227	7,9%	
Cutting	470	31	472	6,5%	472	34	471	7,2%	
Sewing	740	52	742	7%	742	51	722	6,9%	
Laundry	344	23	328	6,8%	328	21	340	6,3%	
Finishing	240	19	251	7,8%	251	22	236	9%	
Quality Control	100	7	102	6,9%	102	6	99	6%	
Average turnover each year				7,7%	Average turnover each year				7,5%

Source: Primary Data

If employee satisfaction is fulfilled, motivation to do a better job will tend to increase, which will impact company performance and customer satisfaction. (Haris, 1987), measurement methods for well-being, happiness, and work motivation can guarantee the suitability and relevance of findings based on the results of the assessment with the results of the central business processes so that the main priority for corrective action can be identified.

5.1.6 Process Management

The results of research on the performance of PT. Sandang Asia Majau Abadi, as measured through the variable process management in the Baldrige criteria, shows that fulfilling these criteria still requires a lot of improvement. It can be seen in Tables 4.12 and 4.13, where the process management variable only gets a 73% percent score from the questionnaire results and 49.61% from the interview results.

Criteria that need attention are related to the availability of staff required to carry out work and procedures for implementing production activities. PT. Sandang Asia Maju Abadi pays excellent attention to work systems and work processes but is less sensitive to meeting the needs of employees. 4. 12). In the process management variable, the existence of employees is the dominant element in an organizational process besides materials, methods, and equipment. Employees are internal customers who must receive attention as well as external customers of the organization.

Based on the results of the interviews (table 4.13), the company already has written procedures for implementing production activities, but it is still tough to implement. The company has not reviewed this procedure for a long time. According to (Maryati, 2008), work procedures can make work carried out smoothly, so the completion time is faster. Work procedures also provide better control over what and how of a job after it is done. Therefore there are recommendations for follow-up from the OFI analysis, namely evaluating the level of compliance with work procedures is very necessary; besides that, risk management efforts through improving methods need to be further encouraged (implementation of RCA and FMEA for safety incidents).

5.1.7 Result

Tables 4.10 and 4.12 describe the research results on organizational performance outcome variables. The Baldrige Criterion requires the ability of an organization to be able to measure increases or decreases in performance results which include:

1. Production outcomes;
2. Customer focus outcomes;
3. Financial and market outcomes;
4. Workforce-focused outcomes;
5. Operational effectiveness;
6. Leadership outcomes.

Organizational capability in measuring performance results will be the leading benchmark in improving organizational performance in the future (Cahyono, 2012). By fulfilling the elements in this variable, the principles of integrated quality management, or Total Quality Management (TQM), are fully implemented (BEF, 2015)—the results of research conducted at PT. Sandang Asia Maju Abadi illustrates that the results of the company's performance in the view of respondents are still not good or not as expected. As shown in table 4.12, the percentage score achieved by the result category is 69%, lower than the average percentage score for all types, which is 70.4%. According to the respondents, the worst result is the result of a focus on labor, which is 25% (table 4.13).

The development of external factors, which are very dynamic, cannot be anticipated in advance by management. For this reason, management must always be responsive and adaptive, always following and adapting to environmental conditions. Management needs to build a solid team to determine the method or approach that will be implemented to maintain and develop the organization in an ever-changing environment. Referring to the research results to assess the overall performance achievement, PT. Sandang Asia Maju Abadi only compares the value of performance achievements with predetermined targets. Purwaningrum (2007), in his research, also reported the same thing. Few performance results are reported, i.e., for a few areas important to organizational requirements, and results achieved are generally low. There are no trend data, and comparative information reported. This is especially evident in the

workforce focus result sub-category (table 4.13), so this sub-category has the lowest score compared to the other sub-categories.

The conclusion of the score illustrates the performance of PT. Sandang Asia Maju Abadi is still not suitable. Therefore, proactive planning needs to be made and implemented, not just reactive to problems.

5.1.8 Relationship Between The Process Dimension Categories And The Result Categories

Referring to the research results in table 4.15, it can be concluded that the result variable has a significant (significant) relationship with all process dimension variables (significance value (p) <0.05) according to (Ghozali, 2006). Meanwhile, for the strength (closeness) of the relationship between the result variable and the process dimension variable based on the correlation coefficient, the customer focus category has the closest relationship with the result category, namely a solid relationship ($r=0.766$).

From the perspective of the Baldrige Excellence Framework system, the categories in it are divided into the leadership triad and the results triad. The leadership triad (leadership, strategy, and customers) emphasizes leadership's importance in focusing on design and customers. Senior leadership sets the direction and looks for future opportunities for the organization. At the same time, the triad results (labor, operations, and results) cover each process focused on labor and operational processes, as well as the performance results achieved by the two methods. Thus, all actions in the Baldrige Excellence Framework (2015) system aim to achieve a "result," namely a composition of product and process performance results, customer focus, workforce focus, leadership and governance, finance, and markets.

The relationship between each category in the Baldrige Excellence Framework is defined as an "Interconnected Structure," which reflects the interconnected nature of the system as a whole. The two-way arrow between the process and result categories shows feedback's importance in an effective performance management system. Highlights the key role of integration, emphasizing that no particular part of the system can operate independently. Baldrige Excellence Framework (BEF) 2015 is the new name used as a substitute for the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE). The use of the word Framework and changes in the design of the Baldrige diagram show and emphasize that all categories are a unit that cannot be separated from one another as a unit within the framework of excellent performance. Several studies aim to see the relationship or influence between

categories in the Baldrige criteria. (Wilson and Collier, 2000), (Handfield and Ghosh, 1995) report empirical facts about several causal relationships among the seven Baldrige categories in manufacturing environments. The conclusion from the three studies is that the leadership category positively influences all other process dimension categories.

Furthermore, (Wilson and Collier, 2000) reported that information analysis and process management categories significantly affect financial results and customer satisfaction. (Handfield and Ghosh, 1995) found that process management and strategic planning affect customer satisfaction, while workforce management influences financial products. Meanwhile, research by (Meyer and Collier, 2001) found a strong relationship between workforce management and customer satisfaction outcomes. These results support the service-profit chain theory and the importance of highly skilled service providers (Heskett et al., 1994). Building better work systems, improving staff training, and measuring and evaluating staff performance, all directed in the Baldrige Excellence Framework should result in staff satisfaction, impacting patient and other customer satisfaction (Bowers et al., 1994). The circular effect of staff and customer satisfaction is described by (Heskett et al., 1994) in service-profit chain theory, where policies that increase staff satisfaction (and subsequently, staff retention and loyalty) will motivate staff to improve the value and quality of their services, which leads to increased customer satisfaction.

5.1.9 Crucial Category to Improve

In the results of measurements carried out by the authors of the seven BEF categories, five categories are still below 50 percent (Leadership; Strategic Planning; Measurement Analysis, Knowledge Management; and Workforce Focus), of the five categories still weak at PT. Sandang Asia Maju Abadi is processed through a group discussion forum to determine which category should be improved immediately. Workforce Focus here gets the lowest score of 32.5 out of 85, wherein the percentage, is 38.23%; this is due to the low awareness of the company to pay attention to employee career paths, performance measurement, and analysis by operators still using traditional methods, and the absence of collecting ideas from employees. So then the recommendation for improvement based on the FGD with the company as well as from previous research, PT. Sandang Asia Maju Abadi performs benchmarking regarding the staff performance appraisal system and evaluates it modernly; the company must also accommodate ideas, suggestions, and criticism from all employees to build and succeed in the work environment. Organizations must develop workforce skills and capabilities, create a healthy

and safe work environment, and increase workforce engagement and motivation to achieve organizational excellence.

Measurement Analysis and Knowledge Management is the second category that must be prioritized for improvement; this category gets a score of 38.52% or 34.67 out of 90 points. This is because the company has not been able to use the data obtained for analysis to improve the production process. PT. Sandang Asia Maju Abadi does not yet have comparative data related to the company's performance to find out where the company's position is compared to other companies. Recommendations that can be given are using automation technology; companies can use automation technology such as production machines and sensors to collect production data automatically. The resulting data can be used to analyze production performance and identify factors that can be improved. Another recommendation is to conduct benchmarking; companies can benchmark with other companies in the same industry or sector. In benchmarking, companies can compare their performance with the performance of other companies and find out what factors influence this performance.

The Measurement Analysis and Knowledge Management category in BEF emphasizes the importance of organizations utilizing data and knowledge in making decisions and improving performance. With Measurement Analysis and Knowledge Management, organizations can reduce decisions based on luck or personal experience and make more intelligent, measurable decisions. Organizations can also leverage the data and knowledge gained to improve performance and increase innovation. Therefore, Measurement Analysis and Knowledge Management are very important for organizations that want to achieve business excellence and compete in the market.

5.1.10 Application of the Malcolm Baldrige National Quality Award Method

The application of MBNQA in measuring performance at PT. The background of Asia Maju Abadi Clothing is to find out how far this company is running. (Robert Kaplan and David Norton, 2005) emphasized the importance of company performance in ensuring long-term success. MBNQA (Malcolm Baldrige National Quality Award) and BSC (Balanced Scorecard) are two different but often compared performance management frameworks because they both focus on measuring organizational performance and developing business strategy. MBNQA was chosen because it suits the conditions of companies engaged in production services which also have many employees in it, this method focuses on quality and overall performance and

uses more detailed criteria to evaluate organizational performance, and focuses on continuous improvement. The seven criteria in the MBNQA cover all categories that will be evaluated in PT. Sandang Asia Maju Abadi, including leadership, strategic planning, customer focus, human resource management, business process management, and business results. In this regard, MBNQA can help organizations to understand the relationship between these various elements and how they influence each other. Meanwhile, BSC only focuses on several aspects of performance such as finance, customers, internal processes, and learning and growth.

Therefore, MBNQA is considered suitable for this study which aims to measure company performance, provide continuous improvement, and compare overall scores with other similar companies according to the urgency of the company and the purpose of this study.

5.1.11 Research Enhancement Analysis

The problem that is often experienced in measuring performance using MBNQA criteria is a lack of patience in processing consistently; in the end, looking for a breakthrough which in the end does not give optimal results, even worse is "Baldrige" with the target of getting a high score. In MBNQA, it's not a high score that makes a company excel, but vice versa. In this case the performance measurement at PT. Asia Maju Abadi Clothing using MBNQA criteria still needs to be improved to obtain optimal results. It should be realized that developing applications using MBNQA criteria is very time-consuming. So, it is necessary to involve the team in compiling the application. This team will later be divided to conduct a question-and-answer process for each item. Finally, the team leader reviewed the answers from PT. Sandang Asia Maju Abadi then made improvements to improve the relationship between the system and the processes that have been reported. Modifications that may still be made are testing the relationship between categories and subcategories in the MBNQA; this is intended to find out whether there is a positive relationship between categories and sub-categories. Linkage tests can be completed with the help of smart PLS software. Results will also be obtained on whether the seven categories in Baldrige can be applied in the organization to be measured.

In this study there is also ambiguity in the data in the interview process, ambiguity can be interpreted as grammatical units in the form of phrases or sentences that have multiple meanings or dual meanings that occur as a result of the interpretation of different grammatical structures. This can be caused because the responses given by respondents are relative which can then be

interpreted to some information. Therefore, supporting data such as a company report is needed to strengthen the statement from the interview data.

CHAPTER VI

CONCLUSION AND SUGGESTIONS

6.1 Conclusion

Based on the results of the collection and processing of data and the analysis that has been carried out, the following conclusions are drawn from this study:

1. Based on the calculation results, the score obtained by PT. Asia Maju Abadi Clothing is 467.83 (Early improvement). Where from the seven categories tested, it was found that the workforce is the category that has the lowest percentage, namely 32.5 points or 38.23% of the maximum score in the workforce category (85 points). The criterion that needs attention is measuring work results by the workers themselves. In addition, the workforce development and learning system related to competency and capability improvement, as well as management of staff career progress, are matters that need to be addressed by PT. Sandang Asia Maju Abadi.
2. Based on the calculation results, the score obtained by PT. Sandang Asia Maju Abadi is 467.83. This means the performance assessment of PT. Sandnag Asia Maju Abadi received an average rating and was included in the early improvement category (point scale 376-475) according to the Malcolm Baldrige National Quality Award (MBNQA) criteria. Early improvement means PT. Sandang Asia Maju Abadi is in a position of early-stage improvement in the manufacturing sector.
3. All categories of process dimensions have a significant relationship with the result category (p-value <0.05). The category with the closest relationship is customer focus with a correlation coefficient of 0.766 (very strong relationship)

6.2 Suggestions

In conducting research, several limitations can affect the study results and are expected to be corrected by further researchers. Therefore more reliable results regarding this study can be improved if other variables are considered. Based on the discussion, conclusions, and limitations of this study, the suggestions that can be used as a reference for further research with similar topics are expected to be able to develop this research with other independent variables so that they can see conditions other than using the variables used in this study. The

following are the results of suggestions from the research. Suggestions that can be given by researchers based on research results are:

1. For further research

It is hoped that future research will not only use questionnaires and interviews in data collection, it is intended to support ambiguous data in the interview process, for example, researchers can review existing documents such as financial reports, production reports, and others. So it is hoped that future researchers will have enough time to be able to collect questionnaires and conduct direct interviews with at least one respondent in each existing division. In addition, the research is expected to be able to use other different independent variables because the factors that influence the dependent variable in this study are quite extensive.

2. For the Company

- PT. Sandang Asia Maju Abadi must be able to direct employees to recognize the company's vision, mission, and values through detailed elaboration at formal meetings, vision and mission boards, bulletins, and so on.
- PT. Sandang Asia Maju Abadi needs to prepare a strategic plan by following a good management system through the Problem-Solving Cycle process so that it can involve staff in developing the company's strategic plan.
- PT. Sandang Asia Maju Abadi needs to increase the creation of communication media with customers. Customer satisfaction results need to be managed into an evaluation cycle (PDCA) to obtain continuous improvement and minimize the same mistakes in the future.
- PT. Sandang Asia Maju Abadi needs to do benchmarking to find out how far the company's performance level is compared to competitors and similar companies and also the company must be able to analyze production data findings that are useful for company analysis.
- PT. Sandang Asia Maju Abadi needs to carry out benchmarking related to the employee performance appraisal system and evaluate it in a modern way and pay attention to the career path of its employees.
- PT. Sandang Asia Maju Abadi needs to evaluate compliance with work procedures; risk management efforts through improving methods need to be further encouraged

(implementation of RCA and FMEA for safety incidents). Work procedures can make work carried out smoothly so that the completion time is faster. Work procedures also provide better control over the what and how of a job after it is done.

- PT. Sandang Asia Maju Abadi needs to build a strong leadership team to implement several systematic methods suitable for consistently carrying out the seven criteria process in the Baldrige Excellence Framework and implementing and evaluating them organically.
- PT. Sandang Asia Maju Abadi needs to immediately implement recommendations for follow-up improvements based on the results of Focus Group Discussions related to the results of this research

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ATTACHMENT

ATTACHMENT 1: PERFORMANCE MEASUREMENT QUESTIONNAIRE SHEET USING THE BALDRIGE EXCELLENCE FRAMEWORK (BEF) IN PT. SANDANG ASIA MAJAU ABADI

Company Performance Measurement in the Service Quality Sector Using MBNQA (Malcolm Baldrige National Quality Award) Case Study: PT. Sandang Asia Maju Abadi

Yth. Bapak/Ibu/Saudara/i

Karyawan PT. Sandang Asia Maju Abadi

di tempat

Dengan hormat,

Saya adalah mahasiswa Fakultas Teknologi Industri Universitas Islam Indonesia Yogyakarta dengan identitas:

Nama : Irfan Tegar Lalang Kurniawan

NIM : 19522145

Jurusan : Teknik Industri

Yang akan mengadakan penelitian yang berjudul **“Company Performance Measurement in the Service Quality Sector Using MBNQA (Malcolm Baldrige National Quality Award) Case Study: PT. Sandang Asia Maju Abadi”**

Dengan segala kerendahan hati perkenankanlah saya pada kesempatan ini, memohon kepada bapak/ibu/saudara/i karyawan PT. Sandang Asia Maju Abadi agar bersedia meluangkan waktu untuk menjawab pernyataan yang saya ajukan seperti terlampir dalam kuesioner ini. Perlu bapak/ibu/saudara-i ketahui bahwa penelitian ini adalah semata-mata untuk tujuan ilmiah, di mana pendapat bapak/ibu/saudara-i tersebut akan saya pergunakan dalam rangka penyusunan riset.

Atas segala bantuannya, saya mengucapkan terimakasih sedalam-dalamnya.

Hormat saya,

Peneliti

Irfan Tegar Lalang Kurniawan

A. Identitas Narasumber

Mohon Bapak/Ibu/Saudara/I untuk dapat memberikan jawab/tanggapan terhadap pertanyaan atau pernyataan di bawah ini sesuai dengan kenyataan yang dialami dengan sejujur-jujurnya.

1. Nama Responden
2. Jenis Kelamin
 - a. Laki-laki
 - b. Perempuan
3. Usia
 - a. 19-30 tahun
 - b. 31-40 tahun
 - c. 41-56 tahun
 - d. > 56 tahun
4. Masa kerja
 - a. <1 tahun

- b. 1-5 tahun
 - c. >5 tahun
5. Jabatan
6. Pekerjaan

B. Petunjuk Pengisian Kuisisioner

1. Berikanlah nilai antara 1-5 pada pernyataan yang telah disediakan untuk memilih jawaban yang dinilai sangat mewakili sesuai dengan fakta yang ada.
2. Setiap pertanyaan responden berhak untuk memilih 1 jawaban saja.
3. Mohon untuk mengisi kuisisioner dengan sebaik-baiknya
4. Guna meminimalisir terjadinya bias data, dimohon untuk menjawab pertanyaan sesuai dengan keadaan yang ada di lapangan.

C. Keterangan Poin Jawaban

Dalam pengisian kuisisioner ini responden hanya diperkenankan untuk memilih satu jawaban saja yang dianggap paling sesuai dengan fakta yang ada. Setiap pertanyaan meliputi poin jawaban. Adapun poin jawaban tersebut dapat dimulai dari yang terkecil yaitu 1 sampai dengan 5 yang paling besar. Pada penelitian ini digunakan skala likert dalam menilai pendapat Bapak/Ibu/Saudara/i dengan pembobotan nilai sebagai berikut.

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

Lima poin tersebut merupakan poin jawaban yang ada pada setiap

pertanyaan yang diajukan peneliti. Melalui penjelasan tersebut diharapkan responden dapat memberikan jawaban pada kolom yang telah disediakan sesuai dengan fakta. Atas perhatiannya peneliti mengucapkan terima kasih dan selamat mengisi kuisioner ini

D. Kuesioner

Leadership		Respons					
1.1	Senior Leadership	1	2	3	4	5	
	1	Menurut anda apakah pimpinan PT. SAMA telah mensosialisasikan visi dan menjalankan misi PT. SAMA dengan baik					
	2	Menurut anda apakah pimpinan PT. SAMA aktif berkomunikasi memberdayakan staff					
	3	Menurut anda apakah pimpinan PT. SAMA menciptakan lingkungan kondusif untuk mencapai sasaran strategis organisasi					
	4	Menurut anda apakah pimpinan PT. SAMA telah menjalankan program kerja yang mendukung visi dan misi organisasi					
	5	Menurut anda apakah pimpinan PT. SAMA mengkomunikasikan kebijakan-kebijakan dengan jujur dan terbuka					
1.2	Societal Responsibilities						
	6	Sampai sejauh mana system evaluasi kinerja pelayanan PT. SAMA berjalan					
	7	Sampai sejauh mana hasil system evaluasi kinerja pelayanan PT. SAMA mempengaruhi efektivitas kerjanya					
	8	Sampai sejauh mana pihak PT. SAMA dapat membentuk Source daya yang berpotensi					

	9	Sudah berjalan baikkah peraturan yang ditetapkan oleh pihak PT. SAMA saat ini					
Strategic Planning							
2.1	Strategy Development						
	10	Sejauh mana semua elemen mendukung jalannya rencana strategis PT. SAMA					
	11	Sejauh mana kesesuaian pelaksanaan ranjana strategis telah berjalan					
	12	Sejauh mana semua elemen PT. SAMA memahami tentang rencana stratgis yang akan berjalan					
	13	Sejauh mana hambatan yang dihadapi pada pelaksanaan rencana strategis					
	14	Apakah rencana strategis yang dijalankan menyeimbangkan kepentingan seluruh stakeholder yaitu pelanggan dan karyawan					
2.2	Strategy Deployment						
	15	Sejauh mana pengalokasian Source daya dalam mendukung pelaksanaan Source daya					
	16	Sejauh mana ketersediaan Source daya telah mencukupi untuk melaksanakan program kerja					
	17	Sejauh mana pelaksanaan program kerja mempertimbangkan resiko yang akan dihadapi					
	18	Sejauh mana anda mendukung jalannya rencana strategis pihak PT. SAMA					

Customr Focus						
3.1	Customer Engagment					
19	Pihak PT. SAMA mengidentifikasi dan melakukan inovasi yproduk/layanan yang ditawarkan guna memenuhi persyaratan dan melampaui ekspektasi pelanggan					
20	Pihak PT. SAMA mengidentifikasi dan melakukan inovasi produk/layanan yang ditawarkan guna menarik pelanggan baru dan memberi peluang untuk memperluas hubungan dengan pelanggan					
21	Pihak PT. SAMA menetapkan mekanisme untuk mendukung penggunaan produk/layanan dan mempermudah pelanggan mendapat informasi serta melaksanakan bisnisnya					
22	Sejauh mana pihak PT. SAMA dalam mendukung pelanggan, termasuk bagaimana mekanisme komunikasi dengan pelanggan					
23	Pihak PT. SAMA menetapkan persyaratan untuk pelanggan dalam mendapatkan produk/layanan					
24	Pihak PT. SAMA menciptakan budaya organisasional yang memastikan pengalaman dan kontribusi positif yang konsisten bagi komitmen pelanggan					
3.2	Voice of the Customer					
25	Sejauh mana pihak PT. SAMA					

		mendengarkan suara dari pelanggan					
	26	Bagaimana kepuasan dan enagement pelanggan					
	27	Sejauh mana pihak PT. SAMA memberi umpan balik terkait suara dari pelanggan					
	28	Sejauh mana pihak PT. SAMA memanajemeni complain pelanggan					
Measurement, Analysis, and Knowledge Management							
4.1	Measurement, Analysis, and Improvement of Organizational Performance						
	29	Sejauh mana PT. SAMA telah memiliki metode untuk mengukur performasi kerja secara periodic					
	30	Sejauh mana menurut anda anggota pihak PT. SAMA mengetahui dan memahami visi, misi, dan rencana strategis oleh pihak PT. SAMA					
	31	Apakah menurut metode yang dilakukan untuk mengukur performasi kerja dapat memberikan umpan balik yang memadai terhadap kinerja PT. SAMA					
	32	Sejauh mana data hasil pengukuran kinerja mempengaruhi pengambilan keputusan					
4.2	Management of Information Knowledge, and Information Technology						
	33	Sejauh mana usaha-usaha yang telah dilakukan untuk mengusahakan agar data dan informasi tetap up to date					

	34	Sejauh mana menurut anda kemudahan untuk akses informasi dan data yang diperlukan semua elemen PT. SAMA					
	35	Sejauh mana perlindungan terhadap data dan informasi dilakukan untuk menjamin ketersediaan, keamanan, dan validasi					
	36	Sejauh mana menurut anda telah dilakukan analisis terhadap hasil pengukuran kinerja					
Workforce Focus							
5.1	Worfoce Engagment						
	37	Apakah sejauh ini anda memperoleh kepuasan kerja selama menjadi karyawan di PT. SAMA ini					
	38	Sejauh mana menurut anda partisipasi anda dalam usaha peningkatan kinerja PT. SAMA					
	39	Sudah sejauh mana penilaian terhadap efektifitas tenaga kerja					
	40	Apakah menurut anda telah cukup baik system pengadaan kebutuhan dan pengelolaanya					
	41	Apakah menurut anda system manajemen yang ada sekarang telah cukup memberikan penghargaan, insentif, tunjangan dengan baik					
5.2	Worforce Environment						
	42	Apakah menurut anda system pengaturan jenjang kepangkatan dan promosi telah berjalan dengan baik					

	43	Apakah menurut anda kebijakan kesepakatan kerja telah mengakomodasi kepentingan seluruh tenaga kerja					
	44	Sejauh mana menurut anda menilai kemampuan, kecakapan, dan kompetensi tenaga kerja					
	45	Sudah cukup baikkah system pengaturan tenaga kerja mempertimbangkan dasar keilmuan dan kemampuannya					
	46	Sejauh mana jaminan kesehatan, keamanan, dan kenyamanan yang diberikan terhadap tenaga kerja					
Process Management							
6.1	Work Sytem						
	46	Apakah organisasi telah menggunakan kekuatan organisasi yang dimiliki sebagai daya saing dengan organisasi lain					
	48	Apakah rencana inovasi yang dilakukan telah cukup baik dalam mendongkrak kualitas management					
	49	Apakah menurut anda kekuatan yang dimiliki organisasi telah cukup untuk bersaing					
	50	Apakah menurut anda masukan yang diberikan pelanggan telah diolah sebagai alat bantu peningkatan kinerja					
	51	Apakah menurut anda rancangan proses kerja yang ada telah cukup baik					
6.2	Work Processes						

	52	Apakah menurut anda rancangan system kerja yang ada telah menggunakan pertimbangan produktivitas dan manajemen keuangan dengan baik					
	53	Apakah menurut anda rancangan system kerja telah memperhitungkan efisiensi dan efektifitas kerja					
	54	Apakah menurut anda rancangan system kerja telah menggunakan pertimbangan produktivitas dan manajemen keuangan dengan baik					
	55	Apakah menurut anda implementasi proses kerja di lingkungan organisasi telah memenuhi harapan dan kebutuhan					
	56	Apakah menurut anda diperlukan evaluasi rutin dan berkelanjutan dalam manajemen di PT. SAMA					
	57	Apakah menurut anda telah berjalan baik langkah pengukuran kinerja yang telah dilakukan di perusahaan					
Result							
7.1	Product Outcomes						
	58	Apakah selama anda telah merasa cukup puas dengan metode proses pelayanan kepada pelanggan yang selama ini anda jalani					
	59	Apakah dengan proses pelayanan kepada pelanggan yang telah berjalan dapat meningkatkan kepercayaan dan kepuasan pelanggan					

	60	Apakah menurut anda ketersediaan karyawan telah cukup jumlahnya					
	61	Apakah menurut anda fasilitas yang diberikan kepada pelanggan cukup baik					
	62	Apakah menurut anda diperlukan peningkatan kualitas dalam hal pelayanan					
	63	Apakah menurut anda peraturan dan tata tertib yang berlaku telah memadai					
	64	Apakah menurut anda fasilitas pelayanan administrasi telah berjalan dengan baik					
	65	Apakah menurut anda produk/layanan yang di tawarkan oleh pihak PT. SAMA telah cukup memadai					
7.2	Customer-Focused Outcomes						
	66	Apakah menurut anda selama menjadi pelanggan di PT. SAMA ini cukup memberi kepuasan					
	67	Apakah Apakah menurut anda program-program kerja yang dilaksanakan cukup memebrikan efek positif terhadap pelanggan					
	68	Apakah menurut anda telah cukup memadai sarana komunikasi antara pimpinan organisasi dengan pelanggan					
	69	Apakah menurut anda telah tercipta sinergi yang baik antara mahasiswa dengan stakeholder					
7.3	Financial and Marketing Outcomes						

	70	Apakah produk/layanan yang ditawarkan oleh pihak PT. SAMA sudah menyebar sesuai target yang sudah ditetapkan					
	71	Apakah menurut anda alokasi pemakaian anggaran telah mengenai sasaran					
	72	Apakah menurut anda pengeluaran anggaran yang anda ketahui menerapkan azas prioritas dan efisiensi					
	73	Seberapa baik kondisi keuangan PT. SAMA ini					
7.4	Worforce-Focused Outcomes						
	74	Apakah menurut anda kualitas Source daya tenaga kerja telah memenuhi					
	75	Apakah menurut anda kinerja dari tenaga kerja telah efektif dan efisien					
	76	Apakah penerapan dan pengawasan teknologi dapat berpengaruh dalam peningkatan kualitas kinerja tenaga kerja					
	77	Apakah menurut anda jumlah tenaga kerja telah cukup memadai dalam memberikan pelayanan					
	78	Apakah menurut anda proses penilaian/pengukuran kinerja tenaga kerja telah berjalan baik					
7.5	Process Effectiveness Outcomes						
	79	Apakah menurut anda system kerja di PT. SAMA ini telah berjalan baik					

	80	Apakah menurut anda kinerja di PT. SAMA ini memperhitungkan efektivitas dan efisiensi dengan baik					
	81	Apakah masukan, saran, dan kritik dari pelanggan berpengaruh dalam usaha peningkatan kinerja					
	82	Apakah menurut anda dengan peningkatan kualitas kinerja di PT. SAMA ini berpengaruh pada meningkatnya daya saing dan nama baik PT. SAMA					
	83	Apakah penurunan jumlah pelanggan per tahun menurut anda berkaitan dengan kualitas manajemen pihak PT. SAMA					
7.6	Leadership Outcomes						
	84	Apakah menurut anda rencana strategis di PT. SAMA ini akan berhasil membawa perubahan yang signifikan					
	85	Apakah menurut anda program kerja yang dijalankan dapat meningkatkan kualitas kerja di PT. SAMA ini					
	86	Apakah menurut anda program kerja yang dilaksanakan telah sesuai dengan visi dan misi PT. SAMA ini sendiri					
	87	Apakah menurut anda evaluasi kinerja di PT. SAMA ini telah berjalan dengan baik					
	88	Apakah menurut anda tercipta lingkungan yang kondusif untuk memndukung peningkatan kinerja					

ATTACHMENT 2: IN-DEPTH INTERVIEW GUIDELINES

Tanggal dan Waktu	
Nama	
Usia	
Jabatan	

I. PETUNJUK UMUM

1. Menyampaikan ucapan terima kasih kepada naraSource atas kesediaannya meluangkan waktu untuk diwawancarai
2. Menjelaskan tentang maksud dan tujuan wawancara
3. Melakukan wawancara berdasarkan beberapa pertanyaan dasar
4. Menyampaikan ucapan terima kasih kepada naraSource setelah wawancara berakhir

II. PETUNJUK WAWANCARA

1. Wawancara dilakukan langsung oleh peneliti
2. NaraSource bebas untuk menyampaikan informasi berdasarkan pendapat pribadi, pengalaman, saran dan komentar
3. Seluruh pendapat, pengalaman, saran dan komentar naraSource sangat bernilai
4. Tidak ada kriteria jawaban yang benar ataupun salah dalam wawancara ini
5. Peneliti harus menjamin seluruh pendapat, pengalaman, saran dan komentar akan dijamin kerahasiaannya
6. Peneliti tidak memotong pada saat naraSource sedang memberikan jawaban, saran, pengalaman atau pendapat

III. PENJELASAN WAWANCARA

Wawancara ini dilakukan dalam rangka penelitian untuk mengukur kinerja PT. Sandang Asia Maju Abadi dengan menggunakan Malcolm Baldrige National Quality Award..

IV. DAFTAR PERTANYAAN WAWANCARA

1) Kepemimpinan

Kepemimpinan senior

- Apakah perusahaan PT. SAMA ini telah memiliki visi, misi, dan nilai? Bagaimana proses penetapannya? Bagaimana proses penyampaian ke seluruh staf?
- Bagaimana komitmen pimpinan terhadap pelaksanaan visi, misi dan tata nilai organisasi? Apakah ada langkah inovatif untuk menjaga komitmen PT. SAMA tersebut?
- Apa saja upaya pimpinan untuk membangun kesuksesan perusahaan PT. SAMA ini, baik untuk saat ini maupun di masa yang akan datang?
- Bagaimana komunikasi antara pimpinan PT. SAMA, staf dan pelanggan, baik dari sisi kuantitas maupun kualitas?

Tata Kelola dan Tanggung jawab kemasyarakatan

- Bagaimana pimpinan memastikan terlaksanya tata kelola organisasi yang bertanggung jawab?
- Bagaimana proses evaluasi kinerja para pimpinan di perusahaan PT. SAMA ini? Apakah hasilnya digunakan dalam menetapkan kompensasi bagi para pimpinan PT. SAMA tersebut?
- Bagaimana pimpinan mengantisipasi dan menjawab kekhawatiran public atas produk jasa pelayanan PT. SAMA ini?
- Bagaimana pimpinan memastikan perilaku etis diterapkan di dalam struktur tata kelola PT. SAMA?

- Bagaimana memasukkan kebutuhan customers ke dalam rencana strategi dan kegiatan operasional harian? Apa saja peran/kegiatan pimpinan dan PT. SAMA dalam memperbaiki dan mendukung komunitas kunci PT. SAMA tersebut

2) Strategi

Pengembangan strategi

- Bagaimana proses penyusunan renstra PT. SAMA? Siapa saja yang terlibat?

- Bagaimana inovasi distimulasi dan digabungkan ke dalam renstra PT. SAMA? Bagaimana pihak PT. SAMA mengidentifikasi dan memasukkan peluang strategis ke dalam renstra?

- Bagaimana proses pengumpulan dan analisa data, serta pengembangan informasi terkait tantangan strategis sebagai bahan penyusunan renstra?

- Bagaimana proses menentukan sasaran strategis? Bagaimana kaitannya dengan kompetensi inti, keunggulan dan peluang strategis PT. SAMA?

Implementasi strategi

- Bagaimana proses penyusunan rencana kerja? Bagaimana proses penyampaian dan implementasi di unit kerja?

- Apakah implementasi rencana kerja setiap tahunnya in-line dengan rencana strategi yang telah disusun? Bagaimana prosedur untuk menghindari ketidakselarasan?

- Bagaimana memastikan ketersediaan Source daya financial dan lainnya untuk mendukung pelaksanaan rencana kerja?

- Bagaimana proses review renstra/rencana kerja terkait dengan agility dan fleksibilitas PT. SAMA? Bagaimana proses merubah rencana pada situasi yang mengharuskan?
- Bagaimana proses pengukuran kinerja untuk menelusuri pencapaian dan efektivitas rencana kerja yang telah dibuat?

3) Pelanggan

Suara pelanggan

- Bagaimana cara PT. SAMA mendengarkan suara pelanggan untuk memperoleh informasi yang dapat ditindaklanjuti?
- Bagaimana metode PT. SAMA dalam menetapkan kepuasan, ketidakpuasan dan engagement pelanggannya? Bagaimana tindak lanjut hasil yang ditemukan?
- Bagaimana PT. SAMA membandingkan kepuasan pelanggannya dibanding dengan pesaing lainnya?

Engagement pelanggan

- Bagaimana proses PT. SAMA menentukan produk jasa layanan yang diberikan?
- Apa saja upaya yang dilakukan PT. SAMA untuk mendorong peningkatan kepuasan dan engagement pelanggannya? Apa membuka peluang untuk upaya inovasi?
- Bagaimana PT. SAMA mengelola complain pelanggan?

4) Pengukuran, analisis, dan manajemen pengetahuan

Pengukuran, analisis, dan perbaikan kinerja organisasi

- Bagaimana PT. SAMA menggunakan data dan informasi untuk menelusuri operasional harian dan kinerja PT. SAMA secara keseluruhan? Apakah ada data pembandingan, misal dari pesaing?
- Bagaimana proses menggunakan temuan review kinerja organisasional untuk dikembangkan menjadi prioritas untuk perbaikan yang berkesinambungan serta peluang untuk upaya inovasi?
- Bagaimana PT. SAMA mendeteksi praktik terbaik di sebuah unit berkinerja tinggi? Bagaimana proses berbagi ke unit kerja yang lain?

Manajemen pengetahuan, informasi, dan teknologi informasi

- Bagaimana PT. SAMA memfasilitasi transfer pengetahuan antar staf dan penerapan learning organization di PT. SAMA?
- Bagaimana ketersediaan teknologi sistem informasi di PT. SAMA? Bagaimana proses memastikan, kelanjutan produksi serta ketepatan waktunya? Apakah tersedia data dan informasi yang dibutuhkan oleh staf, pemasok, mitra, dan pelanggan?

5) Tenaga kerja

Lingkungan tenaga kerja

- Apakah PT. SAMA memiliki persyaratan kebutuhan kapabilitas dan kapasitas SDM untuk setiap unit di PT. SAMA ini? Bagaimana proses perekrutan tenaga kerja baru?
- Bagaimana PT. SAMA memastikan lingkungan kerja yang nyaman, sehat, dan aman bagi tenaga kerja?
- Bagaimana PT. SAMA mendukung tenaga kerja melalui pelayanan, benefit dan kebijakan?

Engagement tenaga kerja

- Bagaimana upaya PT. SAMA mewujudkan budaya yang bercirikan komunikasi terbuka, kinerja tinggi, dan tenaga kerja yang engaged?
- Bagaimana cara yang ditempuh PT. SAMA ini untuk mengetahui kepuasan dan engagement staf nya?
- Apakah setiap staf mampu mengukur hasil pekerjaannya? Bagaimana proses pengukurannya?
- Bagaimana sistem pengembangan dan pembelajaran tenaga kerja terkait peningkatan kompetensi dan kapabilitasnya? Bagaimana evaluasi pasca kegiatan? Apakah PT. SAMA mengelola kemajuan karier staf, termasuk suksesi kepemimpinan?

6) Operasi

Proses kerja

- Bagaimana proses penentuan jenis layanan yang diberikan PT. SAMA?
- Apakah PT. SAMA telah memiliki prosedur dalam pelaksanaan semua kegiatan/pelayanan? Bagaimana hasil implementasinya?
- Bagaimana PT. SAMA menentukan indicator kinerja proses yang digunakan untuk mengendalikan dan memperbaiki proses kerja? Bagaimana hasil analisis dan evaluasinya?
- Bagaimana PT. SAMA memperbaiki proses kerja untuk meningkatkan mutu layanan dan kinerja? Bagaimana PT. SAMA menggali peluang inovasi dalam perbaikan proses kerja?

Efektivitas operasional

- Bagaimana upaya pelaksanaan kendali mutu dan kendali biaya di PT. SAMA ini? Bagaimana keterlibatan staf?
- Bagaimana PT. SAMA mengontrol kualifikasi pemasok? Apa ada proses pengukuran dan evaluasi kinerja pemasok?

- Bagaimana PT. SAMA menyediakan lingkungan kerja yang aman?
Bagaimana pelaksanaan pedoman keselamatan PT. SAMA? Bagaimana

kesiapan PT. SAMA menghadapi keadaan bencana dan darurat?

7) Hasil

Product Outcome

- Bagaimana kualitas produk yang di produksi oleh PT. SAMA sejauh ini?
- Bagaimana kelengkapan produk yang di produksi oleh PT. SAMA sejauh ini?

Customer-Focused Outcomes

- Se jauh mana tingkat kepuasan pelanggan di perusahaan ini menurut anda?
- Se jauh mana tingkat engagement pelanggan di perusahaan ini menurut anda?

Financial and Market Outcomes

- Bagaimana kinerja team finance dan laporan keuangan perusahaan ini?
- Bagaimana hasil output dalam kategori pemasaran di perusahaan ini?

Workforce-Focused Outcomes

- Bagaimana kompetensi tenaga kerja sesuai department yang ada?
- Bagaimana jaminan akan ketenagakerjaan di perusahaan ini termasuk jaminan kelayakan kerja, jaminan kesehatan, jaminan keselamatan kerja?

Operational Effectiveness

- Bagaimana ketanggapan lini produksi di setiap department?
- Apakah kegiatan produksi berjalan sesuai waktu dan sesuai sasaran berdasarkan rencana kerja?

Leadership Outcomes

- Bagaimana peran pemimpin dalam memimpin yang ada perusahaan ini? Apakah pimpinan diperusahaan ini tanggung jawab atas tugas nya masing-masing?
- Bagaimana peran pimpinan dalam implementasi strategi perusahaan.

ATTACHMENT 3: VALIDITY AND RELIABILITY TEST RESULTS

Cronbach's Alpha	N of Items
.982	88

Validity and Reliability of the Leadership Category Questionnaire at PT. Sandang Asia Maju Abadi

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
1.1 A	.787	Valid	.982	Reliable
1.1 B	.814	Valid	.982	Reliable
1.1 C	.803	Valid	.982	Reliable
1.1 D	.808	Valid	.982	Reliable
1.1 E	.836	Valid	.982	Reliable
1.2 A	.795	Valid	.982	Reliable
1.2 B	.812	Valid	.982	Reliable
1.2 C	.797	Valid	.982	Reliable
1.2 D	.779	Valid	.982	Reliable

Source: Processing Data

Based on the table above, it is known that nine statements measure the leadership category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

Validity and Reliability of the Strategy Category Questionnaire at PT. Sandang Asia Maju Abadi in 2022

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
2.1 A	.697	Valid	.982	Reliable

2.1 B	.758	Valid	.982	Reliable
2.1 C	.741	Valid	.982	Reliable
2.1 D	.665	Valid	.982	Reliable
2.1 E	.678	Valid	.982	Reliable
2.2 A	.662	Valid	.982	Reliable
2.2 B	.675	Valid	.982	Reliable
2.2 C	.684	Valid	.982	Reliable
2.2 D	.633	Valid	.982	Reliable

Source: Processing Data

Based on the table above, it is known that nine statements measure the strategy category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

Validity and Reliability of the Questionnaire in the Customer Engagement Category at PT. Sandang Asia Maju Abadi in 2022

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
3.1 A	.757	Valid	.982	Reliable
3.1 B	.772	Valid	.982	Reliable
3.1 C	.745	Valid	.982	Reliable
3.1 D	.759	Valid	.982	Reliable
3.1 E	.755	Valid	.982	Reliable
3.1 F	.767	Valid	.982	Reliable
3.2 A	.682	Valid	.982	Reliable
3.2 B	.745	Valid	.982	Reliable
3.2 C	.742	Valid	.982	Reliable
3.2 D	.725	Valid	.982	Reliable

Source: Processing Data

Based on the table above it is known that ten statements measure the customer engagement category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

Validity and Reliability of the Questionnaire Category Measurement, Analysis and Knowledge Management at PT. Sandang Asia Maju Abadi in 2022

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
4.1 A	.772	Valid	.982	Reliable
4.1 B	.773	Valid	.982	Reliable
4.1 C	.661	Valid	.982	Reliable
4.1 D	.561	Valid	.982	Reliable
4.2 A	.688	Valid	.982	Reliable
4.2 B	.676	Valid	.982	Reliable
4.2 C	.745	Valid	.982	Reliable
4.2 D	.575	Valid	.982	Reliable

Source: Processing Data

Based on the table above, eight statements are known to measure the Measurement, Analysis, and Knowledge Management category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

Validity and Reliability of the Workforce Focus Questionnaire at PT.Sandang Asia Maju Abadi in 2022

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
5.1 A	.742	Valid	.982	Reliable
5.1 B	.763	Valid	.982	Reliable
5.1 C	.735	Valid	.982	Reliable

5.1 D	.714	Valid	.982	Reliable
5.1 E	.697	Valid	.982	Reliable
5.2 A	.742	Valid	.982	Reliable
5.2 B	.708	Valid	.982	Reliable
5.2 C	.758	Valid	.982	Reliable
5.2 D	.775	Valid	.982	Reliable
5.2 E	.793	Valid	.982	Reliable

Source: Processing Data

Based on the table above, it is known that the ten statements measure the workforce focus category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

**Validity and Reliability Questionnaire Category Process Management at
PT. Sandang Asia Maju Abadi in 2022**

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
6.1 A	.785	Valid	.982	Reliable
6.1 B	.786	Valid	.982	Reliable
6.1 C	.805	Valid	.982	Reliable
6.1 D	.757	Valid	.982	Reliable
6.1 E	.773	Valid	.982	Reliable
6.2 A	.782	Valid	.982	Reliable
6.2 B	.808	Valid	.982	Reliable
6.2 C	.739	Valid	.982	Reliable
6.2 D	.736	Valid	.982	Reliable
6.2 E	.813	Valid	.982	Reliable
6.2 F	.795	Valid	.982	Reliable

Source: Processing Data

Based on the table above, it is known that 11 statements measure the process

management category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

**Validity and Reliability of the Outcome Category Questionnaire at PT.
Sandang Maju Abadi in 2022**

Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha if Item Deleted	Description
7.1 A	.713	Valid	.982	Reliable
7.1 B	.642	Valid	.982	Reliable
7.1 C	.642	Valid	.982	Reliable
7.1 D	.716	Valid	.982	Reliable
7.1 E	.688	Valid	.982	Reliable
7.1 F	.652	Valid	.982	Reliable
7.1 G	.578	Valid	.982	Reliable
7.1 H	.703	Valid	.982	Reliable
7.2 A	.591	Valid	.982	Reliable
7.2 B	.627	Valid	.982	Reliable
7.2 C	.650	Valid	.982	Reliable
7.2 D	.599	Valid	.982	Reliable
7.3 A	.671	Valid	.982	Reliable
7.3 B	.637	Valid	.982	Reliable
7.3 C	.672	Valid	.982	Reliable
7.3 D	.669	Valid	.982	Reliable
7.4 A	.608	Valid	.982	Reliable
7.4 B	.713	Valid	.982	Reliable
7.4 C	.698	Valid	.982	Reliable
7.4 D	.632	Valid	.982	Reliable
7.4 E	.726	Valid	.982	Reliable

7.5 A	.655	Valid	.982	Reliable
7.5 B	.588	Valid	.982	Reliable
7.5 C	.597	Valid	.982	Reliable
7.5 D	.638	Valid	.982	Reliable
7.5 E	.727	Valid	.982	Reliable
7.6 A	.663	Valid	.982	Reliable
7.6 B	.598	Valid	.982	Reliable
7.6 C	.568	Valid	.982	Reliable
7.6 D	.548	Valid	.982	Reliable
7.6 E	.645	Valid	.982	Reliable

Source: Processing Data

Based on the table above, it is known that 31 statements measure the result category at PT. Sandang Asia Maju Abadi is declared valid and reliable. Because the r-count value is greater than the r-table value (Corrected Item-Total Correlation) and Cronbach's alpha is greater than 0.6.

ATTACHMENT 4: QUESTIONNAIRE RESULTS FOR EACH CATEGORY OF BALDRIGE EXCELLENCE FRAMEWORK PT. SANDANG ASIA MAJU ABADI IN 2022

1. Leadership Category

No Respondent	Response based on Likert Scale									
	1.1 A	1.1 B	1.1 C	1.1 D	1.1 E	1.2 A	1.2 B	1.2 C	1.2 D	
1	4	5	4	4	4	5	5	5	4	
2	5	5	5	3	5	4	4	4	5	
3	3	5	4	5	5	5	5	5	3	
4	4	4	5	4	5	4	5	5	4	
5	5	4	5	4	5	4	4	4	5	
6	4	4	5	5	4	5	4	5	3	
7	5	5	5	4	4	4	3	4	5	
8	4	5	4	5	4	4	5	5	4	

9	4	4	4	5	3	4	5	3	5
10	5	5	4	3	5	5	3	4	3
11	4	3	5	4	5	4	5	5	3
12	3	5	4	4	4	4	5	3	4
13	4	4	5	4	4	3	5	5	3
14	5	5	4	3	4	4	4	3	5
15	2	4	4	5	5	5	5	4	5
16	4	5	5	5	4	4	4	4	5
17	3	3	5	5	5	3	3	3	4
18	3	3	3	3	4	3	3	4	3
19	5	4	3	4	4	5	5	5	4
20	5	4	4	5	5	4	3	4	3
21	5	4	5	3	4	5	5	5	5
22	3	5	2	5	4	3	5	3	3
23	4	3	5	4	5	4	5	4	5
24	4	5	4	4	4	5	3	5	5
25	5	4	4	4	4	3	4	4	4
26	4	4	4	4	5	4	5	5	3
27	5	3	5	4	5	5	4	5	4
28	3	5	5	4	4	4	4	3	4
29	4	4	3	5	4	4	4	4	3
30	5	4	4	5	4	5	4	3	4
31	5	5	3	5	5	4	5	5	3
32	2	2	3	2	2	3	3	3	2
33	3	5	4	4	4	4	4	4	3
34	3	3	5	5	5	4	4	4	3
35	1	4	4	4	4	5	4	3	4
36	2	5	5	4	5	4	4	5	3
37	3	4	5	4	5	5	4	4	4
38	4	4	4	5	5	4	5	4	4
39	5	5	4	5	4	3	5	5	3
40	5	5	3	5	4	5	5	4	4

41	4	5	4	4	5	3	4	4	5
42	4	4	5	4	4	5	4	5	5
43	4	4	3	4	4	4	5	2	5
44	5	4	4	4	4	3	5	4	5
45	3	5	5	3	5	4	4	5	4
46	4	3	5	5	4	5	5	4	5
47	3	5	5	5	4	2	5	5	5
48	5	4	5	4	4	4	2	4	2
49	3	4	5	5	5	2	5	3	4
50	4	4	3	5	4	5	4	5	4
51	5	3	2	4	5	3	3	4	3
52	4	5	5	5	5	5	4	4	3
53	3	5	5	4	5	4	4	4	5
54	5	5	4	4	4	3	2	3	5
55	3	4	4	3	3	4	4	4	3
56	3	5	4	5	5	5	4	5	4
57	4	4	4	3	3	4	5	4	4
58	5	4	5	4	5	5	4	4	5
59	4	5	3	4	4	4	4	5	4
60	2	2	3	2	3	4	3	3	2
61	3	3	3	3	4	3	3	4	4
62	4	4	4	4	5	5	5	3	4
63	5	3	3	5	3	5	3	5	4
64	3	4	5	4	5	4	3	3	3
65	4	5	4	4	4	5	4	5	5
66	4	4	4	4	5	5	5	4	3
67	3	4	4	5	4	3	4	4	3
68	5	5	5	5	4	4	5	4	4
69	4	3	5	4	4	5	4	5	3
70	5	4	4	4	5	5	5	4	5
71	4	4	3	4	4	4	5	4	3
72	4	5	4	5	5	4	5	4	5

73	4	5	5	4	4	4	4	4	4
74	4	5	4	5	4	4	3	5	3
75	5	4	4	3	5	5	5	3	4
76	4	5	4	5	5	2	3	4	5
77	5	4	4	4	4	5	4	5	5
78	5	5	5	5	4	5	4	3	5
79	3	3	4	3	4	3	3	3	3
80	5	5	5	5	5	5	5	5	5
81	4	4	5	4	4	3	5	5	4
82	2	2	2	2	2	2	2	2	2
83	4	4	5	5	5	5	4	4	5
84	5	3	4	4	4	5	4	4	5
85	5	5	3	4	4	5	5	4	5
86	4	3	4	4	5	3	4	5	5
87	3	5	5	5	5	5	5	4	4
88	4	5	4	5	4	4	4	4	3
89	4	4	5	3	5	4	4	5	4
90	2	2	3	2	3	2	2	2	2
91	3	3	4	4	5	4	5	3	4
92	3	4	5	5	5	2	5	3	3
93	4	5	5	5	4	5	4	4	3
94	4	5	4	4	5	5	5	4	4
95	5	4	4	5	5	4	5	5	4
96	1	2	1	1	1	1	2	1	1

2. Strategic Planning

No Respondent	Response based on Likert Scale								
	2.1 A	2.1 B	2.1 C	2.1 D	2.1 E	2.2 A	2.2 B	2.2 C	2.2 D
1	5	4	4	3	5	4	3	3	3
2	2	5	5	5	4	2	5	3	3

3	3	3	4	3	3	2	2	4	5
4	2	4	5	3	4	3	5	5	3
5	3	4	5	2	3	5	2	2	5
6	5	4	3	5	4	4	5	4	3
7	3	3	4	5	5	3	5	5	3
8	4	5	5	5	5	4	4	4	4
9	4	4	4	3	4	3	4	4	4
10	4	4	5	4	3	3	3	4	3
11	5	3	3	3	4	5	5	2	2
12	4	5	5	3	5	4	5	4	5
13	4	2	2	4	4	4	3	3	3
14	4	2	4	4	2	3	3	3	2
15	3	4	3	3	4	5	3	3	4
16	3	3	3	3	4	4	3	2	3
17	3	2	4	2	2	3	3	2	4
18	2	3	2	4	4	3	4	3	3
19	2	3	3	4	2	3	3	4	3
20	4	4	3	3	5	3	4	4	5
21	4	5	5	4	4	5	4	4	4
22	5	5	5	4	4	4	4	3	5
23	2	2	3	2	2	3	2	3	2
24	2	4	3	3	3	5	5	2	3
25	3	4	3	3	3	2	5	4	2
26	4	3	3	3	4	5	4	5	2
27	4	4	3	3	5	5	5	3	4
28	3	3	2	5	3	4	2	2	3
29	3	5	2	4	3	2	2	4	5

30	5	5	4	5	4	5	2	3	5
31	4	2	2	5	5	2	3	2	3
32	4	5	2	3	2	5	5	4	4
33	3	4	4	5	3	2	3	2	2
34	3	5	4	4	3	3	2	4	3
35	3	4	5	2	4	5	3	2	2
36	2	2	2	5	5	3	2	2	4
37	4	2	4	4	4	2	2	4	5
38	2	2	3	3	2	3	3	2	2
39	2	3	2	3	3	2	3	3	2
40	5	5	3	4	5	4	5	4	5
41	5	3	4	4	3	5	5	5	4
42	3	2	2	2	3	5	4	3	4
43	4	5	5	3	3	5	3	4	4
44	5	5	5	3	2	5	5	2	2
45	5	4	4	4	5	3	2	2	5
46	2	2	3	4	3	2	3	3	3
47	4	5	5	4	5	4	4	5	3
48	4	4	4	5	4	5	3	3	4
49	5	5	4	4	4	4	4	4	4
50	4	5	4	4	4	5	4	4	5
51	2	5	2	3	3	2	2	4	5
52	2	2	2	3	3	5	2	3	4
53	4	5	4	4	5	3	3	5	3
54	2	4	3	4	3	3	2	3	3
55	2	4	4	4	5	5	5	5	4
56	4	4	3	2	2	3	5	2	2

57	2	4	4	3	4	2	2	2	3
58	5	5	4	5	4	3	4	5	4
59	2	3	2	4	3	5	4	2	3
60	4	4	4	5	5	5	4	4	4
61	4	5	4	4	4	5	5	5	4
62	4	5	3	5	4	5	3	4	5
63	5	5	4	3	4	3	3	3	5
64	5	5	4	5	3	4	4	3	5
65	3	4	3	4	3	4	3	2	5
66	3	3	2	3	3	5	5	5	5
67	3	2	3	3	2	3	3	2	2
68	4	5	4	4	2	5	4	2	5
69	2	3	2	3	3	4	3	3	3
70	3	2	4	4	5	5	2	4	2
71	3	5	5	3	5	4	5	5	2
72	4	5	4	2	2	5	4	3	2
73	5	3	2	2	4	2	3	3	5
74	3	3	4	3	5	3	5	3	3
75	4	3	3	3	5	3	2	2	3
76	2	3	2	3	5	4	3	3	2
77	4	4	4	4	4	4	4	5	5
78	5	2	4	4	2	4	3	5	4
79	2	2	2	2	3	2	3	2	3
80	4	4	5	5	4	4	5	5	5
81	2	3	5	4	4	2	5	5	5
82	2	5	5	4	4	3	4	5	4
83	3	5	4	3	3	4	4	4	2

84	4	4	3	4	5	3	5	5	2
85	4	3	4	5	2	3	5	5	4
86	1	1	1	1	1	1	2	1	1
87	4	2	4	4	4	4	3	3	2
88	5	4	5	2	4	3	3	5	2
89	3	4	3	3	4	3	3	4	5
90	3	5	5	3	4	3	3	2	2
91	2	2	3	3	4	3	4	3	2
92	4	3	2	3	2	2	3	4	2
93	4	5	4	4	5	5	5	5	4
94	2	2	2	2	3	2	3	2	2
95	5	4	5	5	4	4	4	3	5
96	3	4	3	3	4	4	4	4	5

3. Customer Engagement

No Respondent	Response based on Likert Scale									
	3.1 A	3.1 B	3.1 C	3.1 D	3.1 E	3.1 F	3.2 A	3.2 B	3.2 C	3.2 D
1	4	4	5	4	5	5	4	5	5	3
2	5	3	3	3	4	3	3	4	4	3
3	4	5	3	2	2	2	2	2	2	2
4	4	4	5	5	5	5	3	5	3	5
5	4	5	4	3	4	3	3	5	5	5
6	4	3	3	3	3	3	3	3	3	3
7	5	4	5	4	4	5	5	3	5	5
8	3	4	5	3	4	5	3	5	5	4
9	4	5	5	5	4	5	5	4	4	5
10	3	4	4	4	4	4	5	4	4	5

11	4	5	4	4	5	5	4	4	3	5
12	5	5	5	5	3	5	3	4	4	4
13	4	3	5	3	3	4	4	4	5	3
14	5	4	4	5	5	5	4	3	5	3
15	3	4	4	4	5	4	5	5	4	5
16	3	3	3	4	4	3	3	3	3	5
17	3	5	5	5	4	4	5	5	4	5
18	4	5	4	5	4	5	5	5	5	5
19	4	5	4	4	4	5	5	5	5	4
20	5	4	3	4	5	5	3	5	5	4
21	5	4	3	3	5	5	3	4	3	5
22	5	4	3	5	3	4	3	5	3	5
23	3	4	4	3	4	5	5	4	3	5
24	4	5	3	3	3	5	3	3	3	3
25	5	4	3	4	4	5	5	4	5	3
26	5	4	3	5	4	3	4	4	4	4
27	4	3	2	5	3	5	4	3	5	4
28	2	2	2	2	2	2	3	3	2	2
29	5	4	4	3	5	5	3	4	4	3
30	4	5	5	4	5	4	4	4	3	5
31	3	3	4	4	3	3	4	4	3	4
32	4	4	4	3	5	3	4	4	5	5
33	5	4	4	3	4	4	4	4	4	5
34	4	4	5	5	4	5	4	4	5	5
35	3	3	5	5	4	4	5	4	4	5
36	4	4	4	3	5	3	5	5	3	3
37	5	4	3	3	3	4	5	3	3	3

38	5	3	5	4	5	5	5	5	5	5
39	4	3	4	4	5	4	5	5	5	3
40	4	4	3	3	4	3	4	5	4	3
41	1	1	1	2	2	1	2	2	1	2
42	5	5	5	5	5	5	5	5	5	5
43	5	3	5	3	3	4	5	4	3	3
44	3	4	5	4	4	4	5	4	3	4
45	4	3	3	3	4	5	4	5	3	5
46	4	4	5	5	4	4	3	4	4	4
47	4	5	5	4	4	5	3	4	4	5
48	5	3	4	4	5	4	5	4	5	4
49	5	3	4	4	4	3	5	3	4	5
50	5	4	4	3	4	5	4	3	4	3
51	5	5	5	5	5	5	5	5	5	5
52	4	5	4	5	3	4	3	5	5	5
53	4	4	4	3	3	4	5	5	5	3
54	5	2	5	3	5	5	4	5	3	5
55	5	4	5	5	3	2	4	4	4	3
56	4	3	5	3	5	4	5	4	5	3
57	3	4	4	4	4	4	4	3	3	3
58	5	4	3	3	4	5	4	2	4	4
59	5	5	3	3	5	4	5	5	5	2
60	4	3	3	5	3	5	4	4	4	4
61	3	4	3	4	5	5	4	5	5	5
62	3	4	4	5	3	3	4	4	4	5
63	3	4	3	3	3	5	3	3	5	4
64	4	4	3	4	4	3	4	5	4	5

65	3	4	2	4	3	4	4	5	3	5
66	3	4	3	5	4	5	3	5	5	3
67	4	3	3	3	5	4	5	3	3	3
68	3	4	5	5	3	3	5	5	5	4
69	3	4	5	4	4	3	4	3	3	4
70	4	5	4	3	5	4	5	4	3	4
71	4	3	3	3	4	4	4	3	4	4
72	4	4	4	4	4	5	3	5	4	3
73	3	4	3	3	4	3	5	5	5	3
74	4	4	4	4	4	4	4	4	4	4
75	3	4	3	4	3	3	3	4	5	4
76	4	4	4	4	4	4	4	4	4	4
77	5	4	3	4	3	4	4	4	3	5
78	5	4	4	3	3	4	3	5	3	3
79	4	4	3	5	5	4	3	4	5	3
80	5	5	3	4	4	5	5	5	3	4
81	3	4	4	5	3	5	5	4	4	3
82	5	5	5	5	5	5	5	5	5	5
83	3	5	3	5	5	4	5	3	3	4
84	3	3	3	4	4	3	3	2	5	5
85	3	3	2	3	3	2	4	4	3	4
86	5	5	5	3	5	5	5	4	4	5
87	4	3	4	3	4	3	5	5	2	4
88	3	4	3	5	3	4	4	5	3	5
89	3	4	3	4	4	5	3	4	4	4
90	3	4	4	3	5	5	3	4	5	3
91	3	4	5	5	3	3	4	5	5	3

92	5	4	3	4	4	5	4	5	4	5
93	1	2	2	3	3	1	2	2	3	3
94	5	3	5	5	3	5	5	4	5	5
95	3	3	5	5	5	4	4	5	3	5
96	5	5	5	5	5	5	5	5	5	5

4. Measurement, Analysis, and Knowledge Management

No Respondent	Response based on Likert Scale							
	4.1 A	4.1 B	4.1 C	4.1 D	4.2 A	4.2 B	4.2 C	4.2 D
1	3	3	4	2	4	4	4	4
2	3	3	3	2	4	3	3	3
3	2	3	4	4	4	3	2	2
4	3	4	4	2	2	3	4	3
5	3	2	3	4	4	4	4	4
6	3	3	3	2	3	4	2	3
7	2	2	2	2	2	2	2	3
8	2	2	3	4	3	2	3	2
9	4	2	4	4	4	4	2	3
10	2	4	3	2	2	4	3	2
11	4	2	3	3	2	3	2	5
12	4	3	3	5	4	4	2	2
13	4	4	3	3	3	2	2	3
14	3	4	3	4	4	2	2	2
15	3	3	2	3	4	3	3	2
16	2	4	2	4	3	3	2	3
17	4	3	3	4	4	4	3	1
18	3	4	4	4	4	2	4	4

19	4	4	3	3	3	3	4	3
20	4	3	4	4	4	4	3	3
21	4	4	3	2	3	4	2	3
22	2	3	3	3	3	2	3	2
23	3	4	3	3	4	3	3	3
24	3	3	4	3	4	2	2	2
25	3	3	3	3	3	3	3	3
26	5	5	5	5	5	5	5	5
27	2	2	3	2	4	3	4	2
28	2	3	2	4	3	4	3	2
29	4	4	4	5	3	5	3	4
30	2	3	2	2	2	2	2	2
31	3	2	3	2	4	4	3	4
32	3	2	2	2	3	2	4	3
33	4	4	4	4	4	4	4	4
34	4	2	2	3	1	2	2	3
35	3	4	2	2	3	4	2	3
36	3	4	2	3	4	2	4	2
37	3	3	3	3	3	3	3	3
38	4	4	5	2	4	4	4	2
39	1	1	1	1	1	1	1	1
40	3	4	2	2	2	2	4	4
41	4	2	3	3	4	3	2	5
42	3	3	2	2	4	2	4	2
43	2	3	3	4	4	4	4	3
44	4	4	3	4	3	2	3	3
45	3	4	4	3	5	2	3	2

46	3	4	4	3	3	3	3	3
47	3	4	3	4	2	2	4	4
48	2	3	4	4	2	2	2	2
49	4	2	4	4	2	3	4	3
50	2	4	4	3	4	4	2	2
51	4	5	2	3	4	4	2	3
52	2	2	2	2	2	2	2	2
53	2	4	4	3	3	3	2	4
54	2	3	2	3	2	3	4	4
55	3	3	3	2	3	2	2	4
56	4	1	1	1	1	1	1	1
57	2	4	3	2	3	4	3	2
58	2	2	2	4	2	3	4	3
59	2	2	3	3	3	4	3	3
60	3	4	2	4	4	3	3	4
61	3	2	2	2	3	3	2	2
62	4	4	4	4	4	4	4	4
63	2	3	4	2	2	2	4	4
64	4	2	4	3	2	4	2	4
65	3	2	2	4	3	3	2	3
66	3	3	4	2	3	4	4	4
67	4	4	4	4	4	4	4	4
68	4	4	4	4	3	4	1	2
69	5	3	4	3	4	2	3	2
70	4	3	3	3	2	2	2	4
71	3	2	4	4	4	3	3	3
72	4	2	2	2	2	2	2	2

73	3	3	3	4	3	4	2	2
74	3	2	3	2	4	5	3	2
75	2	2	3	4	3	2	2	2
76	2	4	3	2	3	4	4	4
77	3	4	2	2	3	3	4	4
78	3	3	4	4	3	2	3	4
79	3	3	3	4	3	2	2	3
80	2	2	3	3	2	3	2	4
81	4	3	4	4	4	4	4	4
82	4	4	3	3	3	3	2	3
83	4	3	3	3	3	3	4	3
84	3	4	3	4	4	3	3	3
85	3	4	3	4	3	3	2	4
86	4	4	4	4	2	2	4	4
87	2	2	2	2	3	3	3	3
88	3	3	4	3	2	2	3	3
89	3	4	4	5	3	4	4	4
90	3	2	2	3	3	2	3	3
91	3	4	4	4	3	4	3	4
92	5	5	5	4	4	4	4	5
93	2	4	4	4	2	2	2	2
94	2	2	4	2	4	2	2	4
95	3	3	4	3	3	3	3	3
96	3	3	3	3	3	3	3	3

5. Workforce Focus

No	Response based on Likert Scale
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Respondent	5.1 A	5.1 B	5.1 C	5.1 D	5.1 E	5.2 A	5.2 B	5.2 C	5.2 D	5.2 E
1	3	4	5	3	5	3	4	5	4	4
2	4	4	3	3	3	5	3	4	3	5
3	4	4	4	4	4	4	4	4	4	4
4	5	5	4	5	4	4	3	5	4	4
5	5	5	5	5	5	5	5	5	5	5
6	5	4	5	5	4	4	4	5	5	4
7	4	4	3	4	3	3	3	3	4	4
8	3	5	4	4	3	4	3	4	5	5
9	3	4	3	5	3	4	3	4	5	4
10	4	5	5	5	3	5	5	4	5	3
11	5	3	5	4	4	4	3	5	5	3
12	5	3	3	5	5	5	3	4	3	5
13	5	5	3	5	4	3	5	5	5	4
14	4	4	5	4	4	5	5	3	3	5
15	4	3	3	3	3	5	3	4	3	4
16	4	3	5	3	3	5	3	5	4	5
17	3	4	4	4	4	4	4	4	4	3
18	4	4	4	4	4	4	4	4	4	4
19	5	4	5	4	5	4	3	4	3	4
20	5	3	5	4	5	5	3	5	4	4
21	4	3	3	3	4	3	5	5	4	3
22	4	3	3	5	4	4	3	4	3	5
23	3	4	4	4	4	4	3	4	3	4
24	3	5	3	3	5	3	5	3	3	4
25	3	5	4	5	3	4	4	5	3	5
26	3	3	3	3	3	3	3	3	3	3

27	5	4	4	4	5	4	4	4	5	5
28	3	3	3	3	3	3	3	3	3	3
29	4	5	3	3	4	5	3	4	4	4
30	4	4	4	3	4	4	5	3	3	5
31	3	5	3	3	4	4	3	3	5	4
32	3	4	5	4	4	3	5	3	5	4
33	3	4	5	3	3	5	4	5	4	3
34	3	3	3	4	3	4	3	5	4	3
35	5	5	3	3	5	5	3	4	5	5
36	5	4	3	4	5	5	5	3	4	5
37	5	5	5	5	5	5	5	5	5	5
38	4	4	5	3	3	4	3	3	4	3
39	5	5	5	4	5	5	5	5	3	5
40	4	4	4	4	4	4	4	4	4	5
41	4	3	3	4	5	5	5	3	3	4
42	3	4	5	3	5	3	3	5	3	5
43	5	4	5	5	5	3	5	3	4	4
44	4	4	4	3	4	4	4	4	4	5
45	3	4	3	3	3	5	4	5	4	4
46	4	5	3	5	4	3	4	4	5	5
47	3	3	3	3	3	4	3	4	4	4
48	4	3	4	4	4	4	4	4	3	3
49	4	4	4	4	4	4	4	4	5	4
50	5	4	4	4	3	5	5	5	4	5
51	3	4	4	5	5	3	4	5	4	5
52	5	5	4	5	4	4	3	4	3	4
53	3	4	5	3	3	5	4	3	3	4

54	4	3	3	4	3	5	4	3	4	4
55	5	5	3	3	4	5	5	3	5	5
56	4	3	5	5	3	4	4	4	5	5
57	3	4	4	3	4	4	3	5	5	3
58	1	3	4	4	4	4	3	4	1	3
59	3	3	4	3	3	4	5	3	3	4
60	5	5	5	3	3	3	5	5	5	3
61	5	5	5	3	4	4	3	5	3	3
62	3	3	3	3	5	4	5	4	5	4
63	4	5	5	5	5	4	5	5	4	5
64	5	5	5	3	3	4	3	3	4	5
65	4	5	4	3	4	3	5	4	4	4
66	3	4	3	4	3	3	4	4	3	3
67	3	4	3	4	4	4	4	4	4	3
68	5	3	3	4	5	5	4	4	4	4
69	3	4	5	4	3	3	4	5	3	5
70	3	3	5	4	5	3	4	5	5	3
71	4	5	5	4	4	5	4	5	4	5
72	3	5	4	4	4	5	5	3	4	5
73	4	3	5	4	3	4	3	5	3	5
74	3	4	3	4	3	3	4	3	3	3
75	2	3	2	3	2	3	2	3	2	3
76	4	4	4	4	4	4	4	4	4	4
77	5	5	5	3	5	5	4	4	4	3
78	4	5	3	4	4	3	5	4	5	4
79	3	4	5	5	5	4	5	4	5	4
80	5	4	5	5	4	4	5	4	5	5

81	3	3	3	3	3	3	3	3	3	3
82	5	3	4	4	4	3	4	5	3	5
83	3	3	4	4	4	5	4	4	4	3
84	4	5	5	5	5	4	4	4	5	5
85	5	5	5	4	5	4	4	5	4	5
86	4	5	4	5	4	5	4	5	4	5
87	1	1	1	1	1	1	1	1	1	1
88	5	5	3	5	5	5	3	5	5	4
89	4	5	5	4	4	4	5	3	3	5
90	4	5	4	5	4	5	5	5	4	4
91	5	4	3	4	5	4	5	3	4	5
92	3	2	4	4	5	5	4	4	3	3
93	3	4	5	5	4	4	4	4	4	3
94	4	4	4	4	5	5	4	5	4	3
95	4	5	5	4	5	4	4	5	4	4
96	4	5	4	3	4	5	5	5	5	3

6. Process Management

No Respondent	Response based on Likert Scale										
	6.1 A	6.1 B	6.1 C	6.1 D	6.1 E	6.2 A	6.2 B	6.2 C	6.2 D	6.2 E	6.2 F
1	4	4	4	4	4	5	5	4	4	4	4
2	3	3	4	4	4	4	4	4	3	4	4
3	4	3	4	4	3	4	5	5	3	3	3
4	5	5	5	5	5	5	5	5	5	5	5
5	3	4	4	4	4	3	3	4	3	3	4
6	4	5	4	5	3	3	3	3	3	4	3
7	3	4	4	3	3	5	4	4	5	3	5

8	5	5	5	5	5	5	5	5	5	5	5
9	4	4	5	4	4	4	4	3	3	5	5
10	3	5	3	4	5	3	4	4	3	4	4
11	4	3	4	4	5	4	4	4	4	5	3
12	5	5	4	4	3	5	4	5	4	5	3
13	4	4	4	3	5	5	3	4	3	5	4
14	5	5	5	5	5	3	5	4	4	4	4
15	4	3	5	5	3	5	3	4	3	4	5
16	3	5	3	3	3	5	4	4	3	5	4
17	4	4	4	4	4	4	5	4	5	5	5
18	3	3	3	3	3	3	3	3	3	3	3
19	5	5	5	5	5	5	5	5	5	5	5
20	4	4	3	3	3	3	4	4	4	4	4
21	3	3	3	4	3	5	5	5	4	4	5
22	5	5	5	4	5	5	4	4	3	4	4
23	3	4	5	5	4	4	4	5	3	3	4
24	4	5	4	4	5	3	4	3	5	4	4
25	4	5	5	3	3	4	4	5	4	3	4
26	4	5	5	3	5	3	5	3	3	5	3
27	5	4	3	3	4	3	4	5	5	4	3
28	5	4	5	5	3	3	4	4	5	4	3
29	3	4	5	4	5	3	5	5	3	4	4
30	4	3	4	5	3	4	3	3	3	4	4
31	4	3	4	4	3	4	5	4	3	3	3
32	4	5	5	4	5	5	4	4	3	5	3
33	3	4	5	5	4	4	5	4	5	4	5
34	3	3	5	5	5	4	3	5	4	5	4

35	4	3	5	4	5	4	3	5	5	5	5
36	3	3	4	3	3	5	4	3	5	5	4
37	4	5	5	4	4	5	5	5	4	4	4
38	5	3	4	4	5	5	5	3	5	3	5
39	3	5	4	5	4	3	5	5	5	3	3
40	5	4	4	4	4	3	3	5	4	4	3
41	4	5	4	3	3	3	5	5	5	4	4
42	4	5	3	3	5	5	4	3	3	4	4
43	3	3	4	3	4	3	4	3	5	3	5
44	3	3	4	4	5	5	4	4	4	4	3
45	4	5	3	3	4	4	4	4	3	4	4
46	4	3	4	5	4	4	4	3	5	3	3
47	5	5	5	5	5	5	5	4	3	3	4
48	5	3	5	5	3	5	3	3	3	5	5
49	3	3	3	4	3	3	4	4	3	3	3
50	5	4	3	3	4	3	5	3	5	3	4
51	2	2	2	2	2	2	2	2	2	2	2
52	3	5	4	4	3	5	3	4	3	3	5
53	5	5	5	4	4	5	5	4	4	5	3
54	3	4	4	5	5	4	4	5	3	3	5
55	5	3	5	5	4	5	5	3	3	5	4
56	3	5	3	5	3	4	4	4	4	3	5
57	4	5	4	3	3	3	5	4	5	3	4
58	5	3	3	5	3	3	4	3	4	4	4
59	3	3	4	5	3	3	3	3	3	5	5
60	5	5	5	5	5	5	5	5	5	5	5
61	5	4	4	5	4	4	5	4	5	5	4

62	4	5	5	4	3	3	4	3	3	5	4
63	3	3	3	4	4	4	5	4	4	4	5
64	4	5	4	4	4	5	4	5	4	4	4
65	5	5	4	4	4	5	4	4	4	4	5
66	4	4	4	4	3	3	4	4	4	3	3
67	4	4	3	3	5	5	4	3	4	3	5
68	4	5	5	3	3	3	5	4	4	4	5
69	4	4	3	3	5	4	3	3	3	3	3
70	3	4	4	3	4	4	4	3	4	3	4
71	4	4	4	3	4	4	5	5	3	3	5
72	5	5	5	5	5	5	5	5	5	5	5
73	5	5	4	5	5	4	4	3	4	4	4
74	5	4	5	4	5	4	5	4	5	4	5
75	4	4	5	4	4	4	4	4	4	5	4
76	3	5	3	5	4	3	4	4	4	4	4
77	5	3	3	3	3	3	3	3	3	3	3
78	3	3	3	3	3	4	4	4	4	3	3
79	4	3	5	5	4	3	4	4	3	4	3
80	3	5	4	4	3	5	4	5	5	3	3
81	5	5	4	4	4	5	4	5	5	4	5
82	4	4	3	3	4	4	3	3	4	3	3
83	5	4	3	3	3	5	5	4	4	4	4
84	4	4	4	4	3	5	3	4	3	3	5
85	4	3	5	3	5	5	3	5	5	3	3
86	5	4	5	4	3	3	4	5	5	4	4
87	5	3	3	4	5	5	4	5	3	4	4
88	4	4	5	2	4	4	3	5	4	3	4

89	5	4	4	5	3	3	5	3	3	3	3
90	5	4	4	4	3	3	3	4	3	3	3
91	2	2	2	2	2	2	2	2	2	2	2
92	3	4	3	4	4	3	4	5	3	4	4
93	3	4	4	4	5	3	5	5	4	4	3
94	4	5	4	4	4	5	4	3	3	4	3
95	5	5	4	3	3	5	5	4	4	5	5
96	4	3	4	3	3	3	4	3	3	3	3

7. Result
- Product Outcomes

No Respondent	Response based on Likert Scale							
	7.1 A	7.1 B	7.1 C	7.1 D	7.1 E	7.1 F	7.1 G	7.1 H
1	3	5	5	4	5	3	5	5
2	3	4	4	5	5	5	4	4
3	3	3	4	5	5	3	5	3
4	4	4	4	3	4	3	3	3
5	5	4	5	4	4	5	3	3
6	4	4	5	3	5	4	3	3
7	5	5	5	4	3	5	5	4
8	5	3	4	5	5	3	3	4
9	4	4	3	5	3	4	4	5
10	3	4	3	3	2	3	3	4
11	2	2	1	2	1	2	2	1
12	3	4	5	5	5	5	5	4
13	4	4	3	3	3	4	3	5
14	3	3	4	3	5	5	4	5

15	3	4	5	5	4	4	5	4
16	5	5	5	3	5	3	3	3
17	5	4	4	5	5	4	4	5
18	2	5	4	3	3	3	3	5
19	5	3	2	3	4	5	5	4
20	3	4	3	2	2	2	3	3
21	1	1	1	1	1	1	1	1
22	5	4	5	3	4	2	3	4
23	3	3	3	3	3	3	3	3
24	4	4	3	5	5	3	4	5
25	3	4	4	3	3	4	4	5
26	5	4	3	3	4	3	3	3
27	4	5	3	4	5	3	3	5
28	3	5	3	3	3	4	3	3
29	4	3	3	3	3	4	4	3
30	5	4	3	4	3	4	3	4
31	5	4	3	3	3	4	3	3
32	2	2	2	2	2	2	2	2
33	3	3	3	5	5	3	3	4
34	4	5	4	3	4	5	3	3
35	4	3	4	4	3	4	4	5
36	5	4	4	5	4	5	3	4
37	3	4	4	3	4	3	4	4
38	5	5	5	4	3	5	4	5
39	3	4	5	5	3	4	3	4
40	4	4	5	3	3	4	2	3
41	1	2	3	2	2	1	2	1

42	5	4	5	2	4	5	5	5
43	3	3	4	5	5	5	4	4
44	4	5	5	5	3	4	4	5
45	4	4	3	4	5	3	4	4
46	4	3	3	3	5	5	5	5
47	3	4	4	2	3	3	3	3
48	4	3	3	4	3	3	5	3
49	3	3	4	4	3	4	3	3
50	4	3	3	2	3	3	3	5
51	3	4	5	5	3	5	3	4
52	3	4	3	5	5	4	4	3
53	4	5	5	5	5	4	5	3
54	5	4	4	3	3	3	4	3
55	3	3	4	3	3	4	3	3
56	3	4	4	3	3	3	4	3
57	3	5	3	5	4	4	5	3
58	3	2	2	3	4	3	3	2
59	5	3	4	5	5	4	3	5
60	5	3	5	4	5	4	4	5
61	3	5	5	4	5	5	3	3
62	4	4	5	4	4	3	5	5
63	4	4	5	5	3	4	4	3
64	4	3	3	5	4	4	5	4
65	3	3	3	3	3	4	5	3
66	4	3	5	3	3	3	3	4
67	4	4	4	3	5	3	4	5
68	3	3	4	5	5	3	3	4

69	3	4	3	4	3	3	4	3
70	5	4	5	4	3	4	3	3
71	2	3	4	3	3	2	4	4
72	3	5	3	3	5	3	2	2
73	5	4	4	4	4	3	3	4
74	4	5	5	4	3	5	3	3
75	3	5	4	3	5	4	5	4
76	4	4	3	1	2	2	2	2
77	3	4	4	5	5	3	5	5
78	3	3	2	2	2	3	2	1
79	4	3	3	5	3	3	3	4
80	5	3	3	5	5	3	3	2
81	3	3	4	4	3	2	4	3
82	5	5	4	4	4	4	3	4
83	5	4	5	5	4	5	4	4
84	5	5	4	3	5	3	3	4
85	3	3	3	3	3	3	3	3
86	2	2	3	3	3	3	4	4
87	4	3	4	4	4	4	4	5
88	5	4	3	5	4	4	4	3
89	1	1	2	2	1	1	2	1
90	4	4	3	2	3	4	2	4
91	3	4	4	3	4	3	5	3
92	2	2	3	1	2	2	3	2
93	5	5	3	3	4	4	4	3
94	2	2	3	3	4	1	3	3
95	5	5	3	3	5	3	3	3

96	3	3	3	3	3	2	4	4
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- Customer-Focused Outcomes & Financial and Marketing Outcomes

No Respondent	Response based on Likert Scale							
	7.2 A	7.2 B	7.2 C	7.2 D	7.3 A	7.3 B	7.3 C	7.3 D
1	4	3	4	5	3	4	3	3
2	5	4	3	4	3	5	4	4
3	3	4	3	1	3	2	2	2
4	3	1	5	3	4	3	3	5
5	5	2	5	3	4	5	4	4
6	4	4	5	5	5	3	3	3
7	3	5	3	4	3	5	4	4
8	5	3	5	5	5	4	3	4
9	5	4	3	4	3	2	4	4
10	4	4	3	3	3	4	3	3
11	1	1	2	2	1	1	2	3
12	3	4	5	3	5	4	4	4
13	4	3	3	4	4	5	3	3
14	3	5	3	4	3	4	3	4
15	5	4	4	4	3	3	3	2
16	4	3	4	5	3	3	4	4
17	4	5	5	4	5	4	5	4
18	5	3	5	3	3	4	4	3
19	4	4	5	4	3	3	4	5
20	3	3	3	4	3	3	4	4
21	1	1	1	1	1	1	1	1
22	5	4	3	4	4	3	4	4
23	3	3	3	3	3	3	3	3

24	5	3	5	4	5	3	3	3
25	3	5	3	5	4	4	4	5
26	4	3	4	4	3	3	3	4
27	3	4	4	4	4	5	5	5
28	3	4	3	4	4	4	3	3
29	3	3	3	3	3	3	4	3
30	4	5	3	4	4	4	4	4
31	3	4	4	4	5	4	4	5
32	2	2	2	2	2	2	2	2
33	5	3	5	3	4	3	5	4
34	3	5	4	3	4	3	4	3
35	4	4	4	3	5	3	5	3
36	4	5	5	3	4	4	3	3
37	4	4	4	4	3	4	4	4
38	3	4	4	3	4	4	3	4
39	5	5	5	5	2	4	4	4
40	5	3	4	4	4	4	4	5
41	2	2	1	2	1	1	2	2
42	5	3	4	4	4	5	5	3
43	4	4	4	5	4	4	5	5
44	5	2	5	3	5	3	3	4
45	4	5	5	3	3	5	4	5
46	4	5	5	3	5	3	4	4
47	3	3	3	4	2	2	3	4
48	4	3	5	3	3	5	2	3
49	4	3	4	4	3	2	4	4
50	3	3	3	3	5	3	4	5

51	3	3	2	4	4	4	2	3
52	4	3	3	4	4	3	3	5
53	3	5	5	5	3	3	4	4
54	5	3	3	5	4	4	3	4
55	3	3	3	3	3	3	3	3
56	5	3	4	3	5	5	3	3
57	5	4	4	5	4	4	4	3
58	3	2	3	3	4	4	2	3
59	4	3	4	4	5	3	5	5
60	3	4	4	5	4	3	5	3
61	3	4	3	3	5	3	4	5
62	5	3	3	3	4	3	3	4
63	3	3	4	4	3	5	4	5
64	3	5	4	4	4	4	3	3
65	1	2	3	3	3	3	2	4
66	4	5	3	3	4	3	3	4
67	5	5	4	4	4	3	5	4
68	3	5	5	3	3	5	3	5
69	4	4	3	4	4	4	3	4
70	5	5	4	3	4	3	4	3
71	3	4	1	2	2	4	3	2
72	2	3	5	3	3	5	5	3
73	5	3	3	3	5	4	2	2
74	5	4	4	2	3	4	3	4
75	3	4	5	3	3	5	4	4
76	1	3	3	3	2	1	3	2
77	5	3	5	4	4	5	3	5

78	1	1	3	1	1	3	3	4
79	3	5	4	3	3	5	4	3
80	3	4	5	4	2	4	4	4
81	2	4	5	3	4	5	5	3
82	3	2	5	3	3	3	3	4
83	4	4	3	3	3	3	5	5
84	3	3	5	5	3	3	3	3
85	3	3	3	3	3	3	3	3
86	3	4	4	3	2	3	3	4
87	3	3	3	3	3	4	4	2
88	1	4	2	5	3	5	4	4
89	1	1	1	2	2	2	1	1
90	4	4	3	4	4	4	4	3
91	3	3	4	4	2	4	4	3
92	2	2	2	3	2	2	2	2
93	3	3	3	3	5	3	4	5
94	1	3	3	2	3	1	1	3
95	3	4	4	3	2	5	5	4
96	3	2	3	2	4	3	3	4

- Workforce-Focused Outcomes & Process Effectiveness Outcomes

No Respondent	Response based on Likert Scale									
	7.4 A	7.4 B	7.4 C	7.4 D	7.4 E	7.5 A	7.5 B	7.5 C	7.5 D	7.5 E
1	4	4	3	2	5	4	4	3	3	4
2	5	3	3	4	3	5	2	4	4	4
3	3	4	3	3	5	5	3	5	3	3

4	4	4	4	3	4	4	5	4	2	5
5	4	3	5	5	3	4	3	5	3	4
6	3	3	4	5	5	3	3	4	3	2
7	4	5	5	4	4	3	4	3	4	4
8	3	4	4	4	5	4	4	4	5	4
9	4	4	5	4	3	3	3	3	3	3
10	4	5	4	2	3	2	3	3	4	4
11	3	2	1	1	3	2	3	2	3	3
12	3	5	3	5	4	3	4	3	4	5
13	3	4	3	3	5	3	3	5	5	4
14	5	5	4	5	5	3	5	3	5	5
15	4	4	4	4	3	4	3	4	5	5
16	4	3	3	4	3	4	5	5	4	4
17	5	4	4	4	5	3	4	3	2	3
18	5	4	4	4	3	3	2	4	3	2
19	4	4	3	4	4	5	5	3	5	4
20	2	3	4	4	3	2	1	1	2	3
21	1	1	1	1	1	1	1	1	1	1
22	5	4	4	2	4	5	5	3	5	5
23	3	3	3	3	3	3	3	3	3	3
24	4	3	3	4	5	5	4	3	3	4
25	4	4	3	5	4	5	4	3	5	4
26	5	4	3	3	5	5	4	5	3	3
27	3	3	5	3	3	3	5	3	4	4
28	2	4	3	5	4	5	5	3	4	3
29	3	3	4	3	4	3	3	4	3	4
30	5	5	3	3	4	5	3	4	4	5

31	5	4	5	5	5	4	5	5	5	4
32	2	2	2	2	2	3	2	2	2	2
33	3	5	5	3	5	5	3	5	5	4
34	5	4	4	4	3	5	2	5	2	5
35	4	4	4	4	3	5	5	4	5	5
36	4	4	5	4	5	5	3	4	4	3
37	3	4	4	4	4	4	4	4	4	4
38	3	4	3	4	5	5	3	3	2	4
39	5	3	2	5	5	4	4	3	4	2
40	5	5	3	3	5	3	5	4	4	3
41	1	1	1	2	2	1	1	2	2	1
42	3	2	5	3	3	5	3	3	4	4
43	5	5	4	5	4	5	5	5	5	4
44	5	5	5	3	4	4	3	4	5	5
45	3	5	5	3	3	4	5	3	3	4
46	5	5	5	2	3	5	3	3	5	5
47	2	4	2	4	3	3	3	4	4	4
48	3	5	4	3	3	5	5	3	4	5
49	3	4	4	3	2	4	3	4	3	2
50	4	3	5	4	3	3	4	3	5	3
51	2	4	3	3	3	3	3	3	2	4
52	3	3	3	4	4	3	4	5	3	3
53	3	3	4	3	4	5	4	5	5	2
54	5	3	3	4	5	5	5	3	4	4
55	3	3	3	3	3	3	4	4	4	4
56	4	4	3	4	4	4	5	3	4	4
57	5	4	5	5	5	4	3	4	3	5

58	3	2	3	3	3	4	3	3	2	4
59	4	4	3	4	5	3	4	4	4	5
60	5	3	5	5	5	3	4	4	3	3
61	3	3	4	3	5	3	4	3	5	5
62	5	5	4	3	3	4	3	4	4	4
63	3	5	5	4	5	4	5	4	4	5
64	5	4	5	4	3	4	3	3	3	4
65	4	5	3	4	5	3	4	5	3	4
66	3	5	4	3	3	3	4	4	3	3
67	3	3	4	4	4	4	4	5	4	5
68	5	4	5	3	3	3	5	5	3	3
69	3	3	4	3	4	3	3	3	4	4
70	4	5	4	5	5	3	3	5	3	4
71	5	3	3	3	3	4	3	2	1	2
72	3	3	3	2	3	4	5	3	3	4
73	4	3	3	4	5	4	3	2	2	4
74	4	4	5	5	4	5	4	3	3	3
75	2	4	5	3	3	5	3	5	4	3
76	3	4	3	2	1	2	1	2	2	3
77	3	5	3	4	5	5	5	2	3	5
78	2	3	3	3	3	3	4	2	3	2
79	3	5	5	4	5	3	3	3	5	3
80	4	5	4	3	4	5	3	3	4	4
81	3	4	4	3	4	5	5	3	4	4
82	2	5	5	5	5	3	3	3	5	5
83	5	5	4	2	5	5	5	4	4	4
84	4	4	3	5	3	4	3	5	3	5

85	3	3	3	3	3	3	3	3	3	3
86	3	3	4	4	3	4	4	3	4	3
87	4	3	5	3	4	3	4	4	3	4
88	3	3	5	5	5	4	3	3	3	3
89	2	2	1	1	2	2	2	2	1	1
90	2	3	3	2	3	4	4	3	4	4
91	1	3	4	4	3	5	3	5	4	5
92	1	3	3	3	1	1	2	2	2	1
93	3	5	3	4	4	3	5	4	5	4
94	2	3	2	1	1	3	4	1	2	1
95	4	3	4	5	5	4	3	4	4	3
96	3	4	4	4	4	4	4	4	3	2

- Leadership Outcomes

No Respondent	Response based on Likert Scale				
	7.6 A	7.6 B	7.6 C	7.6 D	7.6 E
1	2	5	2	4	2
2	5	3	3	4	5
3	3	3	3	3	4
4	3	4	3	5	2
5	4	3	5	2	5
6	5	5	5	3	3
7	5	5	3	3	4
8	4	3	3	3	4
9	3	4	4	3	1
10	3	4	4	2	3
11	1	1	3	3	1

12	3	5	5	4	4
13	3	5	2	4	4
14	4	3	4	4	4
15	4	4	3	2	3
16	4	4	5	3	3
17	3	3	4	5	4
18	3	3	5	5	5
19	5	4	5	4	5
20	2	2	3	3	5
21	1	1	1	1	1
22	3	3	5	4	4
23	3	3	3	3	3
24	5	5	5	2	3
25	3	4	5	5	5
26	5	2	3	5	5
27	3	5	5	4	3
28	5	4	3	5	3
29	4	3	3	4	4
30	2	4	3	4	4
31	4	4	5	4	3
32	2	3	3	3	2
33	3	4	2	5	4
34	4	4	3	4	5
35	3	3	3	3	5
36	2	3	5	4	5
37	4	4	4	5	4
38	4	3	1	5	5

39	3	3	5	4	5
40	3	4	4	3	4
41	2	2	2	1	1
42	3	4	5	5	4
43	4	4	5	5	4
44	4	4	3	3	4
45	4	3	4	4	5
46	3	2	5	4	4
47	4	4	4	3	3
48	4	4	4	5	3
49	4	3	3	2	2
50	5	2	5	5	5
51	3	3	3	3	3
52	3	4	5	4	2
53	2	4	3	5	2
54	4	2	5	3	5
55	4	4	4	4	4
56	4	5	5	4	3
57	4	4	4	4	5
58	2	2	3	3	2
59	5	3	5	1	5
60	4	4	3	3	3
61	3	4	3	3	5
62	4	2	5	1	3
63	4	4	3	3	4
64	3	5	3	5	4
65	4	3	3	3	2

66	3	2	4	2	3
67	4	3	4	5	3
68	4	3	5	4	4
69	3	4	3	3	4
70	5	4	4	4	5
71	3	3	2	2	3
72	3	3	3	2	3
73	4	3	5	4	2
74	4	4	2	5	4
75	3	4	5	2	3
76	2	2	1	1	1
77	4	4	4	3	4
78	2	4	2	2	4
79	5	4	5	3	5
80	1	3	5	3	4
81	5	3	5	4	2
82	5	3	4	4	5
83	5	5	5	5	5
84	3	3	3	5	5
85	3	3	3	3	3
86	4	3	3	3	3
87	4	5	3	3	3
88	4	4	5	3	3
89	1	2	1	1	1
90	3	4	3	3	3
91	4	1	3	4	5
92	3	2	1	3	1

93	4	3	4	3	4
94	2	2	2	2	2
95	3	4	4	4	3
96	3	3	2	2	2

ATTACHMENT 5: SUMMARY OF INTERVIEW RESULTS FOR EACH BALDRIGE EXCELLENCE FRAMEWORK CATEGORY AT PT. SANDANG ASIA MAJU ABADI IN 2022

LEADERSHIP CATEGORY

No	Question	Informant 1	Informant 2	Informant 3
1.1 SENIOR LEADERSHIP				
1.	Apakah perusahaan ini telah memiliki visi, misi, dan nilai? Bagaimana proses penetapannya? Bagaimana proses penyampaian ke seluruh staf?	PT. SAMA telah memiliki VMN, penetapannya melalui rapat bersama yang diikuti oleh pejabat structural perusahaan. Penyampaiannya melalui sosialisasi kepada seluruh karyawan dan di sebarakan melalui banner yang ditempatkan di beberapa bagian di PT. SAMA.	Sudah memiliki VMN, pembuatannya oleh seluruh bagian petinggi PT.SAMA dan telah di setujui oleh direktur utama. Penyampaian VMN selalu ditegaskan oleh pejabat structural di saat ada rapat antar divisi maupun kepada operator.	VMN sudah ditetapkan di rencana strategi perusahaan dan telah di sebarluaskan melalui website resmi perusahaan. Pembuatannya diikuti oleh direktur utama PT. SAMA. Penyebaran ke operator belum maksimal, VMN hanya menyebar penuh di kalangan pejabat structural perusahaan.
2.	Bagaimana komitmen pimpinan terhadap	Pimpinan di perusahaan sudah cukup baik dalam	Masih ada beberapa pejabat structural yang belum mengimplementasikan	Pejabat structural perusahaan perlu memahami lagi VMN perusahaan

	<p>pelaksanaan visi, misi dan tata nilai organisasi? Apakah ada langkah inovatif untuk menjaga komitmen PT. SAMA tersebut?</p>	<p>memahami VMN PT. SAMA. Langkah inovatif yang dilakukan untuk menjaga komitmen perusahaan yaitu selalu mengembangkan VMN melalui sosialisasi secara regular minimal 1 tahun sekali untuk menekankan VMN perusahaan. Jika terdapat kendala atau masalah para pimpinan akan mengembangkan VMN perusahaan.</p>	<p>VMN perusahaan, lebihnya para operator parahnya belum mengetahui VMN karena belum di sosialisasikan dengan baik walaupun sudah adanya banner yang diletakkan di beberapa sudut perusahaan.</p>	<p>kemudian di implementasikan dan di sosialisasikan kepada seluruh element PT. SAMA agar kinerja mereka selaras dengan VMN perusahaan.</p>
3.	<p>Apa saja upaya pimpinan untuk membangun kesuksesan perusahaan PT. SAMA ini, baik untuk saat ini maupun di masa yang akan datang?</p>	<p>Pimpinan di perusahaan tetap menjaga komitmen VMN perusahaan, kemudian mengadakan rapat rutin untuk membangun engagement dan mengadakan gathering yang diikuti semua elemnt perusahaan.</p>	<p>Manager perusahaan selalu mengadakan meeting jika ada penurunan dan masalah dalam produksi, dalam hal ini manager mengundang pihak-pihak yang bertanggung jawab atas masalah yang ada.</p>	<p>Untuk pejabat structural di perusahaan ini berkerja hanya sesuai tugasnya, mereka hanya focus menyelesaikan masalah yang ada tanpa berfokus pada pengembangan inovatif untuk masa yang akan datang.</p>

		Karena perusahaan ini sangat memperhatikan SDM nya.		
4.	Bagaimana komunikasi antara pimpinan PT. SAMA, staf dan pelanggan, baik dari sisi kuantitas maupun kualitas?	Untuk komunikasi dengan karyawan dilakukan dengan membuat acara, karena di perusahaan ini tidak focus hanya untuk bekerja. Pada saat kemerdekaan, tahun baru, dan lain-lain dibuatlah acara guna refresing untuk seluruh element perusahaan dan terciptanya komunikasi antar divisi. Untuk komunikasi dengan pelanggan dilakukan dengan selalu menjaga kualitas barang produksi.	Komunikasi hanya dilakukan oleh pimpinan divisi ke staffnya, itupun dalam hal tertentu saja. Untuk komunikasi staff antar divisi tidak ada sama sekali. Komunikasi lebih sering dilakukan antar pejabat structural perusahaan saja. Untuk komunikasi dengan pelanggan dilakukan dengan pihak tertentu dan dilakukan secara online.	Komunikasi cukup bagus untuk antar pejabat perusahaan, untuk komunikasi antar staff di setiap divisi berlangsung kurang bagus dikarenakan padatnya jam kerja mereka. Komunikasi secara langsung kepada pelanggan cukup bagus juga namun jarang dilakukan, komunikasi kepada pelanggan lebih sering dilakukan melalui media online.
1.2 GOVERNANCE AND SOCIETAL RESPONSIBILITIES				
1.	Bagaimana pimpinan memastikan	Dengan selalu mengawasi semua staff	Pimpinan memastikan tata kelola organisasi dengan berdasarkan	Pimpinan akan mengadakan meeting bersama

	terlaksananya tata kelola organisasi yang bertanggung jawab?	perusahaan, selama tidak ada konflik dan tidak ada masalah produksi oleh pekerja itu termasuk sudah memenuhi tata kelola perusahaan.	aturan dan standart produksi yang telah ditetapkan oleh pimpinan tiap divisi tetap berjalan dengan baik.	setiap pimpinan dan staff jika ada masalah dalam produksi atau konflik antar karyawan. Meeting ini dilaksanakan guna mengatasi masalah yang ada dan produksi dapat berjalan sesuai aturan dan standart yang telah dibuat.
2.	Bagaimana proses evaluasi kinerja para pimpinan di perusahaan PT. SAMA ini? Apakah hasilnya digunakan dalam menetapkan kompensasi bagi para pimpinan PT. SAMA tersebut?	Kurang mengetahui sepenuhnya, tetapi mungkin ada rapat rutin yang dilakukan antar direksi.	Untuk proses evaluasi kinerja para pimpinan mungkin di awasi oleh direktur utama berdasarkan hasil produksi. Dan mungkin dari hasil evaluasi tersebut dihubungkan dengan remunirasi berdasarkan capaian dan kinerja pimpinan.	Evaluasi kinerja pimpinan perusahaan di awasi langsung oleh direktur utama PT. SAMA, melalui laporan kinerja dan produksi tiap divisi yang ada. Kemudian dari hasil kinerja dan produksi itu sendiri dijadikan untuk tolak ukur untuk menetapkan kompensasi para pimpinan.
3.	Bagaimana pimpinan mengantisipasi dan menjawab kekhawatiran public atas	Dengan cara melakukan yang terbaik dalam produksi, dan memberikan garansi juga	PT. SAMA ini telah memberikan garansi bagi produk yang di sediakan, tidak hanya itu waktu produksi juga di atur sesuai	Tetap memperhatikan kualitas produk dan layanan yang diberikan perusahaan, serta

	produk PT. SAMA ini?	untuk produk yang di buat. Dan bertanggung jawab untuk produk defect agar customers merasa puas.	dengan kebutuhan pelayan melalui kesepakatan antara kedua pihak.	memperhatikan kesepakatan yang telah dibuat dengan para klien.
4.	Bagaimana pimpinan memastikan perilaku etis diterapkan di dalam struktur tata kelola PT. SAMA?	Untuk memastikan perilaku etis karyawan secara langsung tidak memungkinkan oleh para pimpinan perusahaan namun di perusahaan ini tersedia kotak saran. Adanya kotak saran untuk seluruh karyawan, dari kotak saran itu bisa dilihat apakah ada masalah antar karyawan.	Untuk antar element perusahaan sudah tersedia kotak saran, element perusahaan dapat dengan mudah menyampaikan saran atau kiritiknya melalui kotak saran tersebut jika dirasa ada sesuatu yang membuatnya tidak nyaman. Untuk perilaku etis dengan pelanggan mungkin di ukur dengan complain saja, jika tidak ada complain dari pelanggan maka dirasa sudah menemui perilaku etis yang ditetapkan perusahaan.	Pada awalnya hal ini dipastikan melalui penerimaan staff baru, staff disaring berdasarkan kriteria perusahaan (komunikasi, attitude). Kemudian dilanjutkan oleh pemberian box kotak saran bagi seluruh karyawan.
5.	Bagaimana memasukkan kebutuhan customers ke dalam rencana strategi dan kegiatan operasional harian? Apa saja peran/kegiatan pimpinan dan PT.	Setiap pesanan dari customers akan dilakukan production planning guna merencanakan apa yang harus dipenuhi dalam order dari customer tersebut. Peran	Untuk mengetahui kebutuhan customer dilakukan production planning, diikuti oleh customers dan para pimpinan. Memastikan bahwa order telah memenuhi standart yang diberikan oleh customers.	PT. SAMA telah melakukan kegiatan yang mendukung komunitas kunci perusahaan, dengan cara melakukan pertemuan dengan customer guna membahas

	SAMA dalam memperbaiki dan mendukung komunitas kunci PT. SAMA tersebut?	pimpinan disini yaitu memantau agar pesanan tersebut dapat berjalan sesuai dengan timelinenya, agar tidak mengecewakan customernya.		production planning guna sebagai standart produksi. Peran pimpinan yaitu untuk merencanakan kebutuhan produksi dan berdiskusi tentang kebutuhan customer.
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STRATEGY CATEGORY

No	Question	Informant 1	Informant 2	Informant 3
2.1 STRATEGY DEVELOPMENT				
1.	Bagaimana proses penyusunan renstra PT. SAMA? Siapa saja yang terlibat?	Krena perusahaan ini bergerak dibidang produksi make to order maka rencana strategi yaitu setelah order masuk seperti pemesanan material, pada saat pemotongan, penjahitan. Yang terlibat dalam penyusunan rencana strategi perusahaan setiap kepala department masing-masing.	Penyusunan rencana strategi melalui rapat yang dihadiri oleh seluruh pejabat structural perusahaan. Dimana mereka membahas produksi tiap divisi masing-masing guna untuk menyelaraskan produksi agar proses produksi dapat berjalan lancar sesuai rencana strategi perusaha.	Rencana strategi diperusahaan ini di susun oleh pihak perusahaan sendiri melalui rapat yang dihadiri pimpinan tiap department.

2.	Bagaimana pihak PT. SAMA mengidentifikasi dan memasukkan peluang strategis ke dalam renstra?	Melalui meeting harian, nantinya semua hal mengenai produksi akan di bahas. Karena perusahaan ini make to order maka perusahaan ini hanya menunggu info order dari customer.	Biasanya melalui pertemuan internal/external dengan pihak perusahaan ataupun customer. Untuk pertemuan dengan customer biasanya membahas tentang spek atau standart yang diinginkan oleh mereka, yang selanjutnya akan di jadikan rencana strategis perusahaan.	Untuk mengidentifikasi peluang strategis mungkin belum ada, karena perusahaan ini sudah memiliki customer tetap dan perusahaan ini berkerja hanya sesuai apa yang mereka inginkan.
3.	Bagaimana proses pengumpulan dan analisa data, serta pengembangan informasi terkait tantangan strategis sebagai bahan penyusunan renstra?	Hal tersebut berasal dari customers langsung. Perusahaan ini hanya berkerja sesuai permintaan customers, jadi untuk pengembangan produksi itu tidak dimungkinkan.	Pengumpulan, analisis, dan pengembangan informasi serta data dilakukan bersama customers sesuai permintaanya.	Melalui meeting dengan customer, dengan cara mendengarkan suara customers, dan memberikan solusi terhadap masalah yang ada dalam proses diskusi.
4.	Bagaimana proses menentukan sasaran strategis? Bagaimana kaitannya dengan kompetensi inti,	Belum terdapat kegiatan yang bertujuan untuk menentukan sasaran strategis serta menentukan peluang strategis.	Belum terdapat kegiatan seperti tersebut dalam PT. SAMA	Dalam menentukan sasaran strategis dalam perusahaan ini hanya di tentukan berdasarkan

	keunggulan dan peluang strategis PT. SAMA?	Di dalam perusahaan ini hanya terdapat meeting setiap divisi/departement untuk membahas kompetensi inti.		kegiatan produksi yaitu seperti waktu produksi tiap department dan material produksi. Untuk peluang strategis masih belum di bahas lebih lanjut.
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2.2 STRATEGY DEPLOYMENT

1.	Bagaimana proses penyusunan rencana kerja? Bagaimana proses penyampaian dan implementasi di unit kerja?	Setelah order dari customers sudah sampai di MG (Merchandiser Garment) lalu dikonversi kedalam worksheet lalu di bagikan ke setiap department. Setelah itu diadakan PPM (Pre Production Meeting) disinilah terdapat product study untuk mengenalkan product yang akan di produksi.	Order dari customers yang kemudian masuk ke divisi MG lalu dikonversi kedalam worksheet lalu di bagikan ke setiap department. Setelah itu diadakan PPM (Pre Production Meeting) disinilah terdapat product study untuk mengenalkan product yang akan di produksi.	Setelah order dari customers sudah sampai di MG (Merchandiser Garment) lalu dikonversi kedalam worksheet lalu di bagikan ke setiap department. Setelah itu diadakan PPM (Pre Production Meeting) disinilah terdapat product study untuk mengenalkan product yang akan di produksi.
2.	Apakah implementasi rencana kerja setiap tahunnya in-line dengan rencana strategi yang telah	Antara inplementasi rencana kerja dan rencana strategi pasti selaras dalam perusahaan ini, karena rencana kerja dan rencana	Pasti selaras, karena perusahaan bekerja sesuai dengan rencana kerja dan rencana strategis.	Antara inplementasi rencana kerja dan rencana strategi sudah selaras. Perusahaan ini adalah perusahaan yang

	disusun? Bagaimana prosedur untuk menghindari ketidakselarasan?	strategis di peroleh dari customers dan akan di implementasikan sesuai dengan permintaan customers.	Mungkin dalam produksi terdapat product defect yang membuat melenceng sedikit dari rencana kerja tetapi itu merupakan hal yang wajar dan dapat diatasi.	menjalankan produksi yang sesuai dengan permintaan customers, maka dari itu rencana kerja dan rencana strategis telah terimplementasi dengan baik.
3.	Bagaimana memastikan ketersediaan Source daya financial dan lainnya untuk mendukung pelaksanaan rencana kerja?	Untuk ketersediaan Source daya financial itu sendiri langsung dari pimpinan perusahaan.	Source daya financial untuk kebutuhan produksi sejauh ini masih teratasi tanpa adanya penghalang.	Source daya financial untuk kebutuhan produksi langsung dari pimpinan dengan bantuan pinjaman dari bank, dan sejauh ini masih aman.
4.	Bagaimana proses review rencana kerja terkait dengan agility dan fleksibilitas PT. SAMA? Bagaimana proses merubah rencana pada situasi yang mengharuskan?	Dengan rapat pimpinan antar divisi, dengan didasarkan dengan produksi sebelumnya. Menambah jam produksi.	Mengadakan rapat antar divisi dengan membahas tentang kemampuan produksi perusahaan.	Mengadakan rapat antar divisi dengan membahas tentang kemampuan produksi perusahaan, dengan di dasarkan dengan jumlah karyawan, jam kerja, serta kapasitas mesin.
5.	Bagaimana proses pengukuran kinerja untuk menelusuri pencapaian dan	Dengan mengadakan time study untuk peroperator tiap divisi guna	Ada kegiatan yang bernama time study, itu berguna untuk menghitung	Di PT. SAMA ini ada time study yang berguna untuk menentukan

efektivitas rencana kerja yang telah dibuat?	menghitung waktu proses kerja dalam menyelesaikan pekerjaannya. Dalam hal tersebut dapat diketahui suatu produk dapat diselesaikan dalam kurun waktu tertentu.	waktu produksi dari awal kegiatan sampai produk jadi.	waktu dan kapasitas produksi perusahaan ini yang dilakukan oleh satu karyawan di setiap divisi guna untuk menyelesaikan satu produk.
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CUSTOMER FOCUS

No	Question	Informant 1	Informant 2	Informant 3
3.1 CUSTOMER ENGAGEMENT				
1.	Bagaimana proses PT. SAMA menentukan produk jasa layanan yang diberikan?	Dari awal perusahaan ini bergerak di bidang produksi celana jeans, cargo, dan denim.	Perusahaan ini hanya menerima orderan seperti celana jeans, denim, dan cargo.	Perusahaan ini hanya menerima orderan seperti celana jeans, denim, dan cargo. Jika ada order masuk selain produk celana maka perusahaan tidak dapat melanjutkan orderan tersebut.
2.	Apa saja upaya yang dilakukan PT. SAMA untuk mendorong peningkatan kepuasan dan engagement pelanggannya?	Dengan cara memberikan over shipment dan garansi kepada customers.	Memberikan guarantee pada customer untuk pemesanan produk celana	Selalu menjaga kualitas produk, dan memberikan pengiriman produk lebih dan garansi pada produk.

3.	Bagaimana PT. SAMA mengelola complain pelanggan?	Menerima complain dan saran dari customer selanjutnya membuat corrective action plan untuk membenahi apa yang diinginkan oleh customer.	Melakukan koreksi terhadap complain produk dari customer untuk dapat melakukan perbaikan	Setelah mendapat complain dari pelanggan, selanjutnya menanyakan saran terhadap complain tersebut untuk setelahnya akan dimasukan ke correction action plan guna dilakukan perbaikan produk yang sesuai dengan kehendak customer.
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3.2 VOICE OF THE CUSTOMER

1.	Bagaimana cara PT. SAMA mendengarkan suara pelanggan untuk memperoleh informasi yang dapat ditindaklanjuti?	Untuk proses order masuk dilakukan dengan cara email atau via video call, setelah order resmi maka akan dilanjutkan meeting dengan pimpinan, dan setelah produksi telah berjalan pihak customers menyediakan pihak QC final check di perusahaan.	- Via media seperti Email dan Video call. - Meeting langsung dengan pimpinan.	Untuk proses order masuk dilakukan dengan cara email atau via video call, setelah order resmi maka akan dilanjutkan meeting dengan pimpinan, dan setelah produksi telah berjalan pihak customers menyediakan pihak QC final check di perusahaan.
2.	Bagaimana metode PT. SAMA dalam menetapkan kepuasan,	Melalui email, jika customer merasa tidak puas/puas mereka akan	Melalui email, jika customer merasa tidak puas/puas mereka akan	Melalui email dan komunikasi secara langsung, jika customers meras tidak puas mereka

	ketidakpuasan dan engagement pelanggannya? Bagaimana tindak lanjut hasil yang ditemukan?	mengirimkan email kepada pihak perusahaan.	mengirimkan email kepada pihak perusahaan.	akan memberikan complain dan jika mereka merasa puas mereka tidak segan untuk memberi pujian dan melakukan repeat order.
3.	Bagaimana PT. SAMA membandingkan kepuasan pelanggannya dibanding dengan pesaing lainnya?	Perusahaan tidak atau belum pernah membandingkan kepuasan customernya dengan perusahaan pesaing.	Perusahaan tidak atau belum pernah membandingkan kepuasan customernya dengan perusahaan lain.	Perusahaan tidak atau belum pernah membandingkan kepuasan customernya dengan perusahaan lain.

MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

N	Question	Informant 1	Informant 2	Informant 3
4.1 MEASUREMENT, ANALYSIS, AND IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE				
1.	Bagaimana PT. SAMA menggunakan data dan informasi untuk menelusuri operasional harian dan kinerja PT. SAMA secara keseluruhan? Apakah ada data pembanding,	Di PT. SAMA ini memproduksi barang yaitu celana sesuai dengan standart/pola yang telah di setujui oleh pihak pimpinan dan customers jadi untuk menelusuri operasional harian dan kinerja karyawan cukup dengan mengecek ulang apakah produk yang dibuat	Melalui standart celana yang telah ditetapkan sebelum kegiatan produksi, dan menggunakan kapasitas produksi yang telah di siapkan melalui time study.	Data dan informasi berupa standart, jumlah permintaan, waktu produksi, dan lain-lain yang umumnya di kuasai oleh pengawas guna untuk selalu mengawasi agar jalanya produksi sudah sesuai dengan apa yang diinginkan. PT.

	misal dari pesaing?	sesuai standart dan waktu pengerjaan juga harus sesuai timeline. Belum dilakukan perbandingan data dengan pesaing.		SAMA tidak memiliki data pembanding dari manapun.
2.	Bagaimana proses menggunakan temuan review kinerja organisasional untuk dikembangkan menjadi prioritas untuk perbaikan yang berkesinambungan serta peluang untuk upaya inovasi?	Karena waktu kerja di perusahaan ini yang cukup padat dan polanya sama, maka review kinerja dilakukan dengan cara meeting antar pimpinan/pengawas per department secara harian. Perusahaan selalu mengawasi penuh jalannya produksi, semisal terdapat masalah di celana style tertentu maka akan dilakukan meeting tersebut guna mengihdari munculnya masalah tersebut di kemudian hari. Untuk inovasi belum ada untuk saat ini.	Review kerja yang dilaporkan setiap hari digunakan untuk evaluasi kinerja karyawan/operator. Dimana jika terdapat operator yang berkerja dibawah standart akan di panggil oleh pengawas dan kemudian di beri arahan.	Review kinerja diperusahaan ini sangatlah penting, hal tersebut selalu diperhatikan oleh para pimpinan guna mengawasi kinerja karyawan dan mesin.
3.	Bagaimana PT. SAMA mendeteksi praktik terbaik di sebuah unit berkinerja tinggi? Bagaimana proses	Dengan melihat hasil produksi, jika hasil produksi baik dan memenuhi target itu terbilang baik. Proses berbagi ke	Kinerja di perusahaan ini dideteksi oleh hasil produksi yang baik (minim product defect), dan sesuai dengan	Karena perusahaan ini merupakan perusahaan garment (manufacturing), maka kita melihat

	berbagi ke unit kerja yang lain?	department lain masih minim.	target waktu. Untuk proses berbagi antar department berlangsung kurang, hanya ada perpindahan produk dari department 1 ke department selanjutnya.	dari hasil produksi di tiap department. Untuk proses berbagi antar department hanya dilakukan sesuai urutan produksi, dimana produk akan di alirkan sesuai urutan dari department A ke department B. Oleh karena itu tidak semua department memiliki proses berbagi dengan baik.
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4.2 MANAGEMENT OF INFORMATION, KNOWLEDGE, AND INFORMATION TECHNOLOGY

1.	Bagaimana PT. SAMA memfasilitasi transfer pengetahuan antar staf dan penerapan learning organization di PT. SAMA?	Melalui training, untuk bagian produksi langsung dari kepala bagian masing-masing. Untuk bagian managerial dan para pimpinan dilakukan secara mandiri.	Pada saat proses training untuk para operator. Dan untuk para strata kepengurusan dilakukan secara mandiri.	Melalui training, untuk bagian produksi langsung dari kepala bagian masing-masing. Untuk bagian managerial dan para pimpinan dilakukan secara mandiri.
2.	Bagaimana ketersediaan teknologi sistem informasi di PT. SAMA? Bagaimana proses	Ketersediaan teknologi system informasi di perusahaan ini masih belum tersedia, untuk memastikan akurasi, validitas,	Masih belum tersedia. Untuk akurasi dan ketetapan waktu disesuaikan dengan worksheet yang telah dibuat sebelumnya. Data	Sistem informasi masih di sebarakan secara manual. Untuk memastikan akurasi, validitas, integritas, dan reliabilitas, seta

	memastikan akurasi dan validitas, integritas dan reliabilitas, serta ketepatan waktunya? Apakah tersedia data dan informasi yang dibutuhkan oleh staf, pemasok, mitra, dan pelanggan?	integritas, dan reliabilitas, serta ketetapan waktu dilakukanlah rapat harian disesuaikan worksheet yang sudah ditentukan. Informasi dan data pesanan langsung dari customers, tetapi untuk data serta informasi pada masa produksi tidak dilaporkan secara terperinci.	dan informasi produksi di informasikan kepada customers secara berkala, dan untuk pemasok juga di berikan pada saat sebelum kegiatan produksi dimulai.	ketetapan waktu dilakukan pengawasan harian oleh supervisor sesuai dengan worksheet. Tentu saja data dan informasi selalu tersedia untuk pemasok, customers, dan staff.
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WORKFORCE FOCUS

No	Question	Informant 1	Informant 2	Informant 3
5.1 WORKFORCE ENGAGEMENT				
1.	Bagaimana upaya PT. SAMA mewujudkan budaya yang bercirikan komunikasi terbuka, kinerja tinggi, dan tenaga kerja yang engaged?	Perusahaan sering mengadakan even saat hari kemerdekaan, tahun baru, dan lain-lain.	Sebagian pimpinan perusahaan mencontohkan kepada operator budaya kerja dan tata kerja yang baik dan tanggung jawab.	Dengan mengadakan event tahun baru, Ramadhan, dan hari kemerdekaan, hal tersebut berguna membangun engagement para karyawan terhadap perusahaan.
2.	Bagaimana cara yang ditempuh PT. SAMA ini	Berdasarkan box keluh dan kesah, jika box keluh dan kesah terisi sangat banyak	Masih belum ada metode untuk mengukur kepuasan atau	Pengukuran kepuasan dan engagement karyawan masih

	<p>untuk mengetahui kepuasan dan engagement stafnya?</p>	<p>maka dapat dipastikan karyawan merasa tidak puas atas pelayanan atau fasilitas perusahaan.</p>	<p>engagement karyawan.</p>	<p>belum tersedia, namun dapat dilihat dari kinerja tenaga kerja.</p>
3.	<p>Apakah setiap staf mampu mengukur hasil pekerjaannya? Bagaimana proses pengukurannya?</p>	<p>Untuk operator mengukur hasil kerjanya sendiri dirasa lumayan sulit, karena sudah tersedia team QC di tiap department. Mereka hanya berkerja sesuai standart yang sudah disediakan.</p>	<p>Pengukuran kinerja sendiri tidak dilakukan tiap operator, tetapi dilakukan oleh QC. Mereka harus memastikan para operator berkerja sesuai work sheet.</p>	<p>Operator hanya berkerja sesuai worksheet dan itu dilakukan berulang-ulang, namun untuk pengukuran kinerja operator sudah ada team QC yang bertugas mengawasi jalanya produksi untuk para operator.</p>
4.	<p>Bagaimana sistem pengembangan dan pembelajaran tenaga kerja terkait peningkatan kompetensi dan kapabilitasnya? Bagaimana evaluasi pasca kegiatan? Apakah PT. SAMA</p>	<p>Untuk hal pembelajaran terkait peningkatan dan kapabilitas tenaga kerja mungkin sangat minim, karena mereka hanya dituntut berkerja sesuai worksheet dan kapasitas produksi juga telah di tetapkan. Evaluasi pasca produksi dilakukan hanya ketika operator melakukan kesalahan atau operator berkerja dibawah target. Kemajuan karier operator kurang</p>	<p>Tidak ada pengembangan untuk operator. Untuk evaluasi operator dilakukan oleh pihak QC. Kemajuan karier operator berjalan stagnan karena mereka hanya berkerja sesuai skill merka masing-masing dan berulang-ulang.</p>	<p>Sngat kurang pengembangan dari operator, tetapi untuk para strata perusahaan dapat dilihat dari pengalaman mereka dalam menghadapi masalah. Evaluasi Kemajuan karier di perusahaan ini kurang terlihat, untuk operator sangat jarang sekali.</p>

	mengelola kemajuan karier staf, termasuk suksesi kepemimpinan?	diperhatikan.		
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5.2 WORKFORCE ENVIRONMENT

1.	Apakah PT. SAMA memiliki persyaratan kebutuhan kapabilitas dan kapasitas SDM untuk setiap unit di PT. SAMA ini? Bagaimana proses perekrutan tenaga kerja baru?	Tentu saja, terutama di bagian penjahitan. Di department sewing sangatlah dibutuhkan tenaga kerja yang mempunyai skill. Tetapi jika perusahaan membutuhkan tenaga kerja secara urgent maka akan dilakukan training mandiri. Untuk perekrutan tenaga kerja baru dimulai dari penerimaan lamaran ke department personalia lalu disaring dokumen lamaran serta administrasi. Kemudian di sampaikan ke bagian/department yang membutuhkab, lalu akan diputuskan langsung oleh kepala bagian setiap department.	PT. SAMA ini memiliki persyaratan khusus untuk setiap SDM yang ingin berkerja di perusahaan ini, karena perusahaan ini membutuhkan tenaga kerja yang memiliki skill dalam hal produksi garment. Pada dasarnya turnover di perusahaan ini sangatlah tinggi maka dari itu hamper setiap hari ada lowongan penerimaan tenaga kerja baru di perusahaan ini, untuk perkerutan tenaga kerja di awali dengan pengiriman dokumen lamaran serta melengkapi proses administrasi, lalu akan di putuskan oleh kepala bagian	Tentu saja, terutama di bagian penjahitan. Di department sewing sangatlah dibutuhkan tenaga kerja yang mempunyai skill. Tetapi jika perusahaan membutuhkan tenaga kerja secara urgent maka akan dilakukan training mandiri. Pada dasarnya turnover di perusahaan ini sangatlah tinggi maka dari itu hamper setiap hari ada lowongan penerimaan tenaga kerja baru di perusahaan ini, untuk perkerutan
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			<p>masing-masing department. Untuk tenaga kerja yang masih memiliki skill rendah maka akan dilakukan proses training.</p>	<p>tenaga kerja di awali dengan pengiriman dokumen lamaran serta melengkapi proses administrasi, lalu akan di putuskan oleh kepala bagian masing-masing department. Untuk tenaga kerja yang masih memiliki skill rendah maka akan dilakukan proses training.</p>
2.	<p>Bagaimana PT. SAMA memastikan lingkungan kerja yang nyaman, sehat, dan aman bagi tenaga kerja?</p>	<p>Perusahaan selalu memperhatikan dan mengimplementasikan guidance dari pemerintah tentang lingkungan kerja yang nyaman, sehat, dan aman bagi tenaga kerja. Kemudian perusahaan juga menerima saran dari karyawan, agar mereka dapat berkerja dengan nyaman.</p>	<p>Menerapkan guidance dari pemerintah tentang standart bekerja di sebuah perusahaan manufacturing. Namun dalam industry garmen memang dituntut bekerja secara cepat, tepat, dan cenderung sangat melelahkan, tapi perusahaan juga menerima masukan dari karyawan guna menciptakan lingkungan kerja</p>	<p>Dengan memfasilitasi tenaga kerja dengan safety yang memadai untuk pekerja yang membutuhkan, serta memasang alat-alat yang dapat digunakan untuk meminimalisir bahaya yang ada seperti alat pemadam kebakaran. PT. SAMA juga menjaga kebersihan</p>

			yang aman dan nyaman.	lingkungan kerja.
3.	Bagaimana PT. SAMA mendukung tenaga kerja melalui pelayanan, benefit dan kebijakan?	Dengan memberikan jaminan kesehatan kepada seluruh karyawan (BPJS)	Adanya BPJS di bidang jaminan kesehatan dan jaminan hari tua untuk tenaga kerja.	Dengan memberikan jaminan kesehatan kepada seluruh karyawan (BPJS), serta kotak keluh kesah karyawan PT. SAMA

PROCESS MANAGEMENT

No	Question	Informant 1	Informant 2	Informant 3
6.1 WORK SYSTEM				
1.	Bagaimana upaya pelaksanaan kendali mutu dan kendali biaya di PT. SAMA ini?	Perusahaan ini memiliki QC untuk mengendalikan mutu produk, kemudian ada compliance team untuk mengontrol supaya semua SOP dapat diimplementasikan. Kendali biaya produksi telah ditetapkan diawal untuk biaya operasional dan lain-lain ada bagian financial.	Ada team QC yang ditempatkan di setiap department guna memastikan produk menghindari product defect.	PT. SAMA menjaga mutu barang dengancara memberikan team QC disetiap department. Lalu untuk kendali biaya ada juga team finance untuk mengontrol operasional harian dan biaya produksi.
2.	Bagaimana PT. SAMA mengontrol kualifikasi pemasok? Apa ada	Supplier di perusahaan ini rata-rata nominated dari pihak buyer. Tetapi perusahaan	Supplier dipilih langsung dari customers, tetapi tetap ada proses	Supplier di perusahaan ini rata-rata nominated dari pihak buyer.

	<p>proses pengukuran dan evaluasi kinerja pemasok?</p>	<p>mengevaluasi kualitas dari supplier tersebut, jika dirasa supplier itu bermasalah maka akan di imformasikan ke buyer/customer, apakah mereka tetap akan menggunakan supplier tersebut atau ada alternative lain.</p>	<p>pengukuran dan evaluasi dengan memperhatikan kualitas dari material bahan.</p>	<p>Tetapi perusahaan mengevaluasi kualitas dari supplier tersebut, jika dirasa supplier itu bermasalah maka akan di imformasikan ke buyer/customer, apakah mereka tetap akan menggunakan supplier tersebut atau ada alternative lain.</p>
3.	<p>Bagaimana PT. SAMA menyediakan lingkungan kerja yang aman? Bagaimana pelaksanaan pedoman keselamatan kerja di PT. SAMA? Bagaimana kesiapan PT. SAMA menghadapi keadaan bencana dan darurat?</p>	<p>PT. SAMA telah memiliki safety officier, dan memiliki prosedur untuk kesehatan keselamatan kerja seperti penggunaan APD dan lingkungan kerja yang aman dan nyaman. Emergency response juga tersedia seperti untuk bencana alam, kebakaran, dan lain-lain untuk menaggulangi kejadian tersebut dan telah di sosialisasikan ke seluruh tenaga kerja.</p>	<p>Sudah tersedia safety officer dan prosedur keselamatan kerja, serta untuk bencana alam dan kejadian tak terduga tersedia emergency response yang disosialisasikan kepada tenaga kerja.</p>	<p>Sudah tersedia safety officer dan prosedur keselamatan kerja, serta untuk bencana alam dan kejadian tak terduga tersedia emergency response yang disosialisasikan kepada tenaga kerja.</p>
<p>6.2 WORK PROCESS</p>				

1.	Bagaimana proses penentuan jenis layanan produksi yang diberikan PT. SAMA?	Proses penentuan layanan produksi sudah di jelaskan di company profile, customers yang dating pun sudah mengetahui dari awal jika perusahaan ini hanya memproduksi beberapa jenis celana.	Rata-rata customers sudah mengetahui layanan produksi yang di sediakan PT. SAMA, karena customers disini adalah customers lama.	Layanan yang diberikan di perusahaan ini seperti produksi celana cargo, celana jeans, celana denim, dan lain-lain.
2.	Apakah PT. SAMA telah memiliki prosedur dalam pelaksanaan semua kegiatan/produksi? Bagaimana hasil implementasinya?	Belum menyeluruh, terdapat prosedur tertulis tetapi sangat sulit untuk dilaksanakan. Prosedur lama yang telah dibuat tidak pernah di review lagi. Pelaksanaan prosedur dalam kegiatan produksi sebenarnya sudah berjalan baik namun sifatnya tidak tertulis.	Telah memiliki prosedur tetapi sudah tidak pernah di review dan di update, tetapi hasil implementasi prosedur pelaksanaan kegiatan produksi sudah baik namun hanya berdasarkan prosedur turun menurun.	Pada dasarnya dalam hal management system masih sangat kurang. Terdapat prosedur tertulis tetapi sangat sulit untuk dilaksanakan. Prosedur lama yang telah dibuat tidak pernah di review lagi. Pelaksanaan prosedur dalam kegiatan produksi sebenarnya sudah berjalan baik namun sifatnya tidak tertulis.
3.	Bagaimana PT. SAMA menentukan indicator kinerja proses yang	Indikator kinerja di tiap department disusun oleh tiap pimpinan department masing-	Untuk kegiatan produksi indicatornya ditentukan oleh pimpinan	Indikator kinerja ditentukan berdasarkan worksheet dan spek produksi

	digunakan untuk mengendalikan dan memperbaiki proses kerja? Bagaimana hasil analisis dan evaluasinya?	masing. Indikator tersebut adalah spek produk dan worksheet, untuk kegiatan lainnya indicator nya ditentukan oleh perusahaan misalnya harus menggunakan tanda pengenal, harus menggunakan sepatu, dan lain-lain	masing-masing department, terdapat juga kebijakan dan prosedur dari perusahaan terkait SOP.	yang disusun oleh para pimpinan. Dn untuk indicator keseluruhan perusahaan ditentukan oleh perusahaan sendiri dari awal dan harus di pathui oleh semua tenaga kerja.
4.	Bagaimana PT. SAMA memperbaiki proses kerja untuk meningkatkan mutu layanan dan kinerja? Bagaimana PT. SAMA menggali peluang inovasi dalam perbaikan proses kerja?	Dari meeting harian, disana juga dibahas tentang mutu product dan cara mengurangi produk defect. Perbaikan proses kerja seperti kurangnya dibahas karena dari dulu pattern kerjanya sama.	Melaksanakan meeting harian bersama seluruh pimpinan department dan supervisor. Peluang inovasi untuk perbaikan proses kinerja digali ketika ada masalah yang besar dan berkelanjutan saja.	Dengancara mengumpulkan para pimpinan dan supervisor tiap department dalam rangka membahas progress yang telah berjalan dalam department masing-masing. Untuk menggali inovasi hanya dilakukan berdasarkan diskusi antar pimpinan.

RESULT

No	Question	Informant 1	Informant 2	Informant 3
7.1 Product Outcome				
1.	Bagaimana kualitas produk yang di produksi oleh PT. SAMA	Kualitas produk yang di produksi PT. SAMA sudah terjamin baik sesuai	Produk di perusahaan ini sesuai dengan standart yang ada,	Untuk kualitas produk disini sudah sesuai standart setelah

	sejauh ini?	standart yang diinginkan oleh customers. Tidak ada barang cacat yang sampai ke customers.	karena setiap prosesnya diawasi oleh team supervisor dan QC.	diterima oleh customers, karena di setiap department terdapat team QC dan supervisor untuk mengendalikan mutu produk yang diproduksi. Namun untuk tingkat defect produk khususnya di department sewing masih cukup tinggi.
2.	Bagaimana kelengkapan produk yang di produksi oleh PT. SAMA sejauh ini?	Produk yang diproduksi juga lengkap sesuai standart, jika ada suatu produk yang masih kurang lengkap contohnya belum ada kancing dan tag merek maka hal tersebut akan diketahui oleh team QC dan supervisor.	Sejauh ini produk yang ada sudah lengkap baik dari segi kualitas produk dan untuk memenuhi pesanan customers.	Produk sudah lengkap sesuai dari standart seperti penambahan kancing, tag merek, bordir, dan lain-lain. Perusahaan juga selalu melengkapi kebutuhan sesuai jangka waktu dan total pemesanan customers.
7.2 Customer-Focused Outcomes				
1.	Sejauh mana tingkat kepuasan pelanggan di perusahaan ini menurut anda?	Pelanggan yang ada di perusahaan ini pada dasarnya adalah pelanggan lama, jadi mereka menjadikan PT. SAMA ini menjadi salah satu vendor	Tingkat kepuasan pelanggan saya rasa cukup baik, karena setiap proses produksi customers selalu dilibatkan agar mereka juga dapat	Sangat baik, kami sangat menjaga tingkat kepuasan customers, bahkan melalui hal-hal kecil. Customers juga menempatkan

		mereka dalam memproduksi produk jenis celana. Jadi dapat di simpulkan bahwa customers selalu puas dan melakukan repeat order.	mengawasi jalannya produksi dan menghindari hal yang tidak diinginkan oleh mereka.	team QC di proses produksi bertujuan untuk menjaga mutu produk yang diproduksi agar tidak melenceng dari standart pesanan..
2.	Sejauh mana tingkat engagement pelanggan di perusahaan ini menurut anda?	Untuk menjaga customers engagement dilakukan komunikasi berkelanjutan melalui media social dan juga selalu mengumpulkan feedback dari mereka.	Tingkat customers engagement sudah baik, buktinya kita selalu menindak lanjuti feedback dari customers.	Untuk menjaga customers engagement dilakukan komunikasi berkelanjutan melalui media social dan juga selalu mengumpulkan feedback dari mereka untuk nantinya di analisa dan di pertimbangkan lagi di kemudian hari.
7.3 Financial and Market Outcomes				
1.	Bagaimana kinerja team finance dan laporan keuangan perusahaan ini?	Kinerja team finance sudah cukup baik, setiap ada pengeluaran dan pemasukan selalu dilaporkan dengan transparan. Untuk laporan keuangan perusahaan saya rasa setiap tahunnya meningkat sehingga dari hal tersebut	Team finance di PT. SAMA ini sudah bertugas sesuai dengan job desknya dengan cukup baik.	Baik team finance dan laporan keuangan perusahaan berjalan sudah baik, untuk laporan keuangan perusahaan selalu naik tiap tahunnya.

		dapat disimpulkan bahwa laporan keuangan PT. SAMA ini baik.		
2.	Bagaimana hasil output dalam kategori pemasaran di perusahaan ini?	Pemasaran dilakukan melalui media social/website perusahaan dan dengan cara mengirimkan email kepada perusahaan-perusahaan brand clothing. Hasil dari pemasaran tersebut kurang maksimal dan sulit untuk mendapatkan customers baru.	Pemasaran hanya dilakukan melalui website perusahaan dan oleh para pimpinan.	Untuk kegiatan pemasaran kurang cenderung baik, karena pada dasarnya kita jarang menerima customers baru. Customers PT. SAMA adalah customers lama yang continue.

7.4 Workforce-Focused Outcomes

1	Bagaimana kompetensi tenaga kerja sesuai department yang ada?	Tnaga kerja berkompetensi sesuai job desk mereka masing-masing, karena mereka di saring sesuai keahlian mereka pada saat proses perekrutan karyawan.	Rata-rata pekerja disini sudah berkompetensi namun tingkat loyalty kepada perusahaan yang masih kurang.	Kompetensi rata-rata pekerja akan skill mereka sudah baik dan sesuai target, namun beberapa dari mereka kadang tidak kuat akan padatnya kegiatan produksi di perusahaan ini sehingga banyak operator yang keluar masuk.
2	Bagaimana jaminan akan ketenagakerjaan di perusahaan ini termasuk jaminan	Untuk jaminan-jaminan tersebut sudah perusahaan siapkan semua, karena hal tersebut	Untuk jaminan-jaminan tersebut sudah perusahaan siapkan semua, karena hal	Untuk jaminan-jaminan tersebut sudah perusahaan siapkan semua, karena hal

	kelayakan kerja, jaminan kesehatan, jaminan keselamatan kerja?	termasuk dalam peraturan ketenaga kerjaan dari pemerintah.	tersebut termasuk dalam peraturan ketenaga kerjaan dari pemerintah.	tersebut termasuk dalam peraturan ketenaga kerjaan dari pemerintah. Anggaran jaminan tersebut di subsidi oleh perusahaan dan di potong sedikit dari gaji karyawan.
7.5 Operational Effectiveness				
1	Bagaimana ketanggapan lini produksi di setiap department?	Lini produksi tiap department sudah berkerja dengan efektif dan mereka mampu berkerja sesuai dengan timeline mereka masing-masing sehingga alur produksi dapt berjalan dengan baik dan efektif antar department.	Sejauh ini semua department sudah berkerja sesuai prosedur dan efektif. Mereka telah menyelesaikan kegiatan mereka sesuai batas waktu yang diberikan atau terkadang sedikit melebihi.	Lini produksi tiap department sudah berkerja dengan efektif dan kebanyakan dari mereka sudah tanggap akan tugas yang diberikan.
2	Apakah kegiatan produksi berjalan sesuai waktu dan sesuai sasaran berdasarkan rencana kerja?	Kegiatan produksi sebagian besar sudah sesuai dengan deadline waktu dan sesuai dengan rencana kerja yang disusun diawal. Mungkin di beberapa kondisi lini produksi melebihi batas waktu dan ditentukan dan terdapat product reject yang lebih	Kegiatan produksi sebagian besar sudah sesuai dengan deadline waktu dan sesuai dengan rencana kerja yang disusun diawal. Mungkin di beberapa kondisi lini produksi melebihi batas waktu dan ditentukan dan terdapat product	Sudah sesuai rencana kerja yang disusun diawal, kegiatan produksi melenceng dari waktu dan sasaran hanya terjadi saat ada masalah seperti material yang belum lengkap, banyak operator yang cuti, dan ada masalah pada

		dari batas wajar.	reject yang lebih dari batas wajar.	mesin.
7.6 Leadership Outcomes				
1.	Bagaimana peran pemimpin dalam memimpin yang ada perusahaan ini? Apakah pimpinan diperusahaan ini tanggung jawab atas tugas nya masing-masing?	Ada tapi tidak tersystem, hanya dilakukan secara mandiri oleh pimpinan guna untuk memberikan grade bagi staff untuk pemberian gaji. Belum ada data pembanding dari perusahaan lain untuk membandingkan kinerja perusahaan.	Pengukuran kinerja dilakukan hanya terkait dalam produksi, bagaimana tingkat produksi suatu department atau operator serta terkait barang defect yang ada. Belum dilakukan kegiatan membandingkan dengan perusahaan lain yang sekelas.	Indikator pengukuran kerja dianalisis oleh supervisor terkait kinerja operator. Terutama untuk jumlah produksi yang dapat diproduksi operator tersebut, kelengkapan SOP karyawan dan lain-lain. Pengukuran kinerja sudah optimal untuk para operator, namun untuk para pimpinan, supervisor, dan team lainnya belum optimal. Belum dilakukan membandingkan kinerja dengan perusahaan lain.
2.	Bagaimana peran pimpinan dalam implementasi strategi perusahaan?	- Untuk terkait produk karena sudah ditentukan dan sudah ada petunjuk operator dan staff tidak usah berfikir keras untuk memberikan inovasi pada produk, karena mereka hanya	Menurut saya untuk kinerja produksi terhitung baik, namun untuk management system disini masing belum di terapkan. Tingkat kepadatan kerja operator juga	Untuk kegiatan produksi di PT. SAMA ini sudah sangat baik, dilihat dari tingkat produktivitas operator. Namun yang harus lebih diperhatikan di sini adalah K3

		<p>berkerja dengan mengikuti pattern.</p> <ul style="list-style-type: none"> - Untuk terkait customers mungkin dengan adanya outcome produk yang baik dan sesuai timeline mereka akan puas dengan kinerja perusahaan. - Karena perusahaan ini export maka perusahaan akan lebih diuntungkan jika dolar naik. - Untuk workforce focusd outcome sendiri mungkin lebih terfokus pada operator karena sebagian besar tenaga di sini adalah operator. Mereka hanya berkerja sesuai target dan tidak mau memikirkan hal lain diluar job desknya. - Untuk process efectivness sudah berjalan sangat baik. - Untuk leader outcome, mereka cukup menguasai dalam department masing-masing, 	<p>sangat tinggi dan monoton. Untuk kpuasan pelanggan juga sudah di jamin baik dari tahun ke tahun.</p>	<p>dan ergonomic operatornya, mereka dipaksa berkerja sangat cepat dan harusnya perusahaan mempunyai alternative lain untuk menjahui hal tersebut.</p>
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		dapat memastikan kebutuhan social untuk setiap pekerjaanya terpenuhi.		
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**ATTACHMENT 6: CATEGORY EVALUATION BASED ON INTERVIEW RESULTS
USING A-D-L-I AND Le-T-C-H-I METHODS PT. SANDANG ASIA MAJU
ABADI TAHUN 2022**

LEADERSHIP CATEGORY

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
1.1 SENIOR LEADERSHIP					
1.	Does this company have a vision, mission, and values? What is the determination process? How is the delivery process to all staff?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Disseminated approach, although some areas or work units are still in the early stages of dissemination	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
2.	How is the leadership's commitment to the implementation of the vision, mission and values of the organization? Are there any innovative steps	Beginning (early stage) of a systematic approach to the basic requirements of Item	The approach is still in the early stages of deployment in many areas or work units, which hinders progress in achieving the basic	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another

	to maintain the commitment of PT. SAMA?		requirements of Item		
3.	What are the efforts of the leadership to build the success of PT. SAMA, both for now and in the future?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	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	Initial (early) stage of transition from a reactive approach to general improvement orientation	There is no alignment or integration within the organization; work units or individuals operate independently of one another
4.	How is the communication between the leadership of PT. SAMA, staff and customers, both in terms of quantity and quality?	Effective, systematic approach, responsive (responsive) to all requirements of Items	Disseminated approach, although some areas or work units are still in the early stages of dissemination	Beginning of a systematic approach to the evaluation and improvement of key processes	Approaches are aligned or integrated with other areas or work units through shared problem solutions
1.2 GOVERNANCE AND SOCIETAL RESPONSIBILITIES					
1.	How do leaders ensure that responsible organizational governance is implemented?	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item	Approach is well disseminated, with no significant gaps	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories

2.	What is the process of evaluating the performance of the leaders in the PT. SAMA? Are the results used in determining compensation for the leaders of PT. SAMA?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Approach is well disseminated , although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
3.	How do leaders anticipate and respond to public concerns about PT. SAMA?	Effective, systematic approach, fully responsive (responsive) to all requirements of Item	Approach is well disseminated , although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
4.	How do leaders ensure ethical behavior is implemented in the governance structure of PT. SAMA?	Unsystematic approach and anecdotal information in the form of stories	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
5.	How to incorporate customer needs into strategic plans and daily	Effective, systematic approach, responsive (responsive) to	Disseminated approach, although some areas or work units are	Systematic evaluation and improvement based on	Approach is aligned or integrated with organizational

	operational activities? What are the roles/activities of the leadership and PT. SAMA in improving and supporting the key community of PT. SAMA?	almost all (many) requirements of Item	still in the early stages of dissemination	facts, 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	1 needs identified in other Criteria Categories
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STRATEGY CATEGORY

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
2.1 STRATEGY DEVELOPMENT					
1.	What is the process of preparing the strategic plan of PT. SAMA? Who is involved?	Beginning (early stage) of a systematic approach to the basic requirements of Item	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	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
2.	How is innovation stimulated	Beginning (early stage) of a systematic approach to the	The approach is still in the early stages of	No upgrade orientation; improvement achieved	There is no alignment or integration within the

	and integrated into the strategic plan of PT. SAMA? How is the PT. SAMA identify and incorporate strategic opportunities into the strategic plan?	basic requirements of Item	deployment in many areas or work units, which hinders progress in achieving the basic requirements of Item	through reaction to problem	organization; work units or individuals operate independently of one another
3.	What is the process of collecting and analyzing data, as well as developing information related to strategic challenges as material for preparing a strategic plan?	Beginning (early stage) of a systematic approach to the basic requirements of Item	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	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
4.	What is the process of determining strategic goals? How does it relate to the core competencies, advantages and	Beginning (early stage) of a systematic approach to the basic requirements of Item	The approach is still in the early stages of deployment in many areas or work units, which hinders progress in achieving the basic	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another

	strategic opportunities of PT. SAMA?		requirements of Item		
2.2 STRATEGY DEPLOYMENT					
1.	What is the process for preparing a work plan? What is the delivery and implementation process in the work unit?	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item	Approach is well disseminated , although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	The approach aligns or integrates well with the organization al needs identified in the other Criteria Items
2.	Is the implementation of the annual work plan in-line with the strategic plan that has been prepared? What is the procedure for avoiding misalignments ?	Unsystematic approach and anecdotal information in the form of stories	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
3.	How to ensure the availability of financial and other resources to support the implementation of the work plan?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Disseminated approach, although some areas or work units are still in the early stages of	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate

			dissemination		independently of one another
4.	What is the strategic planning/work plan review process related to the agility and flexibility of PT. SAMA? What is the process for changing plans when situations require it?	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item	Approach is well disseminated, although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
5.	What is the performance measurement process to track the achievement and effectiveness of the work plans that have been made?	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item	Approach is well disseminated, although dissemination may vary in some areas or work units	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	Approach is aligned or integrated with organizational needs identified in other Criteria Categories

CUSTOMER FOCUS

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
3.1 CUSTOMER ENGAGEMENT					

1.	What is the process for PT. SAMA determines the product service services provided?	Effective, systematic approach, responsive (responsive) to all requirements of Items	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	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
2.	What efforts have been made by PT. SAMA to encourage increased customer satisfaction and engagement? What opens up opportunities for innovation efforts?	Beginning (early stage) of a systematic approach to the basic requirements of Item	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	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation	Approaches are aligned or integrated with other areas or work units through shared problem solutions
3.	How PT. SAMA managing customer complaints?	Effective, systematic approach, responsive (responsive) to all requirements of Items	The approach is still in the early stages of deployment in many areas or work units, which hinders progress in	Beginning of a systematic approach to the evaluation and improvement of key processes	Approaches are aligned or integrated with other areas or work units through shared problem

			achieving the basic requirements of Item		solutions
3.2 VOICE OF THE CUSTOMER					
1.	How do PT. SAMA listens to the voice of the customer for actionable information?	Effective, systematic approach, responsive (responsive) to all requirements of Items	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	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	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
2.	What is the method of PT. SAMA in determining customer satisfaction, dissatisfaction and engagement? How to follow up on the results found?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Disseminated approach, although some areas or work units are still in the early stages of dissemination	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation	Approaches are aligned or integrated with other areas or work units through shared problem solutions
3.	How PT. SAMA	Unsystematic approach and anecdotal	No or little spread of the	No upgrade orientation;	There is no alignment or

	compares its customer satisfaction compared to other competitors?	information in the form of stories	approach used	improvement achieved through reaction to problem	integration within the organization; work units or individuals operate independently of one another
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MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
4.1 MEASUREMENT, ANALYSIS, AND IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE					
1.	How PT. SAMA uses data and information to track the daily operations and performance of PT. SAMA overall? Is there any comparative data, for example from competitors?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Disseminated approach, although some areas or work units are still in the early stages of dissemination	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation	Approaches are aligned or integrated with other areas or work units through shared problem solutions
2.	What is the process of using organizational	Beginning (early stage) of a systematic approach to the basic	The approach is still in the early stages of deployment	No upgrade orientation; improvement achieved through	There is no alignment or integration within the organization;

	performance review findings to develop into priorities for continuous improvement and opportunities for innovation efforts?	requirements of Item	in many areas or work units, which hinders progress in achieving the basic requirements of Item	reaction to problem	work units or individuals operate independently of one another
3.	How PT. SAMA detect best practices in a high performance unit? How is the sharing process to other work units?	Effective, systematic approach, responsive (responsive) to all requirements of Items	Approach is well disseminated , although dissemination may vary in some areas or work units	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	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
4.2 MANAGEMENT OF INFORMATION, KNOWLEDGE, AND INFORMATION TECHNOLOGY					
1.	How PT. SAMA facilitates the transfer of knowledge between staff and the	Beginning (early stage) of a systematic approach to the basic requirements of Item	The approach is still in the early stages of deployment in many areas or work units, which hinders	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation	Approaches are aligned or integrated with other areas or work units through shared problem solutions

	implementation of a learning organization at PT. SAMA?		progress in achieving the basic requirements of Item		
2.	How is the availability of information system technology at PT. SAMA? How does the process ensure accuracy and validity, integrity and reliability, and timeliness? Are the data and information needed by staff, suppliers, partners and customers available?	Beginning (early stage) of a systematic approach to the basic requirements of Item	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	Initial (early) stage of transition from a reactive approach to problems to a general improvement orientation	Approaches are aligned or integrated with other areas or work units through shared problem solutions

WORKFORCE FOCUS

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
5.1 WORKFORCE ENGAGEMENT					

1.	How did PT. SAMA creates a culture characterized by open communication, high performance, and an engaged workforce?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	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	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
2.	Bagaimana cara yang ditempuh PT. SAMA ini untuk mengetahui kepuasan dan engagement staf nya?	Beginning (early stage) of a systematic approach to the basic requirements of Item	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
3.	Is every staff able to measure the results of their work? How is the measurement process?	Unsystematic approach and anecdotal information in the form of stories	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate independently of one another
4.	How is the workforce development and learning system related to competency and	Unsystematic approach and anecdotal information in the form of stories	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate

	<p>capability improvement?</p> <p>How is the post-activity evaluation? Is PT. SAMA manages staff career advancement, including leadership succession?</p>				<p>independently of one another</p>
5.2 WORKFORCE ENVIRONMENT					
1.	<p>Is PT. SAMA has requirements for HR capability and capacity requirements for each unit at PT. SAMA this? What is the process for recruiting new workers?</p>	<p>Effective, systematic approach, responsive (responsive) to all requirements of Items</p>	<p>Disseminated approach, although some areas or work units are still in the early stages of dissemination</p>	<p>Beginning of a systematic approach to the evaluation and improvement of key processes</p>	<p>Approach is aligned or integrated with organizational needs identified in other Criteria Categories</p>
2.	<p>How PT. SAMA ensures a comfortable, healthy and safe work environment for the workforce?</p>	<p>Effective, systematic approach, responsive (responsive) to the basic requirements of Item</p>	<p>Disseminated approach, although some areas or work units are still in the early stages of dissemination</p>	<p>Beginning of a systematic approach to the evaluation and improvement of key processes</p>	<p>The approach is still in the early stages of alignment or integration with the organization's basic needs identified in</p>

					response to the other Criteria Categories
3.	How PT. SAMA supports the workforce through services, benefits and policies?	Effective, systematic approach, responsive (responsive) to the basic requirements of Item	Disseminated approach, although some areas or work units are still in the early stages of dissemination	Beginning of a systematic approach to the evaluation and improvement of key processes	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

PROCESS MANAGEMENT

NO	ITEM	APPROACH	DEPLOYMENT	LEARNING	INTEGRATION
6.1 WORK SYSTEM					
1.	What are the efforts to implement quality control and cost control at PT. SAMA this? How is the staff involved?	Effective, systematic approach, responsive (responsive) to all requirements of Items	Approach is well disseminated, although dissemination may vary in some areas or work units	Approach is well disseminated, although dissemination may vary in some areas or work units	Approach is aligned or integrated with organization's needs identified in other Criteria Categories
2.	How PT. SAMA controls supplier qualification? Is there a supplier	Effective, systematic approach, responsive (responsive) to the basic	Disseminated approach, although some areas or work units are still in the	Beginning of a systematic approach to the evaluation and improvement	The approach is still in the early stages of alignment or integration with the

	performance measurement and evaluation process?	requirements of Item	early stages of dissemination	of key processes	organization's basic needs identified in response to the other Criteria Categories
3.	How PT. SAMA provides a safe work environment? How is the implementation of PT. SAMA? How is the readiness of PT. SAMA facing disasters and emergencies?	Effective, systematic approach, responsive (responsive) to all requirements of Items	Approach is well disseminated , although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organization's needs identified in other Criteria Categories
6.2 WORK PROCESS					
1.	What is the process of determining the type of service provided by PT. SAMA?	Beginning (early stage) of a systematic approach to the basic requirements of Item	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	APPROACH selaras dengan area atau unit kerja lainnya sebagian besar melalui penyelesaian masalah bersama (2)
2.	Is PT. SAMA have procedures in place for all activities/services ? How was the	Unsystematic approach and anecdotal information in the form of stories	No or little spread of the approach used	No upgrade orientation; improvement achieved through reaction to problem	There is no alignment or integration within the organization; work units or individuals operate

	result of the implementation?				independently of one another
3.	How PT. SAMA determines process performance indicators used to control and improve work processes? What are the results of the analysis and evaluation?	Effective, systematic approach, responsive (responsive) to almost all (many) requirements of Item	Approach is well disseminated, although dissemination may vary in some areas or work units	Beginning of a systematic approach to the evaluation and improvement of key processes	Approach is aligned or integrated with organizational needs identified in other Criteria Categories
4.	How PT. SAMA improve work processes to improve service quality and performance? How PT. SAMA explore innovation opportunities in improving work processes?	Beginning (early stage) of a systematic approach to the basic requirements of Item	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	No upgrade orientation; improvement achieved through reaction to problem	Approaches are aligned or integrated with other areas or work units through shared problem solutions

RESULT

No	Item	Levels	Trends	Comparisons	Integration
7.1 Product Outcomes					

1.	How is the quality of the products produced by PT. SAMA so far?	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	Benchmarking information not reported	Most organizational performance results relate to customer, market and process requirements
2.	How is the completeness of the products produced by PT. SAMA so far?	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	Benchmarking information not reported	Most organizational performance results relate to customer, market and process requirements

7.2 Customer-Focused Outcomes

1.	What do you think is the level of customer satisfaction in this company?	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	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
2.	What do you	Improvement trends and/or	The initial stage of an	No or little comparative	Results are reported for

	think is the level of customer engagement in this company?	good levels of performance are reported for many of the important areas in the requirements of Item	improving trend	information is reported	many areas that are important to the organization's key mission or business needs
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7.3 Financial and Market Outcomes

1.	How is the performance of the finance team and the company's financial reports?	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	Benchmarking information not reported	Results are reported for many areas that are important to the organization's key mission or business needs
2.	How is the output in the marketing category in this company?	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	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

7.4 Workforce-Focused Outcomes

1.	How is the competency of the workforce	Improvements and/or good levels of performance are reported	There is no or little trend data reported, or a lot of data indicate a	Benchmarking information not reported	Results are reported only for a few critical areas of the
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	according to the existing department?	in many of the areas stated in the item requirements	worsening trend		organization's key mission or business needs
2.	What are the guarantees for employment in this company, including job eligibility guarantees, health insurance, work safety guarantees?	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 indicate 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

7.5 Operational Effectiveness

1.	How responsive is the production line in each department?	Improvement trends and/or good levels of performance are reported for many of the important areas in the requirements of Item	The initial stage of an improving trend	Benchmarking information not reported	Results are reported for many areas that are important to the organization's key mission or business needs
2.	Are production activities running on time and on target based on the work plan?	Improvements and/or good levels of performance are reported in many of the areas stated in the item	There is no or little trend data reported, or a lot of data indicate a worsening 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

		requirements			needs
7.6 Leadership Outcomes					
1.	How is the performance measurement system of PT. SAMA? Is there any attempt to compare performance with other companies of the same class?	Performance is now at a good level to excel in many areas important to Item requirements	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	Benchmarking information not reported	Results are reported for many areas that are important to the organization's key mission or business needs
2.	How is the performance of PT. SAMA do you think? Why does it happen	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	Benchmarking information not reported	Results are reported for many areas that are important to the organization's key mission or business needs

ATTACHMENT 7: ITEM SCORING RECAPITULATION USING A-D-L-I AND Le-T-C-I METHODS

LEADERSHIP CATEGORY

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Senior Leadership	Determination of Vision, Mission and Values	3	3	1	1
		Leadership support in the implementation of the Vision, Mission and Values	2	2	1	1
		Efforts build success	3	2	2	1
		Leadership communication with staff	4	3	3	2

		Total	12	10	7	5
		Average	3	2,5	1,75	1,25
		Rounding	3	3	2	1
2	Governance and Societal Responsibilities	Implementation of corporate governance	5	5	3	4
		Evaluation of the performance of company leaders	3	4	3	4
		Anticipate public concerns	6	4	3	4
		Implementation of ethical behavior	1	1	1	1
		Key communication support	5	3	5	4
		Total	20	17	15	17
		Average	4	3,4	3	3,4
		Rounding	4	3	3	3

STRATEGY PLANNING CATEGORY

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Strategy Development	Compilation of the company's strategic plan	2	2	1	1
		Innovation in the company's strategic plan	2	2	1	1
		Strategic challenges in strategic planning materials	2	2	1	1
		The link between strategic goals and the company's core competition, advantages and strategic opportunities	2	2	1	1
		Total	8	8	4	4
		Average	2	2	1	1
		Rounding	2	2	1	1
2	Strategy Deployment	Preparation of work plans	5	4	3	5
		Alignment of work plans with strategic plans	1	1	1	1
		Availability of resources and finance	3	3	1	1
		Work plan review	5	4	3	4
		The process of measuring performance in planning	5	4	4	4
		Total	19	16	12	15
		Average	3,8	3,2	2,4	3
		Rounding	4	3	2	3

CUSTOMER FOCUS

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Cusomers Engagement	The method of capturing the voice of the customer	4	2	3	4
		Methods of measuring customer satisfaction and engagement	2	2	2	2
		Customer-level comparisons with peer-to-peer companies	4	2	3	2
		Total	10	6	8	8
		Average	3,33	2	2,67	2,67
		Rounding	3	2	3	3
2	Voice of The Customer	Service product determination	4	2	4	3
		Efforts to increase customer satisfaction and engagement	3	3	2	2
		Analysis of complaint data result	1	1	1	1
		Total	8	6	7	6
		Average	2,67	2	2,33	2
		Rounding	3	2	2	2

MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Measurement, Analysis, And Improvement Of	Use of performance for evaluating company performance	3	3	2	2
		Use of the results of organizational work reviews to determine improvement priorities	2	2	1	1

	Organizational Performance	Identification and sharing of best practices between work units	4	4	4	4
		Total	10	9	7	7
		Average	3,33	3	2,33	2,33
		Rounding	3	3	2	2
2	Management Of Information, Knowledge, And Information Technology	Transfer of knowledge and implementation of learning organization	2	2	2	2
		Availability and utilization of company management information systems	2	2	2	2
		Total	4	4	4	4
		Average	2	2	2	2
		Rounding	2	2	2	2

WORKFORCE FOCUS CATEGORY

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Workforce Engagement	The culture is characterized by open communication, high performance, and an engaged workforce	3	2	1	1
		Assessment of the level of satisfaction and employee engagement	2	1	1	1
		Methods of measuring performance by each workforce	1	1	1	1
		Workforce competence and capability development system	1	1	1	1
		Total	7	5	4	4
		Average	1,75	1,25	1	1
	Rounding	2	1	1	1	
2	Workforce Environment	Meeting the capability and capacity needs of human resources	4	3	3	4
		Comfortable, healthy and safe work environment	3	3	3	3
		Support for workers through benefits and policies	3	3	3	3
		Total	10	9	9	10
		Average	3,33	3	3	3,33
		Rounding	3	3	3	3

PROCESS MANAGEMENT

No	Item	Item Criteria	Evaluation			
			A	D	L	I
1	Work System	Implementation of quality control and cost control in the company	4	4	2	4
		Qualification control and work evaluation of suppliers	3	3	3	3
		Implementation of corporate safety and disaster preparedness guidelines	4	4	3	4
		Total	11	11	8	11
		Average	3,67	3,67	2,67	3,67
		Rounding	4	4	3	4
2	Work Process	The process of determining the type of company services	2	1	1	2
		Availability and implementation of procedures	1	1	1	1
		Determination, measurement, analysis, and evaluation of process performance indicators	5	4	3	4
		The use of innovation in efforts to improve	2	2	1	2
		Total	10	8	6	9
		Average	2,5	2	1,5	2,25
Rounding	3	2	2	2		

RESULT

No	Item	Item Criteria	Evaluation
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			Le	T	C	I
1	Product Outcome	Product quality	3	3	1	4
		Product completeness	3	3	1	4
		Total	6	6	2	8
		Average	3	3	1	4
		Rounding	3	3	1	4
2	Customer-Focused Outcomes	Customer satisfaction	5	5	4	4
		Customer Engagement	4	3	2	3
		Total	9	8	6	7
		Average	4,5	4	3	3,5
		Rounding	5	4	3	4
3	Financial and Market Outcomes	Financial performance	3	3	1	3
		Marketing performance	4	4	3	3
		Total	7	7	4	6
		Average	3,5	3,5	2	3
		Rounding	4	4	2	3
4	Workforce-Focused Outcomes	Workforce Competency	3	2	1	2
		Workforce Assurance	2	2	1	1
		Total	5	4	2	3
		Average	2,5	6	1	1,5
		Rounding	3	3	1	2
5	Operational Effectiveness	Production line responsiveness	4	3	1	3
		On time and on target	3	2	3	3
		Total	7	5	4	6
		Average	3,5	2,5	2	3
		Rounding	4	3	2	3
6	Leadership Outcomes	Results of leadership and social responsibility	5	4	1	3
		Strategy implementation	3	3	1	3
		Total	8	7	2	6
		Average	4	3,5	1	3
		Rounding	4	4	1	3

ATTACHMENT 8: MATRIX TABLE TO HELP ASSESSMENT WITH A-D-L-I AND Le-T-C-I METHODS

Category	Item	A-D-L-I Evaluation Method																								Score	Weight
		Approach (A)						Deployment (D)						Learning (L)						Integration (I)							
		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	1.1 Senior Leadership			√						√						√						√				2,25	25%
	1.2 Governance and Societal Responsibilities				√					√							√						√			3,25	45%
2. Strategic Planning	2.1 Strategy Development		√						√						√						√					1,5	10%
	2.2 Strategy Deployment				√					√						√							√			3	40%
3. Customer Focus	3.1 Customer Engagement			√					√							√						√				3,75	55%
	3.2 Voice of the Customer			√					√						√						√					2,25	25%
4. Measurement, Analysis, and Knowledge Management	4.1 Measurement, Analysis, and Improvement of Organizational Performance			√						√					√						√					2,5	30%
	4.2 Management of Information,		√						√						√						√					2	20%

ATTACHMENT 9: CORRELATION TEST RESULTS OF PROCESS DIMENSION CATEGORIES AND OUTCOME CATEGORIES

		Correlations						
		Leadership	Strategy	Customer	Measurement	Workforce	Process	Result
Leadership	Pearson Correlation	1	.765**	.848**	.703**	.785**	.747**	.759**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	96	96	96	96	96	96	96
Strategy	Pearson Correlation	.765**	1	.808**	.621**	.771**	.756**	.724**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	96	96	96	96	96	96	96
Customer	Pearson Correlation	.848**	.808**	1	.691**	.780**	.771**	.766**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	96	96	96	96	96	96	96
Measurement	Pearson Correlation	.703**	.621**	.691**	1	.715**	.607**	.591**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	96	96	96	96	96	96	96
Workforce	Pearson Correlation	.785**	.771**	.780**	.715**	1	.712**	.754**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	96	96	96	96	96	96	96
Process	Pearson Correlation	.747**	.756**	.771**	.607**	.712**	1	.730**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	96	96	96	96	96	96	96
Result	Pearson Correlation	.759**	.724**	.766**	.591**	.754**	.730**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	96	96	96	96	96	96	96

**. Correlation is significant at the 0.01 level (2-tailed).

