



Key Performance Indicator Analysis In Improving The Quality Of Excellent Service On Globalxtreme Companies

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ABSTRACT

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In line with the development of technology and information in Indonesia is multiplying. Competition between companies is getting tougher. A policy base can satisfy customers' wishes to anticipate competition in a company's plans. With the intense competition between competitors, a company needs to have good quality in service by satisfying customer needs which can be an advantage in the competition. Companies need measurement because it is an essential tool that supports companies in measuring company performance that is easy to visualize. One company that uses KPI as a Service Standard is GlobalXtreme Bali Branch. GlobalXtreme Bali Branch is a company engaged in technology and IT by providing internet services in several areas in Bali. With this, we need a benchmark that can be used as a benchmark for company performance in achieving this service excellence goal, one of which is a Key Performance Indicator (KPI) in helping a company determine the success or failure of an agency in achieving the targets that have been set. In this study, from the use of KPI calculations, it is known that indicators or processes with Audit Values which include Observation, FCR, Knowledge Test and Reactivation and the Customer Service Team, must achieve good Revenue Targets and CSAT. From the beginning, the KPI target became an evaluation material for the company, especially the customer service team, to improve customer service to achieve the KPI target. This result is an evaluation for superiors in the company regarding performance, teamwork, and initiative.

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1. Introduction

The development of technology and information in Indonesia shows a rapid increase in infrastructure and services, which is indicated by the number of new internet service provider companies that have sprung up. Both small-scale and large-scale companies compete to attract public interest[1]. This makes business people increasingly challenged to find creative strategies to advance their business and make it easier for their customers. Competition between companies is getting tougher. To anticipate this competition, a company needs to plan a policy where the policy's expectations can satisfy customers' wishes [2]. Companies engaged in technology constantly innovate and improve service quality to compete with competitors[3]. With the intense competition between competitors, a company needs to have good quality in service by satisfying customer needs which can be an advantage in the competition. In this case, service excellence is based on caring and providing the best service as a form of the company's concern for customers [4][5].

One of the companies that provide internet services and services is GlobalXtreme Bali Branch. GlobalXtreme Bali Branch is a company engaged in technology and IT by distributing internet services in several areas in Bali. At GlobalXtreme - Bali, there is a KPI as a reference for the customer service team to



be aware of service quality. However, there are times when the customer service team cannot achieve the 2 KPI targets determined due to various indicators which can make customers dissatisfied with the service. This will impact customer retention, who will switch to other providers. Based on the principle, if you are not taking care of your customer, your competitor will need so that it requires 24-hour service every day so that customers will not worry about the services that will be used during the subscription. With this, we need a benchmark that can be a benchmark for company performance in achieving this service excellence goal, one of which is KPI (Key Performance Indicator) in helping a company determine the success or failure of an agency in achieving the targets that have been set [6].

To realize customers loyal to the company, it is necessary to provide services that focus on customer satisfaction, often referred to as excellent service or service excellence. The purpose of this study is to describe how the internal and external conditions of the GlobalXtreme company [7], based on several literature reviews on the measurement of KPIs in the company it has a significant impact on the company's performance in analyzing types of performance measurements [8], improving service [9] and service to customers. So that performance measurement can be done very much needed by companies because this is an important tool that allows companies to measure company performance that is easy to visualize, understand, not ambiguous, and does not conflict with other KPIs in meeting the goals achieved [10] at the Bali Branch of GolbalXtreme company.

2. Method

2.1 Customer Satisfaction

A company always strives to attract the attention of both existing and new customers and provide comfort to customers. With the emotional aspect based on feelings when dealing with customers, it will provide added value which will later provide a good experience for customers, both in the form of direct and indirect interactions that encourage a service process which will later create customer responses and experiences that are not forgotten. The company understands that providing the best quality service is crucial to forming a positive emotional impression of customers that will affect the company's success. A company must excel in service quality to compete with existing and operational ISP competitors[11]. For this reason, a company must maintain a quality service to maintain and even increase the frequency of new customers using the internet on GlobalXtreme Bali so that later it will increase profitability for the company. One way is to provide a different experience from existing competitors to form an impression that customers do not easily forget. Customer service is essential for customer service, especially at GlobalXtreme Bali, because customer service is one of the key factors in the success of a company service that bridges between the company and the customer. If a service quality exceeds customer expectations, this will undoubtedly affect the quality of service, likewise, only on the results of the analysis on the GlobalXtreme Company, which pays attention to the standard of service so that it is always committed to better quality[12].

2.2 Key Performance Indicator (KPI)

KPI is a set of measurements commonly used by companies to measure the company's performance in meeting the goals to be achieved. KPI are financial and non-financial metrics used to measure objectives. KPIs are measured regularly to describe and manage the strategic performance of an organization. KPIs (Key Performance Indicators) help organizations determine and measure progress towards organizational goals. KPI is a quantitative measurement to examine improvements in carrying out innovation implementation activities which are very important for the success of a business[13][14].

2.3 Implementation Of Key Performance Indicator on Service Quality

Performance is a significant thing in an organization. Due to achieving excellent performance, many things need to be considered, one of which is implementing KPI assessment standards in a company for services to win the competition with other competitors' services and improve and have quality and competitiveness. to achieve the best work results [15]. In this study, making observations regarding customer service and significantly improving service quality has proven that many aspects affect customer service to achieve a satisfactory level of service excellence. This challenge is in the form of measuring the performance of each individual using the Key Performance Indicator (KPI), which is used to compare each team's performance to meet a company's strategic and operational goals [16]. It can be determined the variables that play an important role in improving performance so that later they can find out what factors influence the KPI Team assessment. With the standard of competency assessment for the customer service team as the

primary role with customers, what is applied is optimal and maximum excellent service. Because the primary task in customer service is to build good relationships with customers, it will later impact the company's success and achievement in the long term [17]. In this study, especially at GlobalXtreme Bali, several variables determine the performance of each customer service that makes a benchmark for measuring performance, one of which is an audit assessment such as the assessment of Observation, First Contact Resolution (FCR), Knowledge Test, Reactivation, User Termination, Pending Payment Blocked, Inactive/Downgrade [18]. Three main factors play an essential role in the metric assessment of KPI, namely: (1) Revenue Target, (2) Customer Satisfaction Score (CSAT) and (3) AUDIT[19]. Of these three things, in addition to influencing the Quality of Service Excellent Assessment, it also affects the incentives received by customer service. And with measuring a team's performance, the company gets a clear picture and can make continuous quality improvements[20].

3. Result and Discussion

3.1 Problem Identification and Data Collection

In research conducted at the GlobalXtreme Bali company using qualitative analysis, which involved one member of customer service as the subject of this research and with this research, the aim is to analyze further the competence of customer service on service quality so that the company continues to grow and progress. The data used in this study is primary data obtained directly from the research subject.

3.2 Result Analysis

The results section explains two conditions from the KPI assessment of the Bali branch of the GlobalXtreme company, which can be seen from the assessment of several months. The condition that can be described as an analysis from the beginning is that the KPI condition has not been achieved, which is the basis for the company to improve performance and services so that every assessment factor and target can be achieved.

3.3 Analysis Of Key Performance Indicators That Have Not Been Achieved

Analyzing a problem makes it possible to find indicators of a failure to achieve KPIs based on Company Standards. This study will detail the primary data obtained, especially regarding an obstacle that occurred. There was a period when customer service could not achieve a KPI target from the standard that had been set. Based on data that the January 2022 period is an example where the customer service department faces this obstacle, and this becomes an experience and also a reference to continue to boost team spirit and improve service quality so that they can carry out work following the provisions and can achieve Corporate KPI targets. The following is an example of an assessment of the KPI Target in January 2022 that was not achieved:

TABEL 1.
CONDITION FACTOR IN ASSESTMENT JANUARY 2022

Hygiene Condition			
Revenue Target	CSAT	AUDIT	RESULT
Achieve	Achieve	Achieve	Get Incentive
Achieve	Not Achieve	Achieve	Get Incentive
Achieve	Achieve	Not Achieve	Get Incentive
Achieve	Not Achieve	Not Achieve	-
Not Achieve	-	-	-

TABEL 2.
RESULT OF ASSESTMENT KEY FACTORS JANUARY 2022

Month	Baseline		
	Revenue Target	CSAT	AUDIT
January 2022	40,000,000	> 90%	>80%
	67,464,650	85%	69%

From tables 1 and 2, the analysis can be explained as follows:

- a. The first factor is Revenue Target which is an achievement of Customer Service to get income that can support a company's success. Based on the data above, the Customer service Team can acquire Revenue with a nominal value of 67,464,650.-. This income is obtained from new internet installations through Website chat service media, WhatsApp, Qontak, Call, Walk-In, Google



Business, Email etc. And this Revenue Target is also obtained from the User Customer Upgrade package. The User Upgrade package is an increase in bandwidth for customers so that customers who are loyal to the company will not hesitate to spend money both for service and satisfaction with the internet. In the CSO Revenue Target for the January period, the Customer Service Team achieved the target of 125% of the predetermined baseline.

- b. The second factor is CSAT. CSAT is the Customer Satisfaction Score used as a measure of customer satisfaction. According to [11], A pleasant form of customer experience leads to customer satisfaction. Satisfied customers can be seen from the pleasure or disappointment based on the perceived results of the product or service, whether it is as expected by the customer. At Globalxtreme Bali Branch, we conducted a customer satisfaction survey through Qontak Media. Qontak is an omnichannel communication medium between the Company and customers. Based on survey data for the period January 2022 conducted through the Qontak service, the CSAT results only reached 85% of satisfied customers with the service, so the percentage value has not reached the specified target where Baseline CSAT is 90%. Based on the results of the analysis that has been carried out, the thing that caused the Customer service Team cannot reach the 90% CSAT target is that in January 2022, there was another impact that affected customer dissatisfaction with internet services that experienced Java-Bali uplink disruptions, thus requiring exceptional repairs which caused customer internet disconnected for some time. In this case, many customers gave dissatisfied feedback on the GlobalXtreme Satisfaction Score.

TABEL 3.
KPI JANUARY 2022 (NOT ACHIEVED)

AUDIT					
Variabel	Baseline	Weight	Achievement	Percentage	Total Percentage
Observation	98%	35%	94,17%		
FCR	70%	30%	67,96%	93,27%	
Knowledge Test	93%	25%	85,29%		69,22%
Reactivation	29	10%	22		
User Termination	35	-5%	54		
Pending Payment Blocked	30	-5%	66	24,05%	
Inactive/ Downgrade	30	-5%	32		

- c. The third factor that affects customer service performance on the KPI Target is the variable contained in the audit data. In the Audit Data, there are two kinds of assessments, namely Value which can increase the audit value and vice versa. Several variables that support the Audit Value are Observation, FCR, Knowledge Test and Reactivation.

Observation is a company's assessment of individual customer service in terms of customer service, especially customer flow handling. This assessment is carried out subjectively by the Customer Service Manager and Supervisor to the Customer Service Team with a baseline that must be achieved, namely 98%. So a Customer Service Team must be able to get a percentage of the baseline that has been set.

- a. First Contact Resolution (FCR) is an indicator that measures whether customer requests and complaints can be resolved appropriately by customer service in interaction. This assessment is carried out internally on the level of handle and entry tickets with a baseline that must be achieved, which is 70%.
- b. Knowledge Test is an Objective Assessment of Customer service Knowledge. This assessment is carried out by taking and taking exams every month with a baseline that must be achieved, which is 93%. With this assessment, it is hoped that the staff will increase their knowledge deeper so that good service and knowledge go hand in hand.
- c. Reactivation is a condition where a customer requests to reactivate an internet account that has previously been temporarily disabled (Inactive). This is because there are external factors for customers, and it is an option that must be done if the internet is not used at the location. The baseline Reactivation value that must be achieved is 29 customers. In this indicator, customer service strives for Inactive Users to be reactivated.
- d. Based on the data above, it can be concluded that the Customer service Team could not achieve the predetermined Audit Value Target because several indicators affect the number of Termination Users / Unsubscribed Users. This variable reduces points by 5% on the data as of January 2022,

with details on the data above showing that as many as 54 customers have stopped subscribing to the Globalxtreme service with a baseline of 35 customers. Of course, this affects the wrong target that is not expected. And also affects internet usage for active and inactive users at GlobalXtreme - Bali Branch so that from the baseline, Inactive and downgrade should be at least 30 users, but in January, the Customer Service Team received Inactive requests and downgrades of 31 users so that it affects the deduction of points from the audit variable by -5%.

- e. Furthermore, the Blocked User Variable / User who does not pay off the bill also affects the deduction of points in calculating the Audit value. In January 2022, Customer Service experienced problems collecting receivables from blocked users. In this case, there were still 66 blocked users because they had not made payments in January 2022 from a baseline of 30 users. Almost 105% of this increase occurred and affected the audit value, which was only achieved in that period of 69.22% due to several variables that customer service was unable to achieve. If the 3 Main Factors such as Audit Assessment, CSAT and Revenue targets, are not met, it can affect Customer Service incentives.

3.4 Analisis Of Key Performance Indicator Achieved

Three factors influence the achievement of KPI Customer service, so this analysis can re-evaluate the things that are the factors of success. The lack of achievement can be a reference and introspection for the Customer Service Team so that in the future, they can upgrade their skills and be able to analyze any obstacles that might occur in the future. According to[21], With a large number of internet users, the quality of internet services provided by an Internet Service Provider (ISP) must be good to provide internet services to internet facility users. Regarding this, here is how customer service faces the following obstacles:

TABEL 4.
CONDITION FACTOR IN ASSESTMENT APRIL 2022

Revenue Target	Hygiene Condition		RESULT
	CSAT	AUDIT	
Achieve	Achieve	Achieve	Get Incentive
Achieve	Not Achieve	Achieve	Get Incentive
Achieve	Achieve	Not Achieve	Get Incentive
Achieve	Not Achieve	Not Achieve	-
Not Achieve	-	-	-

In Table 4 above are the results of the analysis of the obstacles experienced, especially in January (not achieved). The analysis results show that it is necessary to improve the value of the variables that become obstacles to achieving KPI following the provisions of the KPI Target of a company.

TABEL 5.
RESULT OF ASSESTMENT KEY FACTORS APRIL 2022

Month	Baseline		
April 2022	Revenue Target	CSAT	AUDIT
	40,000,000	> 90%	>80%
	96,207,658	90%	98,86%

It can be seen from Table 5 that the April 2022 assessment period is an example of the success of the Customer Service Team in achieving the KPI Target. Based on the analysis of the above assessment results, the assessment of CSAT, Audit Value and Revenue Target. In the data above, the amount of revenue obtained is due to external factors that affect the condition of tourism starting to recover. Secondly, an inactive user has started to reactivate his account and even optimizes bandwidth speed by upgrading the connection, which can affect the revenue obtained. Realizing that the April 2022 period has not yet been achieved in terms of minimizing termination variables and blocked users, but with many reactivation users, it can cover this assessment. The data below shows Customer Service's audit value in April 2022.



TABEL 6.
KPI APRIL 2022 (ACHIEVED)

AUDIT					
Variabel	Baseline	Weight	Achievement	Percentage	Total Percentage
Observation	98%	35%	93,80%		
FCR	70%	30%	97,57%		
Knowledge Test	93%	25%	94,07%		98,86%
Reactivation	29	10%	53	118,88%	
User Termination	35	-5%	62		
Pending Payment Blocked	30	-5%	52	-20,02%	
Inactive/ Downgrade	30	-5%	15		

Based on Tabel 6 analysis is obtained that several things that were not achieved in January 2022 can be a lesson that Customer service can seek and optimize skills for up-selling, improve service quality to get CSAT above the predetermined baseline and increase knowledge and abilities by achieving values above the baseline in knowledge test variable. From the obstacles the Customer Service Team faced, they overcame the improvement of KPI values, both from individual improvement and collaboration between teams.

4. Conclusion

Based on what the authors have described in the previous discussion regarding KPI Analysis in improving Service Excellent Quality and increasing the performance value of the Customer Service Team, the authors can conclude as follows: Calculating KPI for Customer Service staff involves several indicators that are prerequisites for achieving a KPI. Based on the results of the calculations and discussion above, it can be concluded that in the KPI calculation, it is known that the indicator or process that has the most significant value is the variable in the audit value, which includes Observation, FCR, Knowledge test and Reactivation and the Customer service Team must achieve a good Revenue Target and CSAT. Implementing KPI is one of the first steps as an evaluation material and booster for the team and the company to develop appropriately. As well as the importance of performance, teamwork, and initiative assessment from superiors. A supervisor will conduct a performance/performance assessment with clear and transparent parameters and indicators for the Customer Service Team. Periodic and continuous training to improve understanding related to product knowledge. Implement and carry out work based on flow handling and customer service SOPs.

The author can give suggestions for the progress of GlobalXtreme Bali in the assessment process. Team Performance needs special attention, increased Objectivity in the team's performance appraisal process, and informing widely. Data transparency if the team still has not reached a target in the middle of the period, the company should carry out a Performance Evaluation both as an obstacle and a supporter of the KPI assessment, considering that if specific targets must be achieved, then it can be seen whether the Customer Service Team can complete the target or if there are other obstacles so that it can be used as a joint discussion and later will be motivated to do the next job.

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