

## **Optimizing Customer Satisfaction through Service Strategies: A Case Study of PDAM Tirta Manakarra in Mamuju District**

### **Optimalisasi Kepuasan Pelanggan Melalui Strategi Pelayanan: Studi Kasus PDAM Tirta Manakarra di Kabupaten Mamuju**

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#### **ABSTRACT**

*This study focuses on evaluating the service performance of PDAM Tirta Manakarra through Importance and Performance Analysis (IPA) and Customer Satisfaction Index (CSI) methods. The IPA analysis classifies service attributes into four quadrants based on their importance and performance levels, highlighting areas requiring improvement or retention. Meanwhile, the CSI assessment reveals an overall customer satisfaction score of 58.22%, indicating "fairly satisfied" status. Recommendations suggest enhancing service quality to achieve higher satisfaction levels. Despite certain attributes meeting satisfactory criteria, continuous improvement efforts are necessary. This study underscores the importance of aligning service delivery with customer expectations, with the potential to elevate PDAM Tirta Manakarra's performance to meet heightened consumer satisfaction standards.*

**Keywords :** Customer Satisfaction, PDAM Tirta Manakarra, Importance and Performance Analysis (IPA), Customer Satisfaction Index (CSI)

#### **ABSTRAK**

Penelitian ini berfokus pada evaluasi kinerja pelayanan PDAM Tirta Manakarra melalui metode Importance and Performance Analysis (IPA) dan Customer Satisfaction Index (CSI). Analisis IPA mengklasifikasikan atribut-atribut pelayanan ke dalam empat kuadran berdasarkan tingkat kepentingan dan kinerjanya, yang menyoroti area-area yang memerlukan perbaikan atau retensi. Sementara itu, penilaian CSI menunjukkan skor kepuasan pelanggan secara keseluruhan sebesar 58,22%, yang menunjukkan status "cukup puas". Rekomendasi yang diberikan adalah meningkatkan kualitas layanan untuk mencapai tingkat kepuasan yang lebih tinggi. Meskipun atribut-atribut tertentu telah memenuhi kriteria yang memuaskan, upaya peningkatan berkelanjutan tetap diperlukan. Studi ini menggarisbawahi pentingnya menyelaraskan pemberian layanan dengan harapan pelanggan, dengan potensi untuk meningkatkan kinerja PDAM Tirta Manakarra untuk memenuhi standar kepuasan konsumen yang lebih tinggi.

**Kata kunci:** Kepuasan Pelanggan, PDAM Tirta Manakarra, Importance and Performance Analysis (IPA), Indeks Kepuasan Pelanggan (IPK)

#### **1. Introduction**

Humans, animals and plants always depend on water to grow and develop. The amount of water needed for living things will be different; which is influenced by the availability of water itself. Water is a resource that is indispensable for living things both to meet their needs and to sustain their lives naturally. The universal or comprehensive use of water from every aspect of life makes water more valuable both in terms of quantity and quality. The higher a person's standard of living, the need for water will also increase. Allah SWT provides guidance or guidance to humans in order to meet their needs, because Allah does not create all human needs permanently or ready to use, but Allah authorizes humans to think and find for themselves what humanity needs themselves. This is based on the fitrah that Allah bestows on humans as perfect creatures (our people) who can realize Allah's creation. Regional companies are one of the economic actors in the region, in addition to state-owned

companies, cooperatives and private companies. The purpose of the local government to establish regional companies is so that regional companies have a strategic position as a support for development in the region and help the government support the progress of development in the region. In general, the field of regional companies includes the banking sector, drinking water supply and distribution, transportation, markets and other sectors in accordance with regional needs. In addition to clean water facilities that must be fulfilled, good services are also needed to support the water facilities that have been provided. Service is any action or activity that can be offered by a party to another party, which is basically intangible and does not result in any ownership, its production can be linked and not linked to a physical product. According to Kotler (2009: 464) "Service is the behavior of producers in order to meet the needs and desires of consumers in order to achieve satisfaction with the consumers themselves" Good service and in accordance with public expectations. It is expected to have a positive impact on the parties involved, both the community and the PDAM. These services are now the most important thing for the community, if they get bad service, then they will not feel at home to continue working with the company and choose to stop using these services, so that it causes disappointment in the community. According to Lupiyoadi (2013: 216) "Good service in an organization is needed with good service and a positive response from the community in the form of satisfaction, it will form a comfort that visits community loyalty".

With good service quality in a company, it will create satisfaction for its consumers. After consumers are satisfied with the product or service they receive, consumers will compare the services provided. If consumers feel completely satisfied, they will repurchase and give recommendations to others to buy at the same place. Therefore, companies must start thinking about the importance of customer service more carefully through service quality, because it is now increasingly realized that service (customer satisfaction) is a vital aspect in order to survive in business and win the competition. In an effort to increase customer satisfaction, it is also necessary to do so in agencies engaged in clean water supply such as the Regional Drinking Water Company (PDAM), including PDAM Tirta Manakarra Mamuju. In this agency, customer satisfaction can be increased through various things such as guaranteeing the smooth flow of water to each customer, adequate water discharge, to serving every customer complaint. Various things are very dominant in influencing PDAM customer satisfaction, including PDAM Tirta Manakarra Mamuju. As is known that until now, the distribution of clean water to all customers has not been adequate, for example, some customers enjoy very adequate water distribution both from smoothness and from water discharge, while other customers do not even get the same thing as well as from the aspect of service to every complaint, some may be served optimally while other customers do not get a response from the agency, this is what triggers problems, especially with customer satisfaction. Therefore, both regarding the distribution of clean water and those related to service, must be improved to satisfy all customers at the time. The following table shows the development of the number of customers from 2017 to 2021:

**Table 1. Development of the Number of PDAM Tirta Manakarra Customers from 2017 to 2021**

Tahun	Jumlah Pelanggan
2017	15.540
2018	16.035
2019	16.908
2020	18.629
2021	19.473

Source: PDAM Tirta Manakarra 2022 Data

Along with the increasing population of Mamuju Regency, the number of PDAM Tirta Manakarra customers is also increasing. As can be seen from the table above from 2017-2021 the number of customers has always increased from 2017 with 15,540 customers to 2018 which amounted to 16,035 there was an increase of 495. Entering 2019 the number increased to 16,908 with an increase of 873, an increase from the previous year. In 2020, which amounted to 18,629, there was an increase of 1,721 and again experienced an increase in the number in 2021 which amounted to 18,629 by 844 or a decrease in the number of registrants from last year. From the graph above, it shows that customer trust in PDAM Tirta Manakarra has increased from year to year as seen from the increasing number of customers.

Along with the increasing number of PDAM Tirta Manakarra customers and also the development of technology. So the payment system was also improved and adjusted. This aims to provide customer convenience when paying. The current payment system at Tirta Manakarra Regional Drinking Water Company (PDAM) is that customers queue according to arrival without taking a queue number. So that customers do not have to come early to take the queue number. After making a payment, the customer will get a receipt as proof of payment. In addition, payments can also be made at Alfamart, Indomaret, Alfamidi, Bank BNI, Bank SulSelBar, and Pos Indonesia.

Based on initial observations, researchers found various problems that occur in the management of clean water in the community. The replacement of the water meter is intended because of complaints that feel the water bill is swollen or very drastically increased. And it is very worried that at the time of the usual installation, the installation of an improper pumping machine is also an effort to make consumers feel satisfied with the services of PDAM Tirta Manakarra. In addition, PDAM also tries to check in the field if clean water supply often flows abnormally and the occurrence of leakage of customer water pipes usually occurs due to flooding in residential areas or it could also be due to stagnant water in the placement of the pipe.

## 2. Literature Review

According to Dhoni Kurniawati (2018) "Human resource management is a company policy and ways that are practiced and related to human empowerment or aspects of human resource management from management positions including employee recruitment policies, selection in recruiting employees, conducting training to better understand the duties and responsibilities of the position assigned, rewarding achievements that have been achieved and assessing employee performance in a company". According to Malayu S.P. Hasibuan (2017) "Human resource management is a science or an art of regulating the relationships and roles of labor in the company in order to carry out tasks effectively and efficiently, by carrying out tasks efficiently and effectively can help the company in realizing the goals of the company, employees and society".

Strategy comes from the Greek word *strategos* with other words *strate* and *gos*, *strate* means "military" and *gos* means "to lead". According to Sumarsan (2013), initially the strategy was used for military purposes only and then developed in various different fields such as economic strategy, marketing, strategic management and so on. According to Anoraga (2009) Strategy is a pattern of goals, objectives or objectives and policies, as well as important plans to achieve these goals, which are expressed by such as determining the business adopted or to be adopted by the company, and what type or type this company will be. A strategy must be effective and clear because it plays an important role in directing the organization towards the desired goal. According to Siagian (2014), the concept of strategy includes factors such as the environment, organizational environment, and leadership.

The environment is always changing and affects people's behavior and views. The organizational environment includes resources and organizational policies. Leadership involves

decision-making by the highest individual. In determining strategy, it is necessary to consider the work environment and existing human resources. This will help the organization in adopting a suitable strategy. Service strategy is the process of planning the main assistance in goodness that is beneficial and mutually generative with each other which is also comprehensive and integrated containing long-term goals and programs formulated based on the strengths and weaknesses of the company or agency in order to face external opportunities and threats.

Providing good service or service to customers will provide satisfaction to customers which ultimately creates loyalty to the employees concerned. If the service received can satisfy, the quality of service or service will be perceived as good, but on the other hand, if the service received is lower than expected, the quality or service will be perceived as bad. According to Nur Rianto (2012), there are several indicators in service strategies that are often used: First, Responiveness, refers to the readiness of employees to help customers in a timely manner and respond quickly to complaints. Second, Competence, shows that leaders and staff have good skills, knowledge, and behavior in carrying out their duties. Third, Credibility, involves developing behaviors that customers can trust, including providing accurate and reliable information.

Fourth, Contribution, is expected from employees to make positive contributions, both in the form of ideas and actions, in order to achieve optimal service. Fifth, Honesty, has an important role in institutions that interact directly with the public, because it greatly affects the level of customer trust. Sixth, Service Excellence, includes providing services according to expectations and satisfying customers. Seventh, Innovation (Change), involves organizational efforts to develop new products or services. These seven strategies aim to enable employees to provide the best service to customers. They are expected to be responsive, competent, trustworthy, honest, and able to provide quality service. If these goals are achieved, the institution will find it easier to increase the number of its customers.

According to Tjiptono (2002), there are various important factors that need to be considered in an effort to improve service quality, which will ultimately affect the overall organizational culture. These factors include a series of steps, such as identifying the main determinants of service quality, managing customer expectations by avoiding promises that cannot be kept but providing more than promised, and managing evidence of service quality to strengthen customer views before and after services are provided. Furthermore, another important factor is educating consumers about the types of services offered, helping them to make better decisions and resulting in higher levels of satisfaction.

Establishing a culture of quality is also an essential step, involving coordinated employee development programs and management training. Automation is also considered effective in addressing fluctuations in service quality caused by human factors. Following up on services and identifying areas that require improvement are also important aspects of improving quality. In addition, the development of a systematic service quality information system that focuses on collecting and disseminating service quality information to support decision-making is also considered a very useful step. All of these measures aim to not only improve service quality, but also establish an organizational culture that consistently places importance on quality in every aspect of its operations.

Satisfaction can be defined as a person's sense of pleasure and relief due to consuming a product or service to get a service. The level of satisfaction is a function of the difference between perceived performance and expectations. If the performance is below expectations, the customer will be very disappointed. If the performance is as expected, the customer will be very satisfied. Meanwhile, if performance exceeds customer expectations, customers will be very satisfied. Customer expectations can be shaped by past experiences, comments from

relatives and promises and information from various media. Satisfied customers will be loyal for longer, are less price sensitive and give good comments about the company.

According to Schnaars (Harbani Pasolong, 2010) states that: "Customer satisfaction is the creation of customer satisfaction can provide benefits, including: the relationship between customers and the agency becomes harmonious, provides a good basis for repeat buyers (usage), creates loyalty from customers and forms word of mouth recommendations, all of which benefit the company." According to Tjiptono (2014: 353) conceptualizes "customer satisfaction as a feeling that arises as the output of an assessment of the experience of using a product or service."

Based on the definition of customer satisfaction, it can be concluded that customer satisfaction is the level of feeling happy or disappointed for someone after consuming a product or service against their desired needs, wants, and expectations. According to Indrasari (2019), there are five main factors that companies need to consider in determining the level of customer satisfaction. First, product quality where customers are satisfied when the products they use are of good quality. Second, service quality, where good service in accordance with customer expectations will increase their satisfaction. Third, emotional aspects, customers will feel satisfied and confident when using products that are considered to have a high level of satisfaction. Fourth, price, where products with similar quality but more affordable prices will provide added value to customers. Fifth, cost, customers are satisfied if they get a product without the need for additional costs or a lot of time.

Indicators of customer satisfaction according to Indrasari (2019) include first, conformity of expectations, namely satisfaction is evaluated based on the conformity between customer expectations and company performance. Second, interest in revisiting, which measures whether customers want to buy or use the company's services again. Third, willingness to recommend, namely whether customers will recommend products or services to others. Meanwhile, according to Irawan (2008), indicators of customer satisfaction include overall satisfaction with services, willingness to recommend to others, and intention to use services again. Tjiptono (2004) also states indicators of customer satisfaction, namely the conformity of expectations between expected and perceived performance by customers, interest in visiting again, and willingness to recommend products to others. In general, indicators of customer satisfaction consist of conformity of expectations, intention to interact again, and willingness to recommend products or services to others.

### **3. Research Methods**

This research was conducted at the office of the Regional Drinking Water Company (PDAM) Tirta Manakarra Mamuju Mamuju Regency, which is located at Jalan Kurungan Bassi, No. 07. This research uses qualitative research methods to describe the service strategy towards customer satisfaction of PDAM Tirta Manakarra Mamuju District Mamuju Regency. The data sources used are primary and secondary data. Primary data is obtained directly from the problem under study, while secondary data is obtained from documentation and related literature. The population in this study were all customers of PDAM Mitra Manakarra, totaling 19,473 people, and the sample taken was 100 respondents using the probability sampling method. Data collection techniques include direct observation at the PDAM office, in-depth interviews, document studies, literature studies, and the use of questionnaires with a Likert scale.

The data collected will be processed and analyzed using validity test, reliability test, Customer Satisfaction Index (CSI) method, and Importance and Performance Analysis (IPA). In the analysis, CSI is used to measure overall customer satisfaction with respect to product or service attributes. Meanwhile, the IPA method is used to measure the level of importance and performance of attributes that affect customer satisfaction. There are four quadrants in IPA

analysis that show the priority of actions that must be taken by the company. Operational definitions are given to clarify the research variables. Service strategy is explained as long-term planning that includes indicators such as quick response, competence, credibility, contribution, honesty, excellent service, and innovation. Customer satisfaction is explained as the level of feelings of pleasure or disappointment after consuming a product or service, with indicators of conformity to expectations, interest in revisiting, and willingness to recommend.

#### 4. Results and Discussions

The level of conformity is the result of comparing the company's performance score with the company's interest score. Where the level of conformity is used to determine the priority order of improvement of the measured performance factors. The calculation of the level of conformity is carried out which will determine whether the company takes action or maintains its service attributes, besides that the level of conformity also determines which attributes are prioritized for improvement from factors that affect consumers. The results of data processing can be seen in the table below, table 2 suitability level table.

**Table 2. Conformance Level Table**

No.	Attributes	Total Score		Compatibility
		Service	Satisfaction	
1	Employees respond quickly to customer needs	458	362	80,44%
2	Employees are always responsive in repairing damage to pipes or water meters	442	381	86,20%
3	Employees can explain well to customers about the information needed.	445	398	89,44%
4	Employees are friendly in providing services	474	430	90,91%
5	Employees provide services according to customer wants and needs.	451	391	86,70%
6	PDAM Tirta Manakarra's clean water service is very good.	440	387	87,95%
7	I say good things to others about the services of the PDAM tirta manakarra mamuju office.	442	397	89,82%
8	It is easy for customers to make payments because there are many ways to pay their bills	454	401	88,33%
9	I am willing to recommend to others about the satisfaction of using PDAM tirta manakarra office services	442	381	86,20%
Average score		87.33%		

Based on table 2, namely between the level of service satisfaction of PDAM Tirta Manakarra and the level of importance of service attributes, a special assessment is made which is the basis for maintaining good service performance or having to make improvements to existing services. The limit of decision making is  $87.33\% \approx 88\%$  by using the benchmark, namely the average value of the level of conformity of the question attributes.

The CSI calculation is obtained from the average value of the level of importance and the average value of the level of performance implementation of each weight. For clearer results can be seen in the table below:

**Table 3. Customer Satisfaction Index (CSI) Calculation Results**

No.	Attributes	Average Service	W%	Average Satisfaction	WS
1	Employees respond quickly to customer needs	4.10	4.32%	3.72	16.07
2	Employees are always responsive in repairing damage to pipes or water meters	4.58	4.82%	3.62	17.45
3	Employees can explain well to customers about the information needed.	4.55	4.79%	3.96	18.63
4	Employees are friendly in providing services	4.42	4.65%	3.97	18.46
5	Employees provide services according to customer wants and needs.	4.53	4.77%	4.00	19.08
6	PDAM Tirta Manakarra's clean water service is very good.	4.40	4.63%	3.87	17.92
7	I say good things to others about the services of the PDAM tirta manakarra mamuju office.	4.44	4.67%	3.91	18.26
8	It is easy for customers to make payments because there are many ways to pay their bills	4.55	4.79%	3.66	18.23
9	I am willing to recommend to others about the satisfaction of using PDAM tirta manakarra office services	4.45	4.68%	3.89	18.08
Total					289,11

Data source: Data processing results 2023

$$\begin{aligned}
 \text{Customer Satisfaction Index} &= (\text{Total WS : maximum scale}) \times 100\% \\
 &= (289,11 : 5) \times 100\% \\
 &= 58,22 \%
 \end{aligned}$$

Based on the results of the calculation table that has been carried out using CSI, it can be seen that the customer satisfaction index for PDAM Tirta Manakarra services is 58.22% on a scale range of 0.51 to 0.65. It can be said that the level of customer satisfaction there is generally in the moderately satisfied category, which means that there are still two more levels to reach a very satisfied meaning, therefore the level of service from PDAM Tirta Manakarra is further improved.

At this stage is to analyze and discuss the results of data processing which are the results of measuring service performance with the Importance Performance Analysis (IPA) method and the Customer Satisfaction Index (CSI) method, so that the condition of the service performance of PDAM Tirta Manakarra can be known.

#### A. Importance and Performance Analysis (IPA)

Quadrant I is the Top Priority where the attributes plotted into this quadrant must get more attention or must be improved. This shows that consumers feel dissatisfied with the

attributes or dimensions of the services that have been provided, so that improvements to these attributes need to be prioritized. These attributes include question attribute number 7, question attribute number 4, question attribute number 3. Because these attributes are considered to greatly affect customer satisfaction because they show the main service elements but the Tirta Manakarra PDAM has not implemented them according to the expectations of consumers, so that customers are disappointed / dissatisfied. We recommend that PDAM Tirta Manakarra immediately make improvements to the attributes in this quadrant so that health center customers can feel satisfied and reduce customer disappointment.

Quadrant II is "Maintain Achievement" where in this quadrant has the highest score level both in terms of customer interest level and performance level, so that the attributes in quadrant II can be said to be safe and must be maintained performance. The attributes that are plotted into this quadrant include question attributes number 9, and 5.

Quadrant III is "Low Priority", where this attribute is considered less important for customers and in fact its performance is not too special. The health center should reconsider this attribute because the attributes included in this quadrant are considered less important and less satisfying for PDAM Tirta Manakarra customers. The attributes that are plotted into this quadrant include question number 1.

Quadrant IV is "Excessive", this indicates that the attributes in this quadrant are considered to have a low level of importance but a high level of performance provided. Considered less important but the services provided are very satisfying for consumers at PDAM Tirta Manakarra The attributes in this quadrant plotting include question attributes number 6, 8, and 2.

#### B. Customer Satisfaction Index (CSI) Analysis

Analysis of overall customer satisfaction is carried out by calculating the Customer Satisfaction Index (CSI) value. The CSI value is obtained by dividing the Weighted Average (sum of all Weighted Score) by the maximum scale (scale five) used in this study. The customer satisfaction scale commonly used in index interpretation is a scale of 0 to scale 1. Based on the calculation of the customer satisfaction index, the CSI value of PDAM Tirta Manakarra gets a score of 58.22% which is in the range of 51-65 with the support of the attributes in quadrant II and quadrant IV, meaning that the overall customer satisfaction of PDAM Tirta Manakarra seen based on the performance and importance of the attributes is in the "quite satisfied" criteria. However, with the development of many service companies, therefore the PDAM must be able to improve its performance at the very satisfied level indicated by the CSI value which is close to 100% it will be much better, where customers really feel the performance of the attributes of PDAM Tirta Manakarra is the same as the level of importance they set. However, PDAM Tirta Manakarra must continue to improve service quality, especially attributes whose performance is less than satisfactory.

### 5. Conclusion

In the analysis and discussion phase, two methods, namely Importance and Performance Analysis (IPA) and Customer Satisfaction Index (CSI), were used to evaluate the service performance of PDAM Tirta Manakarra. The results of this analysis make it possible to better understand the condition of the company's service performance. In the Importance and Performance Analysis (IPA) analysis, service attributes are grouped into four quadrants based on their level of importance and performance. Quadrant I, called Top Priority, shows attributes that need more attention because their performance is below customer expectations. Quadrant II, Maintain Achievement, contains attributes with high performance and importance, so they need to be maintained. Quadrant III, Low Priority, includes attributes of



less importance and less special performance. Quadrant IV, Excessive, refers to attributes that are considered less important but have good performance. In the Customer Satisfaction Index (CSI) analysis, the overall value of customer satisfaction is calculated based on the weighted average of the attribute scores. The result of the CSI value of 58.22% indicates the "moderately satisfied" category. However, recommendations were made to improve service quality and achieve a higher level of satisfaction, closer to 100%. Although a number of attributes are within the satisfactory criteria, there is a need for improvement on attributes that perform less satisfactorily. Overall, the analysis using these two methods provides a clear insight into the service performance of PDAM Tirta Manakarra. Efforts to improve service quality are expected to meet customer expectations and lead to higher levels of satisfaction.

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