

Role of Customer Relations Activities of PT.PLN (Persero) ULP Daya in Improving Business, Customer Satisfaction, and Assessing Service Quality Performance

Andi Mappatempo¹ Agusdiwana Suarni² Sri Mulyani Indrawaty³
Muhammadiyah University Of Makassar^{1,2,3}
PhD Student in Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia²
Email: andimappatempo@unismuh.ac.id

Keywords:

Customer Relations, Customer Satisfaction

Abstract

The purpose of this research is to conduct a qualitative study aimed at comprehending the role of 'Customer Relations' activities at PT. PLN (PERSERO) ULP DAYA in the endeavor to enhance customer satisfaction and evaluate service quality performance. The sample for this study was gathered from the PLN office located at Jl. Batara Bira No. 3, Pai, Biringkanaya Subdistrict, Makassar city. The study was carried out at PT. PLN (Persero) ULP DAYA, which serves as a benchmark for the services provided by PT. PLN (Persero) ULP DAYA and engages in direct customer interactions, not solely on an administrative level. The author employed a qualitative methodology, utilizing data collection techniques including interviews, observations, and literature review. The sampling technique used in this study is the snowball method. Data analysis encompasses data reduction, data presentation, and drawing conclusions. Based on the research findings, it is evident that PT. PLN (Persero) ULP DAYA recognizes the significance of delivering superior service. In this context, PT. PLN (Persero) ULP DAYA endeavors to cultivate and maintain strong customer relationships, notwithstanding the challenges faced. The performance of services provided by PT. PLN (Persero) ULP DAYA is regarded as commendable and satisfactory. However, the level of customer satisfaction offered is not yet optimal and does not cover all dimensions of service, encompassing reliability, responsiveness, empathy, assurance/guarantee, and physical appearance. This issue arises from complaints and concerns voiced by customers themselves regarding PT. PLN (Persero) ULP DAYA's lack of ability to comprehend and address customer needs. This predicament is distinctly related to service quality performance in terms of responsiveness and empathy.

1. Introduction

Most organizations are integral in their mission and goals, which revolve around customer satisfaction. The factors that drive both business and non-business organizations include information technology, customer behavior, changing preferences, as well as the increasing intensity of global and domestic competition. Organizations aim to understand their customers and create customized products or services to fulfill customer wants and needs (Darmanto, 2016:12)

Efforts to enhance service and professionalism are aligned with their respective fields. Technological advancements and rapid information dissemination prompt companies to develop products or services that can cater to consumer needs and desires,

thereby ensuring consumer satisfaction. There are numerous strategies that companies can employ to address consumer needs and desires. One effective approach involves creating a positive impression or image by offering products and services that align with consumer expectations (Bandu, 2013).

State-owned enterprises (BUMN), functioning as both public business institutions and custodians of state assets, carry the dual responsibility of fostering national welfare and safeguarding public interests. Simultaneously, their management needs to focus on enhancing competitiveness to keep pace with market developments. Many of these BUMNs operate in sectors crucial to people's daily lives, and often hold a monopoly in these areas. Consequently, the actions of BUMNs significantly influence

both the business landscape and society's overall market development (Son, AP. 2017: 111).

In cases of such monopolies (where customers have limited choices and, regardless of service quality, must return to the same supplier), customer satisfaction may not be a primary concern for the company, as expectations and fulfillment might not align (Tjiptono 2012:31)

Therefore, State-Owned Enterprises (BUMN) must provide quality services to generate a sense of satisfaction among consumers, thereby portraying a positive image to the public. By delivering quality and exemplary service, state-owned companies offer a sense of satisfaction and value to users of their services, ensuring that people do not perceive their rights as being neglected. Consequently, implementing Customer Relationship Management (CRM) becomes essential, as it drives the reform process alongside existing dynamics, acting as a catalyst for social welfare enhancement (Son, AP. 2017:110).

Customer Relationship Management (CRM), a business concept that currently garners significant attention in the corporate world, is a marketing strategy centered around customers. The strategy aims to provide added value to customers, effectively managing relationships to optimize company profits by fostering stronger customer connections (Malthouse, 2013:58).

Azzaro (2015) posits that customer relationship management shares similarities with customer service, differing in its incorporation of insights, automation, and personalized behavior. Its objective is to enhance customer relationships and foster customer loyalty, thereby encouraging repeat purchases.

Meanwhile, to assess the level of customer satisfaction, it is done after the customer has experienced or purchased the goods or services. Customer satisfaction is a relatively new concept in the field of marketing. When performance exceeds expectations, customers

feel highly satisfied, content, or enthusiastic. To achieve customer satisfaction, it is essential that responses and expectations align seamlessly. Philip Kotler and Kevin Lane Keller (2012).

PT. PLN (State Electricity Company) holds the monopoly in providing electric power services to customers in Indonesia. In carrying out its operations, PLN has established a customer service department responsible for public relations functions and activities. This includes customer relations officers tasked with delivering necessary services to each customer. PLN's services extend beyond consumers; they encompass new installation (PB) services, power changes (PD), and addressing customer complaints.

Service stands as a critical element in endeavors to enhance customer satisfaction. The pivotal factors supporting service marketing activities reside in the service provisioning position. To amplify service quality and provide electricity, PLN adheres to the provisions of the Electricity Law Number 30 of 2009. This law mandates all state electricity companies (PLN) to take measures to improve service quality, enhance the reliability of electricity provision, and enhance efficiency. Consequently, companies are required to invest in training employees specifically for service activities to fulfill customer needs (Tangkainginang, 2019).

Lately, the occurrence of intermittent blackouts in various regions has emerged as a threat to PLN. These incidents stem from heightened customer service demand and subsequently influence customer perceptions of PLN. It's undeniable that PLN occasionally delivers services that fall short of customer expectations. It's important to recognize that dissatisfaction with services can have a considerable impact on customer relations. Unpleasing service experiences can lead to negative customer reactions such as protests, demonstrations, boycotts, compensation requests, and delayed electricity payments. These adverse responses can undoubtedly harm PLN's reputation.

By way of illustration, there have been instances where several mothers gathered at the Calang PLTD to protest power outages that left them anxious and disadvantaged. In the Setia Bakti Aceh Jaya sub-district, a group of residents from Setia Malarang sub-district pushed a Calang PLN operational car into a swamp as it passed through the road. Similarly, students in Ambon engaged in clashes with the police and defaced the PLN office with paint to express their dissent against disruptive power cuts in the city of Ambon.

Furthermore, hundreds of residents staged a demonstration in front of the PLN Tangjung Pinang Branch office due to PLN's inconsistent power outage schedule communicated to the media. In protest, residents pelted the PLN office with eggs, voicing their concerns about the safety of power shutdowns. The examples above underscore that PLN still falls short in implementing effective customer relations to provide satisfactory services. If left unaddressed, this situation will inevitably impact the long-term viability of PLN.

Recognizing that a company's success hinges not solely on its products or services, but also on its ability to fulfill customers' needs by delivering tailored offerings and cultivating strong customer relationships, it becomes clear that PLN should strive for excellence in this regard.

Given that PLN is the sole electricity provider in Indonesia in general and Makassar city in particular, customers face limited options, compelling them to rely on PLN unless they choose to forego electricity or generate their own power. To enhance the quality of customer relations, PLN needs to assume greater responsibility. Notably, PT. PLN (Persero) ULP DAYA in Makassar city, especially the power department and its environs, has been awarded an ISO 9001 quality management system certificate. This certification encompasses both internal and external quality aspects, contributing to the overall performance of the company.

Based on brief observations conducted over the past two years, particularly in several PLN branches in Makassar, various issues have been identified. These range from service delays and uncertainty about service time and costs to incidents of illegal electricity connections. Certain individuals exploit these situations to their advantage by collecting unauthorized fees from households during electricity payment collection, causing detriment to both customers and PLN. This phenomenon inevitably fosters negative perceptions among customers.

To heighten customer satisfaction, organizations and companies must remain committed to the implementation of quality management systems. By streamlining processes, adopting efficient work practices, and aligning with business goals, companies can establish systems that bolster customer satisfaction.

2. Literature Review

2.2 Customer Relations

In a broader context, customer relationship management is a process aimed at fostering and cultivating mutually beneficial relationships with customers, while consistently delivering elevated customer value. The objective of customer relationship management is to amalgamate the cumulative customer lifetime value across all customers, resulting in substantial customer equity within the company (Darmanto, 2016: 11). To establish effective customer relations, astute marketers must recognize that operating in isolation is not feasible. Therefore, building strong partnerships both within and outside the company is imperative. Not only must adept customer relations be cultivated, but adept partnership relationship management within the company is also crucial.

As explained by Jujhi Febrianty in his book 'Public Relations Management' (2020: 36), four factors exert influence on public relations: communication, commitment, truth, and mutual benefit. In this study, variables are drawn from factors that impact public relations management, which include communication,

commitment, and service quality, following insights from Sorce and Kotler as cited in Lupiyoadi. Here's a breakdown of these factors:

- a. Communication, as outlined by Lombard and Plessis (2012: 156), involves the collection of information from customers through conversations, question-and-answer interactions, observations, focusing on specific customers, and understanding their purchasing behaviors. Effective communication forms the bedrock of a sound relationship.
- b. Commitment, as expounded by Sheth and Mittal and cited by Wardabni and Aris Triyono (2021: 144), encompasses customer loyalty demonstrated by an unwavering dedication to a brand, store, or supplier, manifesting in positive attitudes and consistent repeat purchases. Commitment encapsulates a consumer's inclination for a lasting relationship that translates to substantial returns.
- c. Service quality, as articulated by Kotler and Keller and cited in Salim Al Idrus (2009: 144), underscores the pivotal role of quality in generating value and customer satisfaction."

Please note that I have made adjustments to ensure grammatical correctness and maintain a cohesive flow throughout the text.

2.3 Customer satisfaction

Customer satisfaction and dissatisfaction are closely intertwined. This relationship signifies a customer's response to perceived disparities and assessments between their expected desires for a product and its actual performance post-usage. Therefore, satisfaction embodies an emotional perception experienced by customers when they find pleasure in utilizing or consuming a product or service (Freddy Rangkuti, 2013: 7). The aspiration for consumer satisfaction is ubiquitous among companies, serving as a critical element for their survival. Satisfying consumers not only fosters heightened competitiveness but also fuels excellence. A contented customer is inclined to

naturally revert to using a company's product or service whenever the need arises.

This emphasizes the pivotal role of customer repurchasing behavior, which directly contributes to a company's sales volume. According to Tjiptono (2012: 301), customer satisfaction is a state where consumers recognize that their wants and needs align with their expectations and are adequately fulfilled. On the other hand, Kotler and Keller (2012) expound that satisfaction is a prerequisite for service companies to comprehend consumer needs, resulting in consumer contentment.

Conversely, unfulfilled consumer needs lead to dissatisfaction. Satisfaction also evokes feelings of pleasure or disappointment, which emerge after comparing performance against expected outcomes. In conclusion, these definitions share significant similarities. Consumer satisfaction is essentially the degree of emotional response experienced after juxtaposing achieved results or performance with consumers' desires or expectations.

3. Research Method

This study utilizes qualitative methods to investigate how PT. PLN ULP DAYA enhances customer satisfaction and evaluates the quality of its performance. The research is centered around exploring the influence of customer relations on satisfaction and how customers gauge the company's performance. Primary information is gathered through field research, including interviews, while secondary information is drawn from sources such as documents and literature. Data collection is facilitated through observation, interviews, and literature review. Data analysis employs techniques like data reduction to streamline and abstract the accumulated information. The data presented is subsequently organized to draw research conclusions, fostering comprehension, analysis, and actionable insights.

4. Results and Discussion

4.1 Customer Relations Activities

a. Customer Relationship Concept Framework

The presence of customers holds paramount importance for companies and business organizations, contributing significantly to their sustainability and success. For PT. PLN (Persero) DAYA Customer Service Unit (ULP), customers play a pivotal role in the distribution and marketing of electricity services. These customers both purchase and utilize the electrical energy supplied by PT. PLN (Persero) DAYA Customer Service Unit (ULP), emphasizing that the existence of customers is integral to the functioning of the unit. Mr Wayan Edy, Supervisor of PAD (Services and Administration), highlighted this significance when he expressed that "PLN without customers is tantamount to lying" (11/11/20). This analogy characterizes PLN ULP DAYA as an electricity seller and customers as buyers of PLN electricity. As a profit-oriented company, PLN relies on buyers, making customers a crucial part of its interaction with the public. Furthermore, according to the law, customers are a government mandate that must be served in alignment with the motto "Electricity for a Better Life."

The concept of customer relations within PT. PLN (Persero) ULP DAYA is rooted in the principle of business partnership and cooperation. Viewing customers as business partners, PLN recognizes them as valuable assets requiring nurturing for the company's advancement, as conveyed by Mr. Irwan, a member of PAD (27/9/2020): "PLN sees customers as work partners and business partners. After all, in a company as big as PLN, customers are the main asset driving its progress. At this point, PLN can still be said to have a monopoly on electricity services.

Based on the provided information, it is evident that PT. PLN (Persero) ULP DAYA Kota places considerable emphasis on delivering superior customer service. In line with Rosady Ruslan's "Public Relations and Communication Management," the company recognizes the significance of maintaining positive customer relationships. Regarding consumers as valuable assets, PT. PLN (Persero) ULP DAYA diligently works to establish and sustain robust customer

relations. Beyond their professional collaboration, these relationships are built upon mutual acknowledgment of rights and responsibilities, fostering a mutually beneficial connection. The unwavering commitment of PT. PLN (Persero) ULP DAYA to provide optimum service is met with an expectation that customers reciprocate the support and kindness extended by PLN.

Pak Risky, Technical Supervisor, emphasized (28/09/2020): "The establishment and proper management of PLN's relationship with its clients are crucial. This approach aims to resolve various issues that may arise between PLN and its clients. Therefore, fostering strong relationships and a sense of kinship is essential to prevent disputes from emerging over any concerns.

"Pak Irwan, a member of PAD, further commented (28/09/2020): "The relationship between PLN ULP DAYA and its clients demands effective management. This ensures that any arising issues can be amicably resolved, preventing either party from feeling disadvantaged. To achieve this, cultivating reciprocal relationships that involve mutual support and constructive evaluation is imperative."

The relationship between customers and PT. PLN (Persero) ULP DAYA holds immense significance as it directly correlates with the customer base's trust in service quality. This significance is underscored by PT. PLN (Persero) ULP DAYA's strategic position as a service benchmark for ULP DAYA. Mr. Wayn Edy P, Customer Service Supervisor, highlighted (23/09/2020): "Building strong relationships with customers is pivotal for PLN ULP DAYA. The interdependence of PLN and its customers emphasizes the necessity of fostering cooperative relationships that encompass mutual understanding, transparent communication, integrity, and the sharing of constructive feedback and suggestions."

Sustaining this customer relationship is a vital responsibility for PT. PLN (Persero) ULP DAYA, given that its role is to meet customers' electricity needs. Failure to uphold this

responsibility could be seen as a form of mismanagement in handling its customers.

Simultaneously, concerning PT. PLN (Persero) ULP DAYA's approach to customer relations, specific criteria may not be prescribed. Nevertheless, the company consistently tailors its services to meet customer needs, expectations, and desires. With this dedication to superior service, PT. PLN (Persero) ULP DAYA aims to ensure customer satisfaction and happiness. The sentiment was echoed by the Manager of PT. PLN (Persero) ULP DAYA when questioned about specific criteria for implementing customer relations (23/09/2020): "Although PLN ULP DAYA may not adhere to rigid criteria in implementing and managing customer relationships, our commitment lies in offering comprehensive services that ensure customer satisfaction. We express gratitude to our customers for their valued choice."

b. Strategic Management of Customer Relations

As an integral aspect of public relations endeavors, customer relationship management necessitates a strategic managerial approach. This ensures that the conducted customer relations activities are aligned, synchronized, and accurately gauged against the predetermined aims or objectives. Consequently, this structured management approach greatly facilitates the attainment of organizational goals in an effective and efficient manner, ensuring the proper execution of tasks. The management of customer relations activities at PT. PLN (Persero) ULP DAYA encompasses several stages, which are as follows:

1) Fact Finding

In comprehending public opinions and concerns, PT. PLN (Persero) ULP DAYA initiates problem-solving by seeking factual information. The company endeavors to acquire precise insights into customer sentiments and issues to gauge the intricacies of customer relationship challenges. In pursuit of this, PT. PLN (Persero)

ULP DAYA tailors its approach based on the behavioral patterns of its customers. As articulated by Pak Fakhruddin, Energy Transaction Supervisor (01/10/2020):

"PLN offers diverse channels for customers to voice their complaints and needs. These avenues include a local call center directly connected to office telephones, a suggestion box at the PLN office, and the user-friendly AP2T application. Certain customers prefer in-person visits to communicate their concerns. Typically, these complaints pertain to PLN services, such as power outages and other disruptions."

PT. PLN (Persero) ULP DAYA is dedicated to promptly addressing its customers' concerns, opinions, and needs, conveyed through various communication channels. The organization maintains comprehensive data records to ensure swift problem resolution. Any unaddressed customer needs and sentiments are relayed to the Service Area for further attention. This aligns with Mr. Edi, Supervisor of Administration and Finance's remarks (27/09/2010) regarding how PT. PLN (Persero) ULP DAYA responds to customer needs: "To cater to customer requirements, we conduct inventory checks. If the requested item is available, we expedite its delivery without delay. However, if we ascertain our incapability to manage it, we assist the customer and guide them to the PLN policy maker."

By closely observing customer behavior, PT. PLN (Persero) ULP DAYA endeavors to satisfy its customers' desires and needs by meticulously studying and analyzing their conduct. Various methods and initiatives are employed for this purpose, including:

a) Complaint Counter

PT. PLN (Persero) ULP DAYA has established a dedicated complaint counter to assist customers with technical issues. While PLN aims to offer uninterrupted electricity service, customers who prefer in-person visits to offices can utilize this service. Additionally, the counter is equipped with accessible telephone facilities for customers requiring assistance. Mr. Demparani, Manager of PT. PLN (Persero) ULP DAYA, stated (23/09/2020):

"Most ULP DAYA customers directly visit the complaint counter at the ULP DAYA office to submit their complaints."

Based on observations, the utilization of this complaint counter can be optimized in field implementation. The customer service department, serving as PT. PLN (Persero) ULP DAYA's customer service, manages this counter. Customer service acts as the main point of contact for all services provided to customers. Through this avenue, customers are directed according to their specific needs. For instance, complaints about power outages or network issues are directed to the technical complaints section, while problems related to account confusion are referred to the meter recording section.

PT. PLN (Persero) ULP DAYA actively communicates with customers through letters in various electronic media. Customers frequently engage with the column readers in the AP2T application, as highlighted by Mr. Irwan, Member of PAD (01/10/2020): "...Moreover, clients often express their needs, expectations, and desires through emails on the AP2T application. Additionally, many clients visit the office directly to voice their complaints.

"The supervisory letter to readers indicates PT. PLN (Persero) ULP DAYA's role in monitoring comments/complaints from the customer community and providing input to service areas. Mr. Rizky, the Technical Supervisor, explained (29/10/2020): "PLN ULP DAYA's role is to monitor letters from readers and promptly provide comments to the service area for immediate responses."

Furthermore, PT. PLN (Persero) ULP DAYA has established a call center, 123, to handle customer complaints. This service facilitates easy access to information related to electricity in the Makassar area, covering complaints about electrical installations and power outages. The call center 123 provides free access for public inquiries, with credit card fees aligned with Telkom's rates.

Its functionality also extends to handling telephone/technical service interruptions, with customers favoring this technical/network

troubleshooting service as it offers direct access to PT. PLN (Persero) ULP DAYA. The function of the 123 call center aligns with an information service center, encompassing complaints related to electrical installations and power outages, akin to the Troubleshooting/Technical Complaint service at PT. PLN (Persero) ULP DAYA. Through existing inventory and data collection, PT. PLN (Persero) ULP DAYA gains accurate insights into the needs, desires, and expectations of its customers. Generally, customers at PT. PLN (Persero) ULP DAYA seek consistent and affordable electricity supply without interruptions.

Additionally, most customers desire stable electricity rates and quality service. This sentiment was expressed by various internal sources at PT. PLN (Persero) ULP DAYA. Mr. Ridwan, Member of PAD (29/10/2020), emphasized: "Customers expect continuous electricity supply without interruptions, along with electricity rates that remain stable. Moreover, customers also value good and satisfying service from PLN."

b) Planning

After finding the problems above, the next step is to identify the plan to be taken based on all the opinions, opinions and reactions of customers to their needs and expectations/desires. goals that have been set. As expressed by Irwan Ridwan, a member of PAD. PLN (Persero) ULP DAYA (23/09/2020), the purpose of managing this customer relationship is to provide services that satisfy customers and establish good communication with customers::

"The goal to be achieved from having a relationship with customers is service that is able to provide satisfaction, establishing good and harmonious communication between PLN and its customers through various media and means. Meanwhile, in the long term, what we want to achieve is awareness of the rights and obligations of customers towards PLN and removing the philosophy that says that PLN is only remembered when the power goes out."

In discussing this plan, the coordination carried out in integrating the problems that have been analyzed involves the participation of all existing divisions, including the task executors in the field. This is in accordance with what was conveyed by Rizky SPV Teknik (23/09/2020): "In the process of planning customer relations activities, the discussions are carried out by relevant supervisors by involving input from implementers in the field regarding the effects that might arise from customers." Not much different from Fakhruddin Spv Billing, Billing Supervisor (01/10/2020) also expressed something similar. Target setting planned by PT. PLN (Persero) ULP DAYA coordinated with all related parties: "From the attitudes or problems that are known, we try to analyze the problem and then we set targets that we must be able to perform and provide the best service to customers. Thus, coordinate the targets that have been planned with all related parties.

In this plan, the internal management of PT. PLN (Persero) ULP DAYA has been seen to determine the target audience of all customer relations programs or activities to be implemented. As stated by the billing supervisor, the parties referred to here are of course the internal management of PT. PLN (Persero) ULP DAYA customers or prospective customers and also implementers in the field which also involve PT. PLN (Persero) ULP POWER. Involvement of all parts in PT. PLN (Persero) ULP DAYA is in this planning stage due to the absence of a special section that structurally handles this customer relationship problem. At PT. PLN (Persero) ULP DAYA itself also does not have a Public Relations section, which functionally one of its scope of activities is related to customer relations. The existence of PT. PLN (Persero) ULP DAYA Kota is more on implementing services, and not administratively such as services in Service Areas and Networks. This is the same as expressed by Wayan Edy SPV PAD (01/10/2020), when asked about the organization of customer relations: "PT. PLN (Persero) ULP DAYA, almost all parts are involved in implementing customer relations. In carrying out customer relations, all parts. PLN

when connecting with its customers. PLN (Persero) ULP DAYA must be able to provide maximum service and be accountable to managers. Because, officially, the management of PT. PLN (Persero) ULP DAYA has overall responsibility for customer service and relations.

All parts in PT. PLN (Persero) ULP DAYA is involved in customer service. The existing parts are interrelated and cannot be separated, so they are part of a teamwork. For PT. PLN (Persero) ULP DAYA itself, the cooperation of all existing parts is a quality. This is as expressed by Manager pak demoarani, Customer Service Supervisor (23/09/2020):

"Ethics functionally builds relationships with customers, it involves all the existing parts. Where are all the parts in PT? PLN (Persero) ULP DAYA is customer service including engineering. The customer service itself is the first gate of administrative management including customer service, and the technical department is the on-site executor. Work includes recording the meter by the catering, while the billing department is involved in overseeing buying and selling transactions and electricity usage as well as customer bills. So all the parts here are interrelated and inseparable, so part of teamwork. For PLN, teamwork is a quality.."

Meanwhile, according to the Supervisor of Administration and Finance (27/09/2020), in building good relationships with customers and all of their activities, PT. PLN (Persero) ULP DAYA also uses and involves outsourcing services as partners in meeting the needs of its customers.

c) Communicatin

Once a plan has been drawn up, finalized and coordinated with all departments, decisions are made and implemented together. This includes what action to take, the message to be conveyed, and the media used to deliver the message. Communication in this situation can be understood as an effort made by PT. PLN (Persero) ULP DAYA responds and explains actual needs, expectations/desires of clients. As previously explained, customers expect quality

service from PT. PLN (Persero) ULP DAYA various forms of existing services, core services and other supporting services. Providing good service in all forms of customer relations will certainly lead to customer satisfaction.

The actions and communications carried out by PT. PLN (Persero) ULP DAYA is manifested in various activities and programs which are concrete steps as the embodiment of a plan to fulfill the wishes/desires and needs of clients. The customer relations activities carried out are:

a) Effective Complaint Handling

Complaints that are usually felt by customers of PT. PLN (Persero) ULP DAYA is a complaint regarding the handling of disturbances. At times, officials were seen as slow in enforcing and resolving complaints about existing riots. This is in line with customer (1) aswin (27/09/2020): "I have contacted the ULP DAYA office to complain about a power outage. Sometimes officers immediately respond to complaints of disturbance, but sometimes they have to wait a bit longer."

In response to this, PLN has developed a troubleshooting program called "Program 3459" to provide responsive service, according to what was disclosed by Ari Saksono, Manager of PT. PLN (Persero) ULP DAYA In addition, to provide responsive service to all complaints submitted by customers, PLN has developed a procedure called Program 3459. The aim of this program is that disturbances must be resolved within 3 hours and disturbance complaints must have a response the longest. 45 minutes of time, there are probably only nine blackouts in a year."

This is in line with what was conveyed by customer (3) Kamaruddin, (27/09/2020). yes, sometimes I complain because the power outage takes too long, but usually it's also fast. Similar to what was conveyed by the customer (4), dervish (27/09/2020)

If I want to complain, hurry up and get close to Pln from my house. Like what was conveyed by the customer (6), hj. purwani (27/09/2020) If I feel sorry for the service, then those who serve are also friendly. so if I think

I'm quick to respond if I have a complaint. This is in accordance with what was conveyed by the customer (7), Rahmatia (27/09/2020). If I respond, if on a normal telephone, call fast, but if you wait, it usually takes a little longer.

One of the complaints related to the causes of power/network interruptions is the lack of maintenance of trees around the cables/networks. here it is rare that there is treatment for large trees that have the potential to endanger cables and power lines, especially the unpredictable weather lately." This is in line with what was conveyed by the customer (5), darmawati (27/09/2020): Normally near the house there is a tree that has fallen down and it has been hit by electricity and that is what I am complaining about at the end of this.

In response to this, PT. PLN (Persero) ULP DAYA launched the "Blackout" program to eliminate all hazards that threaten the electricity network. This initiative aims to reduce the occurrence of power outages. Customer Service Supervisor, Sidik Anwar (27/09/2020) explained: "Currently ULP DAYA is also intensively socializing the blackout program to combat and eliminate the root cause of electrical disturbances.."

To ensure safety in their program, PT. PLN (Persero) ULP DAYA Kota prioritizes pruning large trees that grow near power lines. Their standard protocol requires a minimum distance of 2.5m between a tree or any object and the power grid. The implementation of this program is very appropriate considering that currently the weather is very bad, where strong winds and very heavy rains often occur. Logically, the wind that is accompanied by this rain will have the potential to knock down existing trees and can hit the cables that are built so that the electricity network that is distributed to customers can be cut off.

b) Warranty/Service Guarantee Program

In fostering good customer relations, PT. PLN (Persero) ULP DAYA prioritizes excellent customer service to ensure maximum customer satisfaction. To achieve this, the company provides comprehensive service guarantees

through the Quality and Service Level (TMP) program. This is in accordance with what was expressed by fahrudin, Supervisor of Energy Transactions (01/10/2020):

"Our commitment to customer satisfaction is unwavering. We strive to improve the quality of our services through special programs designed to meet their expectations. Additionally, we provide a definitive guarantee across all of our services and ensure transparency by maintaining a published record of service quality metrics for the benefit of our customers."

Wayan edy SPV PADi (01/10/2020) revealed: that the guarantee is a subscription deposit (UJL) where UJL will be returned to the customer if he has stopped subscribing to PLN forever by submitting proof of payment.

Irwan Member of PAD (01/10/2020) Revealed the same thing that the amount of UJL depends on the power used. From the secondary data that the author obtained from the Pocket Book of Service Ethics (2007) issued by PT. PLN (Persero) Central Java and DIY Distribution, guarantor of service quality in accordance with information standards. Furthermore, PLN seeks to provide guarantees and compensation for substandard performance in matters covered by the TMP. Rizky even SPV Teknik added that (27/09/2020)

It's exactly the same as what Pak Irwan said, that the guarantee is money. Mr. Demparani as the manager of PLN ULP DAYA. revealed that (27/09/2020): Guarantees that can be provided by PLN are in the form of subscription deposits (UJL) where UJL will be returned to customers if they have stopped subscribing.

When PT. PLN (Persero) ULP DAYA set TMP targets, this ensures a high level of performance for direct services. With assurance of certainty, PT. PLN (Persero) ULP DAYA can provide optimal service, minimize compensation costs and other complaints. However, field practice showed no sign of compensating customers for poor product performance.

c) Program Peningkatan Kinerja Perusahaan

In improving company performance, PT. PLN (Persero) ULP DAYA has made efforts towards World Class Service (WCS) by preparing human resources (human resources) and existing equipment. This is the same as what was said by Mr. Demparanim, PLN ULP DAYA has also declared that for 2021, PLN must be able to serve customers with world-class service levels. Therefore, all equipment and employees are set to go to 2021."Sepertti yang diungkapkan Pak fahrudin , Supervisor Transaksi Energi (28/09/2020):

This is the digitization of customer service run by PLN which was previously manual with lots of human intervention replaced by an automated digital system. As for what was expressed by Mr. Rizky, Technical Supervisor (28/09/2020): Connecting the PLN Mobile application in an information management system that is able to present a fast, precise and unified service process for customers. As a result, all customer needs can be met with an optimal level of satisfaction. As stated by his colleague, Irwan, Member of Administration and Finance, revealed (28/09/2020): After going through the transformation process, PLN's services to customers are now simpler, faster, integrated, easier, and can be monitored and controlled in real time.

WCS itself, the central leadership, wants PLN to be included in the category of companies with world-class services, infrastructure and human resources. It took a long process and refinement to get there. This WCS is deemed necessary because as a large and dynamic company, PLN must keep up with the times, not remain silent, and must continue to develop, including in terms of services. If it stays the same, PLN's customers will be abandoned, especially with the presence of private electricity.

In connection with this WCS, PT. PLN (Persero) ULP DAYA has made a statement and is currently carrying out various efforts for world-class services, including blackouts to reach the 3459 plan. In addition, account

services can be carried out from the 1st of every month for the month since last August. This has been seen and is in accordance with what was explained by Pak Wayan Edy, Supervisor of Administration and Finance (28/09/2020):

"Around July last year, PLN (Persero) ULP DAYA made a joint declaration with other UPJs under the coordination of the Service and Network Division (UPJ) DAYA. As for the WCS 2021 work plan, PT. PLN (Persero) ULP DAYA started with a short term death war plan. War encompasses everything, especially how clean the network is from distractions like trees. In addition to the WCS 2021 plan, to improve company performance, PT. PT. PLN (Persero) ULP DAYA also conducted several customer satisfaction surveys. Take this customer satisfaction survey to find out the weaknesses of PT. PLN (Persero) ULP DAYA in the eyes of customers. Therefore PT. PLN (Persero) ULP DAYA can make improvements and improve the services provided.

d) Program Superior Customer Service

PT. PLN (Persero) ULP DAYA follows a procedure that emphasizes excellent customer service, aligning with Fandy Tjiptono's book "Service Management" (1997), which advocates offering exceptional service to customers. The introduction of the prepaid meter product is a novel initiative that allows customers to deposit PLN's cash value upfront, enabling them to conveniently meet their electricity usage needs by purchasing and topping up "kWh tokens" or kWh refill values, akin to mobile phone credits. This innovation adds value and benefits for customers.

Customers like Hj Purwani (23/09/2020) have praised the convenience of online payments and the availability of nearby shops such as Indomaret to buy electricity tokens, echoing the sentiment shared by Rahmatia (23/09/2020). The management of PT. PLN (Persero) ULP DAYA understands customers' expectations for ease and promptness, hence the introduction of the one-day service (1 active day) for electricity activation, even for new installations and technical disruptions. A

customer, Hasni (23/09/2020), appreciates the widespread availability of payment options, while Derwis (23/09/2020) and Darmawati (23/09/2020) express their contentment with the online payment system's accessibility.

Furthermore, PT. PLN (Persero) ULP DAYA has enhanced its services to facilitate online electricity bill payments through various channels, including post offices, banks, and other payment counters. As Aswin, a customer (27/09/2020), points out, ULP DAYA is striving to satisfy customers by improving its physical office spaces and expanding payment point of sale (PPOB) locations for quicker bill payments. Kamaruddin, another customer (28/09/2020), emphasizes the convenience and speed enabled by online account payments. The services provided by PT. PLN (Persero) ULP DAYA exhibit a commitment to addressing ease and efficiency in customer service, as seen through various initiatives and enhancements.

e) Program Relationship Marketing

In this strategy, as outlined in Fandy Tjiptono's book "Service Management," the transactional relationship between the service provider and the customer is deemed sustainable and extends beyond the point of sale. In simpler terms, the goal is to foster enduring partnerships with customers, encouraging repeat business.

Irwan Ridwan, Member of Administration and Finance (27/09/2020), suggests that serving customers informally by introducing new products or services and emphasizing user-friendliness is an effective strategy. He explains, "At the PT. PLN (Persero) ULP DAYA office, every service and transaction is an opportunity for PLN to engage in oral marketing with customers. Through informal channels, they offer new products and services that cater to their customers' needs in a friendly manner."

Furthermore, PT. PLN (Persero) ULP DAYA has initiated an interesting venture called "PLN Mobile." Secondary data obtained from existing records elucidates that the PLN Mobile application collaborates with PT. PLN (Persero) ULP DAYA to implement this initiative, which is

geared towards enhancing customer service. During each broadcast, viewers are provided with the chance to submit questions or complaints related to PT. PLN (Persero) ULP DAYA through the PLN mobile application. Additionally, PT. PLN (Persero) ULP DAYA offers personalized attention to major clients like KIMA and Indogrosir through personal visits aimed at promoting new products and services. This aligns with what the Manager of PT. PLN (Persero) ULP DAYA explained (23/09/2020): "For significant customers such as KIMA and prominent shops in Makassar, PT. PLN (Persero) ULP DAYA routinely conducts special visits each month. During these visits, PLN directly gathers customer feedback and introduces new products or services such as prepaid and one-day service."

PLN goes the extra mile to express gratitude to its key customers during events like National Customer Day and National Electricity Day, offering attractive prizes. Customers who make payments or complete transactions at PT. PLN (Persero) ULP DAYA on these occasions receive free souvenirs and have a chance to participate in a lottery. This information is derived from a pamphlet created by PT. PLN (Persero) ULP DAYA in commemoration of National Customer Day 2020, sourced from secondary data. PT. PLN (Persero) ULP DAYA goes beyond core services by implementing the "Environmental Participation & Empowerment Program (P3L)" to support community and infrastructure development.

This program, previously known as community development, aims to empower individuals while also promoting environmental conservation. Pak Iwan, Billing Supervisor (01/10/2020), elaborates: "In addition, PLN has put in considerable effort to provide information directly to customers, engaging with communities, and implementing direct assistance programs under the Environmental Participation and Empowerment Program (P3L). This program covers initiatives such as facility and infrastructure construction/repair for the public, including repairs to roads,

asphalt, concrete, water/irrigation channels, and the construction of places of worship."

Furthermore, discussing community development activities through the Environmental Participation and Empowerment Program (P3L), Billing Member PAK IWAN (07/10/2020) adds that this program is beneficial for both clients and PT. PLN (Persero) ULP DAYA. Clients receive financial assistance to build essential public infrastructure, while PT. PLN (Persero) ULP DAYA finds value in raising awareness about kWh meter outlet replacements, enabling customers to effectively manage their power consumption:

"Customers feel that there is a community development plan in the development of public infrastructure. At the same time, PLN DAYA Kota itself was very helpful in making residents aware of replacing their electricity sockets with existing meters. Where the metered socket causes the customer to consume electricity much higher than the actual power of the Place." Therefore, marketing relationships fostered through community development clearly benefit PT. PLN (Persero) ULP DAYA itself, has long fulfilled the needs and desires of all parties.

In general, based on observations of clients, researchers found a tendency for clients not to know what PT procedures/activities actually were. PT. PLN (Persero) ULP DAYA builds customer relationships to provide the best and satisfying service. Most customers only know about paying bills, reporting outages, and getting things under control. This is of course limited to primary services without understanding the forms of additional or additional service activities. This can be seen from the answers/statements submitted by several clients during interviews. Aswin (27/09/2020) as a customer (1) revealed that PT. PLN (Persero) ULP DAYA was developed through information delivery, prepaid services and disturbance complaints

"As far as I know, the relationship or communication between PLN and customers can be seen in the form of providing information

about policing to local divisions and complaints of harassment by telephone. Meanwhile, other programs or services that I know of are prepaid services that have just been developed."

Meanwhile, Kamaruddin (28/09/2020) as a customer (3) stated that he did not know much about the services provided by PT. PT. PLN (Persero) ULP DAYA as a form of customer relations activity developed: "I don't know much about PLN's services other than its core product as an electricity supplier. However, the form of complaints via applications and telephone can also be a form of PLN service for complaints such as power outages.

Customer (7), Rahmatia (28/09/2020) said that she did not know about the services available at PT. PT. PLN (Persero) ULP POWER: "I realized that I was not familiar with the services available at ULP DAYA. Well, this is my fault because I didn't really find out the service information that was here. but what is clear is that there must be a service for complaining about power outages or not, well, a service for complaining about bills and their payments."

Hasni (7/09/2010), customer (2) also expressed something similar to Sumadi: "Wow, sorry deck, hehe I don't know much about that either. Some of the answers are the same as customer (2), namely customer (4) , derwis (28/09/2020): If I was offered through the counter on the pln. Customer (5), darmawati (28/09/2020): Yes, I know that there is a new pln service program. The employee made an offer when I was at the counter. Customer (6), hj purwati (28/09/2020): Hehe, I don't know, bro, because I usually don't pay attention to that here.

Meanwhile, PT. PT. PLN (Persero) ULP DAYA represented by the Billing Supervisor (7/10/2020) stated that: "In fact, we ourselves can't seem to socialize our latest projects and services to our clients. This is because we are too busy with our respective responsibilities to have time to deal with problems. Also, there are no special problems and their impact on the socialization of the PLN procedures section. Problems like this should be handled by the

marketing/commerce department themselves, just like the APJ problem.

This statement is intended to strengthen the researcher's analysis of the lack of socialization of programs, activities and services of PT. PLN (Persero) ULP DAYA delivered to clients in a precise and targeted manner. So this needs to be reviewed so that in the future both the client and PT PLN feel more of their best interests. PT. PLN (Persero) ULP DAYA itself.

d) Evaluating

After all client relationship activities/plans have been carried out to provide the best and satisfactory service, everything will be evaluated to find out the results/impact, deficiencies and obstacles encountered in this field. A. W. Widjaja stated in his book entitled "Communication and Public Relations" that in this evaluation the success or failure of the project/activity, causes, results achieved and methods of success and inhibiting factors will be assessed.

The evaluation mechanism carried out by PT. PT. PLN (Persero) ULP DAYA, depending on each existing section. Where this evaluation will later be seen in the accountability report provided by the sections to the Manager, according to what was conveyed by fakhruddin, Supervisor T.Energi (01/10/2020): "For the self-evaluation question, it actually depends on the various sections in ULP DAYA. The overall results of activities/activities from each existing section must be submitted to the manager as evaluation material. Therefore, through this accountability report we can evaluate what was implemented whether the plan could be maximized."

From this statement it is clear that in the reporting system, each plan/activity carried out by each section contains the results of the implementation of the plan implemented. From these results it can be seen whether the project/activity has been implemented optimally. The reporting system implemented is also appropriate because it includes the results that have been achieved. As Wayan Edy said, SPV PAD (7/20/2020) added that sometimes

managers hold appraisal meetings every quarter. However, at this time for reporting its own performance it already uses a system that can be directly connected to and monitored by the UP3 Regional Office of North Makassar. Through this system, managers can indirectly and automatically evaluate the performance of their subordinates. As expressed by fakhrudin, T.Energy Supervisor (01/10/2020):

There must be an evaluation for each plan / activity carried out by each section containing the results of the implementation of the plan carried out. In the same way as the words of Mr. Irwan Member of SPV PAD (01/10/2020): Yes, it must be evaluated to find out the scope of results that have been achieved. to assess the success of the program, PT. PLN (Persero) ULP DAYA is conducting a customer satisfaction survey, with the participation of a skilled external entity. This is in accordance with what was conveyed by Mr. Demparani, Manager of PT. PLN (Persero) ULP DAYA (23/09/2020):

"ULP DAYA operates under ISO guidelines, requiring documentation of our work and ensuring that every task recorded is completed. A dedicated team conducts regular customer satisfaction surveys to monitor and improve our services. Through this survey, we get valuable feedback from our clients which can be used to improve our services in the future.."

From the customer satisfaction survey, it will be possible to identify and obtain the range of results that have been achieved along with the factors accompanying customer satisfaction/dissatisfaction, customer behavior, basic needs, wants and expectations of customers as well as customers who are the most valuable in a particular segment. . Obviously this is in accordance with what needs to be known from the evaluation process.

4.2 Constraints in Implementation

In carrying out a program or activity, challenges are obstacles that cannot be avoided. In addition, the public reaction to each initiative can contain both positive and negative feedback. This is especially true for PT. ULP DAYA's

customer relations program which aims to provide optimal and satisfying service to its customers.

a. Various Obstacles / Obstacles

Obstacles can arise both from internal and external factors for PT. PLN (Persero) ULP POWER. Sometimes, customers may be uncooperative in fulfilling requests and dealing with their complaints. In addition, internal problems may originate from employees who lack discipline and do not meet their job requirements. This is according to what was conveyed by fakhrudin SPV T.Energi (01/10/2020):

" Obstacles are inevitable challenges that must be faced by PLN. These barriers can come from customers or even from within the organization itself. Customers can prove uncooperative with PLN operations, such as taking issue with the felling of trees that threaten the power grid. In such cases, neglect to eliminate this hazard may result in network disruption, and PLN will be held liable. In addition, PLN can also face internal challenges, such as negligent or undisciplined employees. These factors, among others, can limit PLN's ability to provide fast service to its customers.."

Demparani, Manager of PLN ULP DAYA (7/09/2020), also explained the lack of customer cooperation in carrying out customer service activities when carrying out electricity usage control: encountered major obstacles. Only sometimes. Uncooperative customer." Meanwhile for the problem of handling the disturbance itself, Rizky as the Technical Supervisor (7/09/2020) added that there were obstacles originating from the customer which caused a delay in handling the disturbance:" At the same time, the customers in the village would usually report when the lighting event started. This in itself is a constraint, and customer reporting is hampered due to reporting delays. We currently don't have a proper way for rural customers to quickly report outages without long waits."

Constraints and/or other obstacles from internal PT. PLN (Persero) ULP DAYA, disclosed by Wayan Edi SPV PAD (27/09/2020). PT. PLN

(Persero) ULP DAYA has limited human resources and an unequal number of clients: "Obstacles definitely exist and it is clear we have several obstacles in our efforts to meet the needs of our clients including limited manpower resources which are very disproportionate compared to the number our clients. So of course it affects the limitations of our Coordinates to provide fast service to customers right away."

Limited human resources. PLN (Persero) ULP DAYA, Technical Director Rizky (7/09/2020) also emphasized: "As PLN ULP DAYA, we frankly realize that we cannot fully satisfy our customers. This is due to problems, i.e. the number of customers we are getting more and more but we only have a limited number of human resources.

Meanwhile, another obstacle that emerged was the difference in the social level of the community which had an impact on the ability to receive information that had been carried out and attempted by PT. PLN (Persero) ULP POWER . This is in accordance with the narrative of Irwan Ridwan, Member of PAD (27/09/2020):

"So far, no significant obstacles have been encountered. However, so far this has been due to various social segments of society, especially marginalized communities (traditional residents) who may have difficulty obtaining information about PLN services. However, we are still working hard to provide brochures and information via social media to promote the projects and services provided by PLN to customers."

The inability of customers to obtain and receive this information can lead to customer complaints, which affect customer satisfaction with services. As an example, for example, complaints submitted by customers (4), muh. Dervish (28/09/2020). his party believes that PLN does not provide important information to subscribers: "In my opinion PLN should improve communication and interaction with its customers, by providing important information for subscribers in every transaction made at this PLN office.

b. Handling Constraints

As previously explained, the obstacles to implementing customer relationship activities come from customers and from within (Persero) ULP DAYA itself. Among the various obstacles that exist, there needs to be proper handling so that they can be minimized. Efforts include:. Efforts made include:

1) Constraints from customers

Low cooperation from clients on activities/projects organized by PT. PLN (Persero) ULP DAYA refuses to cut down trees that could damage the surrounding power grid. In this case PT. PLN (Persero) ULP DAYA has been able to overcome this problem by providing compensation to residents/customers affected by the cuts. This was explained by Risky as the Technical Supervisor (7/09/2020):

"Regarding the community's response to blackouts, sometimes people encounter problems because they are angry and uncomfortable with cutting down trees that can harm the network, but these complaints are only vague and PLN will compensate for any losses, including trees cut, damage and others." From this statement, the obstacle is only temporary, because it can be resolved from the compensation provided by PT. PLN (Persero) ULP POWER. The statement also shows that there are two different interests, both from the client side and PT. PLN (Persero) ULP DAYA itself.

PT. PLN (Persero) ULP DAYA on the one hand wants to eliminate the cause of threats to network security by pruning trees on the network and on the other hand the client does not want to prune trees on his land. Therefore, it is necessary to find another way that does not harm the interests of any party, namely building an underground power network. However, this was considered not yet possible because it would be very expensive and it would take longer to clear the interference than with an over ground network.

Not working with customers such as delays in reporting power outages. In connection with this, PT. PLN (Persero) ULP

DAYA has not been proven capable and found ways to overcome customer delays in reporting electrical disturbances directly. This was again explained by Fakhruddin as Technical Supervisor (7/09/2020): "..... currently we do not have a proper way for rural customers to immediately report disturbances without socializing and waiting long.."

Less cooperative customers in implementing P2TL In this regard, PT. PLN (Persero) ULP DAYA has a police force as a backup for controlling P2TL. This is in line with the statement (7/09/2020) Mr. Demparani as PLN ULP DAYA Manager: "To minimize these obstacles, we involve the police in law enforcement so that the police can carry out their duties calmly, as well as customers. the perception that the police are official from PLN. Judging from this statement, the efforts that have been made have succeeded in resolving existing obstacles, officers can carry out their duties calmly, and customers also feel that the control that has been carried out is an official order from PLN.

Differences in the social level of the community affect the ability to receive information, especially marginalized communities (traditional residents) may find it difficult to receive information about PLN services. For this problem, PT. PLN (Persero) ULP DAYA will make every effort to coordinate all existing employees to inform important information to customers through informal communication, as expressed by Member of Administration and Finance Mr. Irwan (27/09/2020):" However, we will continue to strive to always optimize the socialization of programs, services and all important information to our customers by providing flyers, flyers, radio and other forms of social media that can be accessed by all levels of society. In addition, we will Coordinate all staff and employees for notification of informants.

Can be explained from this statement. PLN (Persero) ULP DAYA will try to optimize the delivery of information. This will obviously be more efficient because it is carried out by employees on a pick-up basis, or directly to

customers. As is the case with what Frazier Moore stated in his book entitled

"Public Relations: Principles, Cases and Problems 2", that one way to maintain relationships with customers is through communication with consumer employees. Given their unique perspectives and deep understanding of the organization and how it works day to day, employees are often seen as the most suitable candidate to convey information about the company to the public.

2) Kendala internal

"Public Relations: Principles, Cases and Problems 2", that one way to maintain relationships with customers is through communication with consumer employees. Given their unique perspectives and deep understanding of the organization and how it works day to day, employees are often seen as the most suitable candidate to convey information about the company to the public.

"If employees are found to lack discipline and fail to fulfill their duties, our managers will take appropriate action and issue warnings or provide necessary sanctions. This includes addressing issues associated with absenteeism, such as chronic tardiness or unprovoked absences. For example, the use of an absent finger to keep track of time will not be tolerated.. As a result, this absence will not go unnoticed. In addition, the less organized group will receive a smaller share of the profit bonus compared to their more disciplined counterparts. On the other hand, the most organized individual will be given a much larger bonus than the others."

Management at PT. PLN (Persero) ULP DAYA takes disciplinary action seriously, as evidenced by the use of fingerprint technology to prevent employee absence fraud. Employees who perform well will be given generous bonuses and benefits, while those who fail to live up to expectations may receive a warning or a letter from the Manager. Unfortunately, the company's limited manpower has hampered its ability to do more. Kanwil Up3 Mkssar Utara has full responsibility for this. This is reinforced by the statement made by Irwan

Ridwan, a member of the Customer Supervisor (27/09/2020):

At UPJ, we are aware of the human resource shortage problem, but unfortunately, it is beyond our jurisdiction. The responsibility for maintaining an adequate workforce rests with the top management of the distribution center. We still hope that they will prioritize the needs of lower level employees, including UPJ." This explains some of the limitations in carrying out customer relations from PT. PLN (Persero) ULP DAYA has been well resolved. However, there are several obstacles that until now have not found a clear solution.

4.3 Customer Satisfaction

All kinds and forms of customer/client relationship activities developed by PT. PLN (Persero) ULP DAYA, will ultimately lead to customer satisfaction. Where customer satisfaction is one of the goals to be achieved by PT. PLN (Persero) ULP POWER. Regarding customer satisfaction, PT. PLN (Persero) ULP DAYA defines it as a situation where the expectations/desires and needs of customers can be fulfilled. As expressed by Wayan Edy, Administration and Finance Supervisor (27/09/2020):

"For us, a satisfied customer is a customer whose everything can be fulfilled. For example, electricity that never goes out and can turn on at any time."

From this statement it can be explained that customers feel satisfied if their wants or needs can be fulfilled as a whole. One of the customer's own needs is electricity that never goes out with a stable voltage. In this case electricity is a product that must be provided by the company and is a necessity for its customers, while electricity that never goes out with a stable voltage shows a performance, a promise made to customers and must be kept. So that from the understanding of customer satisfaction conveyed it contains elements of marketing in the form of product and performance. Freedy Rangkuti himself in his book entitled

"Measuring Customer Satisfaction" (2006:19) explained that customer satisfaction

is related to customer value which is closely related to 4P namely product, process, performance and people. Meanwhile, customer satisfaction is seen not only as fulfilling customer needs but also related to the good service received by customers. This is explained by Mr. Fakhruddin, Supervisor T.E (01/10/2020): "For us, satisfied customers are customers who get good and pleasant service from PLN by fulfilling their hopes/desires and also their needs for PLN."

From this statement it can be explained that customer satisfaction is not only related to the products/services that customers need from the existence of PT. PLN (Persero) ULP DAYA (in this case electricity), but it is also related to process, which means how PT. PLN (Persero) ULP DAYA implements a way to maintain customer satisfaction. In this case the way to do it is to implement the best service for its customers. This is again related to the 4P concept, as explained above.

This customer satisfaction is very important for PT. PLN (Persero) ULP DAYA itself, and also for customers. Where, this customer satisfaction also shows the satisfaction of PT. PLN (Persero) ULP DAYA from what has been attempted for customers. So it is clear that this customer satisfaction will affect the image of P PT. PLN (Persero) ULP DAYA in the eyes of its customers. As expressed by Mr. Rizky, Engineering Supervisor (27/09/2020):

"Customer satisfaction itself is very meaningful, where when customers feel satisfied, PLN will be even more satisfied with what has been attempted. From there we can observe and see carefully that PLN's performance is not in vain in providing the best service for customers. This is also very much related to the uplifting of PLN's image in front of the public at large."

From this statement it can be explained that customer satisfaction will ultimately culminate with people, namely how customers view PT. PLN (Persero) ULP DAYA as a party that can serve and is competent. Of course this is clearly related to the image of PT. PLN (Persero)

ULP DAYA in front of its customer community. With customer satisfaction means PT. PLN (Persero) ULP DAYA has been able to provide good service to customers, without any effort being in vain. Thus the hard work that has been done by PT. PLN (Persero) ULP DAYA has been paid for, according to the statement of Demparani, Billing Supervisor (01/10/2020):

"Customer satisfaction is very important for us, where customer satisfaction is also satisfaction for PLN itself. In this case, it means that PLN has been able to provide good service to customers, and that nothing is in vain. In this way, the hard work we have done has paid off. And this customer satisfaction is also the goal we want to achieve.

Customer satisfaction at PT. PLN (Persero) ULP DAYA can be said to be successful if many customers do not complain either directly or indirectly via telephone. Member of Customer Service (27/09/2020) added that as long as there are complaints from customers, it means that during that time PT. PLN (Persero) ULP DAYA make the most of it. Meanwhile, Technical Supervisor (7/09/2020) that until now customer satisfaction at PT. PLN (Persero) ULP DAYA cannot be realized in total.

From this statement it can be explained that customer satisfaction itself is indeed difficult to achieve optimally or totally. Mudkie and Cottam (1993) in "Service Management" by Fandy Tjiptono, stated that it is impossible to achieve total customer satisfaction, even if only temporarily. However, efforts to improve or improve customer satisfaction can be done through several strategies.

a. Performa Kualitas Pelayanan

Customer satisfaction at PT. PLN (Persero) ULP DAYA reflects a service quality performance that has been received and felt by customers. From the performance of this service quality, later it will be known which parts/aspects of the service need to be improved. So that the performance of this service quality is very beneficial for PT. PLN (Persero) ULP DAYA in carrying out internal improvements.

Overall, the service quality performance that has been provided by PT. PLN (Persero) ULP DAYA in carrying out customer relations can be said to be good and satisfying for its customers. As was the case with what was disclosed by several informants who were all customers of PT. PLN (Persero) ULP DAYA Aswin as a customer (1) revealed that PT. PLN (Persero) ULP DAYA has provided satisfactory service even though this is actually relative (27/09/2020):

"Actually, the quality of the service is also a relative thing for me, but I think PLN has been able to carry out the service properly and reliably. Responsiveness in every complaint and disturbance is also optimal. Besides that, as a customer, I feel that I am given convenience by the many online electricity payment counters."

Not unlike customers (1), Hasni as a customer (2) stated the same thing, that PT. PLN (Persero) ULP DAYA has provided satisfactory performance for its customers (27/09/2020):

"In general, I am satisfied with the performance of PLN ULP DAYA. It has been proven that I did not encounter any difficulties that could potentially become complaints or complaints. Apart from that, I think that as a customer, PLN considers it to be reliable, very responsive and sensitive to complaints and disturbances, and that there is ease in paying for electricity at this time.

Muh Darwis I, as a customer (4) added that the service quality of PT. PLN (Persero) ULP DAYA has also been satisfactory (28/09/2020):

"In general I say that the quality of PT. PLN (Persero) ULP DAYA is satisfactory. This can be seen from the electricity that rarely goes out or goes out and other things that I can't quite explain. The most important thing going forward, PLN continues to strive more and more in seeking the best service for customers."

Meanwhile, Mother. Darmawati who represents Sudiang Indah as a customer (5) revealed that PT. PLN (Persero) ULP DAYA has been able to provide satisfaction (28/09/2020):

"We, as PLN customers, recognize that the quality of service that has been provided by PLN has been able to satisfy us. This is proven by the friendly and friendly attitude of the officers when billing. Besides that, now it's very easy to make electricity bill payments."

From the customer's statement, it shows that the service performance provided by PT. PLN (Persero) ULP DAYA is good and satisfying. Customer satisfaction is related to the ability and reliability of PT. PLN (Persero) ULP DAYA in the distribution of electricity, the speed in responding to complaints of electrical disturbances, the convenience services provided, and the performance of the officers/employees.

Service quality performance from PT. PLN (Persero) ULP DAYA which has demonstrated satisfaction for its customers, was also confirmed by Ramli, Billing Supervisor (01/20/2020):

"From what we have said, the service quality of PLN ULP DAYA has been satisfactory for customers. Even so, we feel that we cannot provide maximum satisfaction, but we will continue to make efforts to make various improvements to provide even better service."

Thus there is a match between the satisfaction felt by the customer and the service quality performance that has been pursued by PT. PLN (Persero) ULP POWER. However, PT. PLN (Persero) ULP DAYA remains aware that the satisfaction given to customers cannot be maximized or total. This is again in accordance with what was stated by Mudkie and Cottam (1993) in "Service Management" (1997: 147) by Fandy Tjiptono, that total customer satisfaction is impossible to achieve, even if only temporarily. However, efforts to improve or perfect customer satisfaction can be carried out by PT. PLN (Persero) ULP DAYA through several strategies which have also been described in the previous chapter.

Based on secondary data in the form of Service Ethics Pocket Book at PT. PLN (Persero), stated that there are five service dimensions that are known and implemented at PT. PLN (Persero). The five service dimensions include

physical appearance, empathy, reliability, certainty and responsiveness. This is also in accordance with the characteristics of service quality as quoted by Freddy Rangkuti in his book entitled "Measuring Customer Satisfaction" (2006:19).

The book explains that the five major dimensions include:

- 1) Reliability (reliability), to measure the company's ability to provide appropriate and reliable services.
- 2) Responsiveness (responsiveness), to help and provide services to customers quickly.
- 3) Assurance (guarantee), to measure the ability and courtesy of employees as well as the trustworthy nature of employees.
- 4) Empathy (empathy), to measure employee understanding of consumer needs and the attention given by employees.
- 5) Tangible (visible), to measure physical appearance, equipment, employees and means of communication.

Of the five existing service dimensions, it can be said that the service quality performance shown by PT. PLN (Persero) ULP DAYA is good and satisfying its customers. This is in accordance with the statement regarding customer satisfaction earlier, as well as an additional explanation given by Ramli (01/10/2020).

b. Reliability

In this case, PT. PLN (Persero) ULP DAYA has been able to provide reliable services to its customers. This is proven that the operational area is not affected by rotating blackouts so that the electricity supply is sufficient and remains on:

"We think PLN has been able to carry out the services we provide to customers. Where we really can be relied upon by our customers in providing electrical energy, so that the power grid area is free from rolling blackouts. This always-on electricity is the main need of each of our customers."

This statement is also reinforced by the statement from the customer (7), Rahmatia (28/09/2020). He stated that the coverage area

of PT. PLN (Persero) ULP DAYA has never and rarely experienced rotating blackouts: "In terms of the quality of PLN's service, it is clear that it is very good and satisfactory, where in the DAYA area it has never experienced or rarely experienced rotating blackouts like other regions.

c. Responsiveness

In this case, PT. PLN (Persero) ULP DAYA has been able to respond quickly to citizen complaints regarding power outages. In this case, PT. PLN (Persero) ULP DAYA has implemented the 3459 program and provided guard offices for locations far from office reach:

"For the problem of speed in handling disturbance complaints, PLN itself has implemented the 3459 program. Thus, we are required to immediately resolve existing disturbances as soon as possible with the predetermined targets. And to speed up the handling of disturbances, PLN also provides guard offices for areas that are located far from the UPJ Klaten Kotor office."

It is possible that the implementation of the 3459 program has not achieved optimal results, but the results can be felt by customers who are free from power outages or maybe it is also the turn of the blackouts. This is reinforced by the statement of Djuhariyono, Technical Supervisor (7/10/2020): "The 3459 may not be able to hit but the results can be felt, where previously the power went out or the allotted shifts were likely to be felt but now it is no longer happening.

d. Guarantee

In this case, PT. PLN (Persero) ULP DAYA has been proven to have guaranteed service certainty to customers with the publication of Quality and Service Levels (TMP).

"As I have explained regarding the customer relationship strategy in creating satisfaction, that in providing guarantees for the services provided, PLN has compiled Quality and Service Levels, which are published to customers. That way, this shows that PLN is able to provide certainty for customers."

e. Empaty

In this case, PT. PLN (Persero) ULP DAYA has proven to have shown an active, careful and patient attitude as well as being a loyal listener when communicating with its customers: "In terms of empathy, we make this happen by being active listeners, being careful and patient , responding positively without interrupting the conversation by the customer.

f. Physical View

Even though customers and internal parties of PT. PLN (Persero) ULP DAYA states that the performance of the services that have been provided is good and satisfying, but it is felt that the performance of these services is still unable to provide maximum or overall satisfaction. This is related to the persistence of complaints and complaints felt by the customers themselves. Hj purwani (7/09/2020) as a customer (6) revealed that:

"For me, the service at PLN has been satisfactory, but the handling of disturbance complaints for me is still not optimal. PLN should respond quickly to customer requests/complaints. So that if there is direct damage it can be resolved immediately because it is PLN's obligation. Not when the consumer has an error, it is immediately processed and action is taken to revoke it, while if there is damage, there is no haste for repairs.

Meanwhile Mother. Darmawati who represents Sudiang Indah as a customer (5) added that her party complained about the unpleasant treatment from PLN officers in responding to complaints of power outages (28/09/2020):

"In the past, I complained about a power outage in the Sudiang area. Where the electricity goes out, from day to night. When we visited the disturbance complaint officer, we received a slightly unpleasant treatment. The officers could not understand our needs as customers, which was reflected in the attitude of the officers who insisted that we show the customer number and the number of the pole that was having trouble. Even though the

electricity was completely cut off, and we have also notified our area.”

From this statement, it can be explained that there are still complaints and customer complaints regarding the incompetence and lack of responsiveness of PT. PLN (Persero) ULP DAYA in understanding and paying attention to the needs of customers. This is clearly related to service quality performance in terms of responsiveness and empathy.

The service quality performance that has been described previously, as a whole represents what the customer needs and or wants. Previously, it was also explained that what is one of the needs, hopes and desires of customers is electricity that is always on without interruption of blackouts or blackouts. This is reflected in the quality of performance in terms of reliability and responsiveness. Thus customer satisfaction is true. Expectations and or customer needs are in accordance with the performance provided and felt by customers from PT. PLN (Persero) ULP DAYA itself. In accordance with what was disclosed by Engel, et al. (1990) in "Marketing Strategy" by Fandy Tjiptono, that customer satisfaction is an after-purchase evaluation in which the selected alternative at least gives the same outcome (outcome) or exceeds customer expectations, while dissatisfaction arises when the results obtained do not meet customer expectations. Customer satisfaction that has been fulfilled by PT. PLN (Persero) ULP DAYA to its customers, in the end it will also affect the customer loyalty that will be formed. Drajad, Supervisor of Administration and Finance (27/09/2020) revealed:

"Regarding the problem of customer loyalty, we think that everything is relative and cannot be measured in real terms. This goes back to what is the customer's expectations/needs or desires that have been met and satisfied. As long as ULP DAYA is able to provide good service, customer loyalty will be seen from orderly electricity payments and the absence of arrears by customers."

With the existence of loyalty that is formed in the customer, then this will lead to a

tendency towards a positive customer attitude. Loyal customers will really care and try to maintain the image of PT. PLN (Persero) ULP DAYA by submitting complaints about power failures quickly, making electricity payments on time with the awareness that they have used the services provided by PLN. As stated by Mr. Iwan, the Billing Supervisor (01/10/2020):

"Loyal customers usually feel concerned about the good name and image of PLN. This is realized by their awareness to immediately report or notify PLN as soon as the network/electricity goes out and experiences disturbances. Thus, PLN can handle it immediately, and can suppress complaints regarding the length of time it takes to resolve existing disturbances. Apart from that, loyal customers will tend to pay their electricity bills in a disciplined and timely manner, because they realize that they have used the services provided by PLN.

This is reinforced by Hasni's attitude statement (27/09/2020) as customer (2), when asked about the perceived complaints against PT. PLN (Persero) ULP POWER. Sardini stated that service errors were a natural thing, so that his party did not directly blame PT. PLN (Persero) ULP POWER:

".....In the past I've had a few problems with accounts. But because everything can be resolved quickly and easily. Mistakes in such services for me are a natural thing as a limitation inherent in human beings in general, so it is not permissible to directly blame the parties involved."

The fact of this attitude shows that once a true relationship has taken place, it becomes more than just a one sided effort on the part of PT. PLN (Persero) ULP DAYA to bind its customers to long-term commitments. Customers actually begin to "own" PT. PLN (Persero) ULP DAYA at the point where it started calling PT. PLN (Persero) ULP DAYA as "My PLN". This is in accordance with the statement of James G Barnes in his book entitled "Secret of Customer Relationship Management":

“Once a genuine relationship can be said to have taken place, it becomes much more than a unilateral attempt on the part of the seller or business person to bind his customer to a long-term commitment; the customer actually begins to “own” the company to the point where he begins to refer to the company as “my bank” or “my supermarket” in much the same way a customer refers to “my doctor, lawyer or hairdresser.

5. Closing

5.1 Conclusion

PT. PLN (Persero) ULP DAYA, a service-oriented company, prioritizes strong customer relationships to ensure consumer loyalty. Their focus on customer relations aims to enhance service quality and elevate customer satisfaction. The company employs several strategies to achieve this goal. Firstly, they address customer complaints by systematically identifying issues related to prepaid electricity, both administrative and technical. These concerns are treated seriously, with a structured approach involving problem-solving steps, customer targeting, communication strategies, and evaluation of outcomes.

Additionally, PT. PLN (Persero) ULP DAYA commits to service quality through declarations like the Quality and Service Level (TMP) and Subscription Guarantee (UJL), ensuring service standards are met and customer deposits are safeguarded for potential power cutoffs. The company aspires to elevate its performance to a global standard through World Class Service (WCS) and customer satisfaction surveys. By implementing convenient payment options for electricity bills and providing one-day service installations when all prerequisites are met, they strive to achieve Superior Customer Relations. The introduction of PPOB facilitates account payments across the community, emphasizing their dedication to customer-centric services.

5.2 Suggestion

PT. PLN ULP DAYA needs to sustain and enhance its service quality to ensure customer satisfaction. They should focus on refining

facilities and services that require improvement. This study aims to offer insights for new employees and serve as a performance evaluation tool.

Bibliography

Anggito, A., and Setiawan, J. 2018. *Qualitative Research Methodology*. Yogyakarta: CV Trail.

Ardial, 2018. *Organizational Communication Functions Case Study of Organizational Communication Functions for Employees*. Medan: Institute for Research and Scientific Writing Aqli.

Adnin, R.J., Lubis, N., and Widayanto. 2013. *The Influence of Customer Relationship Management on Customer Loyalty Pt. Nasmoco Pemuda Semarang*, journal of business administration, (online). Vol. 2, No. 3,

<https://ejournal3.undip.ac.id/index.php/jiab/article/view/2855> accessed on 7 April 2020

Anonymous. 2015. *Electricity Crisis Demonstration, Hundreds of Residents Throw Eggs at PLN Office*, <https://batam.tribunnews.com/2015/03/16/geram-warga-lempar-telur-dan-barang-elektronik-ke-kantor-pln-tanjungpinang>, accessed on 30 march 2020, 15.25 WITA

Anonymous. 2009. *Power outages, residents throw PLN cars into swamp March 29, 2020*, at 21.00 WITA.

Anonymous. 2010. *Demonstration of the Ambon PLN, Chaos*. <https://www.liputan6.com/news/read/261345/listrik-padam-demo-knpi-di-office-pln-ricuh#>, 30 March 2020, 10.45 WITA

Atika, R.D. 2014. *Customer Relations Strategy in Increasing Customer Satisfaction at Hotel Dyan Graha Pekanbaru*, student online journal, (Online). Vol. 1, No. 1, <https://jom.unri.ac.id/index.php/JOMFSI>

P/article/view/2106 accessed on 6 April 2020

- Bandu, M.Y. 2013. The effect of service quality on customer satisfaction at PT. PLN (Persero) West Makassar District. Thesis majoring in administrative science, faculty of social sciences and political science Unhas Makassar. (on line). Link. Accessed on 22 June 2020, 01.00 WITA
- Carepeboka, R.M. 2017. The Concept of Communication Science Application. Yogyakarta: Publisher Andi
- Darmanto, Wardaya S, 2016. Marketing Management for Students, Micro, Small and Medium Enterprises. Yogyakarta: Deepublish
- Fandy Tjiptono, 1997. Service management. Yogyakarta: Publisher Andi
- Helaluddin and Wijaya, H. 2019. Qualitative Data Analysis: A Review of Theory and Practice. Makassar: Jaffray Theological College
- Indahsari, M. 2019. Marketing and Customer Satisfaction. Surabaya: Unitomo Press
- James G Barnes. 2003. Secret Of Customer Relationship Management. Yogyakarta: Publisher Andi
- Julianto, Nurhudha Z, 2010. Activities "Customer Relations" Pt. Pln (Persero) In an Effort to Increase Customer Satisfaction, digilib.uns.ac.id, accessed on 6 April 2020.
- Kotler, P. and Keller, K.L. 2007. Strategy to increase customer satisfaction. Accessed on 23 June 2020.
- Kamarijah, N. study on the application of CRM in BUMN implementing the reform process, <http://www.stialanmakassar.ac.id/calendar/najmi.htm>, accessed 29 March 2020, 19.30 WITA.
- Malthouse, 2013. Scientific journal of business management. (on line). Vol. 13, No. 1. Accessed June 23, 2020.
- Newell, 2020. Journal of Public Administration (JAP), Vol. 1, No. 5. (online) accessed on 23 June 2020.
- Nurhayani, Sunaryo D, 2019. Contemporary marketing strategy. Attack: CV. Publisher Qiara Media.
- Purwanti, A. 2018. Corporate Branding as the Public Relations Role of PLN Bright Batam in Improving Public Services, Journal of Akrab Champion, (online). Vol. 3, No. 1, <http://www.akrabjuara.com/index.php/akrabjuara/article/view/85> accessed on 6 april 2020
- Putra, A.P. 2017. Relationship between service quality and BPJS Employment customer satisfaction in the old age security program (JHT) in Samarinda. (on line). Vol. 5, No. 1. ejournal.psikologi.fisip-unmul.ac.id accessed on 22 June 2020.
- Putri, A., Yulianto, I.E., and Mawardi, M.K. 2015. The Influence of Customer Relationship Management (Crm) on Customer Satisfaction and Loyalty. Customers (Survey on Customers of Pt. Gemilang Libra Logistics, City of Surabaya), Journal of Business Administration, (online). Vol. 23, No. 2, <http://administrasibusiness.studentjournal.ub.ac.id/index.php/jab/article/view/923> accessed on 6 April 2020.
- Prasetio, A.P. Siregar, S. And Luturlean, B.S. 2015. The effect of the leadership towards employee performance in the human resources department at the PLN west java and banten distribution office. International journal of basic and applied sciences, (online). Vol. 4, No. 1. Accessed on 23 July 2020.
- Rahayu, B.S., Saryanti, E. 2014. The Effect of Service Quality, Customer Relations and Corporate Image on Loyalty Through Customer Satisfaction, Advance Journal of Accounting, (online). Vol. 1, No. 2, <https://www.e-journal.stie-aub.ac.id/index.php/advance/article/view/31> accessed on 5 april 2020.
- Rangkuti, F. 2013. Customer Service Satisfaction & Call Center Based on ISO 9001. Jakarta: PT Gramedia Pustaka.

Rangkuti, F. 2016. Customer Care Excellence.
Jakarta: PT. Main Library Gramedia.

Solang, R., Manday, S.L., and Nelwan, O.S. 2014.
The Impact of Service Quality and
Customer Relationships on Customer
Satisfaction in Regional Drinking Water
Companies (Pdam) in Kota Mobagu City,
EMBA Journal, (online). Vol. 2, No. 1,
<https://ejournal.unsrat>