



Performance Analysis and Company Strategy Using MBCfPE Method and SWOT Analysis at PT. X HC and GA Unit

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A B S T R A C T

This research aims to analyze the performance of the HC and GA work unit in relation to the overall performance of the company to enhance its competitiveness. Additionally, it provides valuable input to the company's management as improvement proposals to optimize the performance of the HC and GA work unit, enabling it to contribute optimally to the company's objectives. The study employed the Proportionate Stratified Random Sampling technique with a sample size of 32 employees. It utilized the Malcolm Baldrige Criteria for Performance Excellence method to assess the company's performance and conducted a SWOT analysis to provide strategic recommendations. The study employed the Proportionate Stratified Random Sampling technique with a sample size of 32 employees. It utilized the Malcolm Baldrige Criteria for Performance Excellence method to assess the company's performance and conducted a SWOT analysis to provide strategic recommendations. The novelty of this study lies in the holistic integration of the MBCfPE method and SWOT analysis to provide a comprehensive view of the company's performance and strategies. This research offers profound insights into the performance of PT. Semen Indonesia Pabrik Tuban's HC&GA work unit, as well as suitable strategies to optimize success by integrating the MBCfPE method and SWOT analysis.

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1. INTRODUCTION

The most common problem faced by companies in the manufacturing industry is the declining performance of the company (Tsauri, 2014). The decrease in company performance can be attributed to the lack of quality in human resources and the field of company management. This, in turn, will affect the

overall performance of the company. Human Resource Management is the process of organizing people within an organization or company (Alatas & Ayuningtyas, 2019). Therefore, it is essential to measure the company's performance to determine the extent of the quality of performance in the management field (Gasperzs, 2007).

PT X or PT Semen Indonesia (Persero) Tbk Tuban Factory is one of the companies that produce cement. The cement products manufactured by this company are used in the construction of buildings, roads, bridges, ports, and other infrastructure projects throughout Indonesia. However, the company also faces various challenges in maintaining its position as the market leader in the cement industry in Indonesia. Hence, the company strives to improve its performance and operational efficiency to remain competitive in an increasingly competitive market. Factors such as intense competition, fluctuating raw material prices, overstock, and changes in government policies are some of the challenges that PT Semen Indonesia (Persero) Tbk Tuban Factory must confront. One of the common issues faced by the company is the production of more cement than the actual sales volume of the product. As a result, there is a surplus of unsold cement in the warehouse, leading to additional storage costs and reducing the company's sales profit (Putri, N.N, 2023).

The main issue underlying this research is the excessive production and declining sales from 2017 to 2021. Production has increased each year, reaching its peak in 2019-2021 with a total of 52.50 million tons per year, while sales dramatically declined to 40.46 million tons in 2021. The decrease in sales and excess stock at PT Semen Indonesia (Persero) Tbk Tuban Factory can have an impact on the performance of the Human Capital and General Affairs (HC&GA) unit. The decline in sales will result in financial losses, reducing the budget for human resource development and the general affairs department. Additionally, the surplus stock can impede production and product distribution, thus affecting the performance of the HC&GA unit related to production and delivery management. Furthermore, overstocking of products at PT Semen Indonesia can occur due to errors in inventory planning and control, ineffective sales and promotional strategies, and failure to analyze the market and plan appropriate products (Wiguna & Saintika, 2018). By using the Malcolm Baldrige Criteria for Performance Excellence, a useful framework for evaluating company performance, the strengths and weaknesses in each category can be assessed,

and action plans can be developed to improve overall performance (Romadoni, N , 2021). This approach can promote a culture of continuous improvement for the company, helping it remain successful in a competitive market. Additionally, overcoming the challenges at PT Semen Indonesia (Persero) Tbk Tuban Factory can be addressed by using a SWOT analysis that incorporates the criteria from Malcolm Baldrige. By employing a SWOT analysis, the company can design appropriate strategies to optimize opportunities and address challenges and threats (Nurlela & Wan, 2021).

This research provides a fresh perspective by combining the MBCfPE method and SWOT analysis to analyze the performance and strategies of PT Semen Indonesia (Persero) Tbk, specifically in the HC&GA unit at the Tuban Factory. The MBCfPE method is used to measure the company's performance holistically, considering both internal and external factors that influence it. Meanwhile, the SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats faced by the company. By combining these two methods, this research provides a more comprehensive understanding of the company's performance and the strategies that can be implemented to optimize the achievement of the company's goals. However, the previous article's shortcomings lie in its inability to provide in-depth analysis or the lack of up-to-date and relevant data to support the findings and recommendations proposed.

2. LITERATURE REVIEW

This research was conducted at PT. Semen Indonesia (Persero) Tbk Tuban Factory, using data obtained from questionnaires distributed to the Human Capital (HC) and General Affairs (GA) units, which are two units that have an impact on the company's issues. The questionnaire aimed to assess the company's performance level. The research method employed in this study is the Malcolm Baldrige Criteria for Performance Excellence (MBPCPE) and SWOT analysis. The data used for this study is the employee data of PT. Semen Indonesia in the Human Capital and General Affairs units for the year 2023. The research used Proportionate Stratified Random

Sampling, which is a sampling technique that considers strata within the population. The sample size is determined using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2} \dots\dots\dots(1)$$

Where:

n = Sample size

N = Population size

e = Error level (margin of error)

Based on the formula above, the total sample size for this research is:

$$n = \frac{48}{1 + 48(0.1)^2} = 32 \dots\dots\dots(2)$$

The Malcolm Baldrige Criteria for Performance Excellence is an award program based on an organization's achievement in meeting the Malcolm Baldrige Criteria for Performance Excellence, often abbreviated as Baldrige Criteria. Malcolm Baldrige is also known as a tool for Baldrige Assessment, used to continuously improve the overall performance of an organization by measuring and providing feedback on the organization's performance in delivering quality products and services. The seven criteria used as independent variables include leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workforce focus, operations focus, and results (Prasetyo, M.A., & Wahyuni, H.C, 2021). The Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) and SWOT Analysis are closely related in assessing a company's performance. SWOT analysis is used to evaluate the current business position, while MBCfPE is used to measure the organization's performance holistically and drive continuous improvement through seven main criteria: leadership, strategy, customers, performance measurement, resource management, operations management, and business results (Wiguna & Saintika, 2018). The Malcolm Baldrige Criteria for Performance Excellence is an award program based on an organization's achievement in meeting the Malcolm Baldrige Criteria for Performance Excellence, often abbreviated as Baldrige Criteria. Malcolm Baldrige is also known as a tool for Baldrige Assessment, used to continuously improve the overall performance

of an organization by measuring and providing feedback on the organization's performance in delivering quality products and services (Romadoni et al., 2021).

Table 1. Criteria weight values

No	Criteria	Weight	Percentage
1	Leadership	120	12.0%
2	Strategic Planning	85	8.5%
3	Customer Focus	85	8.5%
4	Measurement, Analysis, and Knowledge Management	90	9.0%
5	Workforce	85	8.5%
6	Operational Focus	85	8.5%
7	Results	450	45.0%
Total		1000	100%

The classification of the final results of the assessment of compliance with the Malcolm Baldrige Criteria for Performance Excellence (Alatas, H., & Ayuningtyas, D, 2019) obtained is as follows:

Table 2. Score classification obtained by the company

Grade Scale	Score	Company Classification
Early development	0-275	Poor
Early result	276-375	
Early improvement	376-475	
Good performance	476-575	Average
Emerging industry leader	576-675	
Industry leader	676-775	Excellent
Benchmark leader	776-875	
World leader	876-1000	

And SWOT analysis is the appropriate method as an initial step in formulating strategies to achieve the best work quality in an organization or company. In this analysis, we identify the strengths that provide a competitive advantage, weaknesses that hinder the company's performance, opportunities that are advantageous in the company's environment, and threats that can disrupt the company's position (Nurlela., Wan, J.R. ,2021). By gathering relevant data, including conducting interviews with employees, the SWOT analysis helps in developing the right strategies. These strategies may include enhancing human resource training to improve skills, improving product or service quality, expanding the market, and addressing threats and competition by enhancing product quality, offering

competitive pricing, and increasing product innovation (Prasetyo & Wahyuni, 2021).

3. RESEARCH METHOD

This research uses a case study approach at PT. Semen Indonesia Tuban Factory, focusing on the Human Capital (HC) & General Affairs (GA) unit as one of the units that significantly impact the company's operations and the issues faced by the company. The research utilizes

both secondary data, which includes information on the number of employees in the HC & GA unit, and primary data, gathered through the distribution of questionnaires and conducting direct interviews with the personnel in the relevant unit of the company. The research aims to address the problem through the following steps:

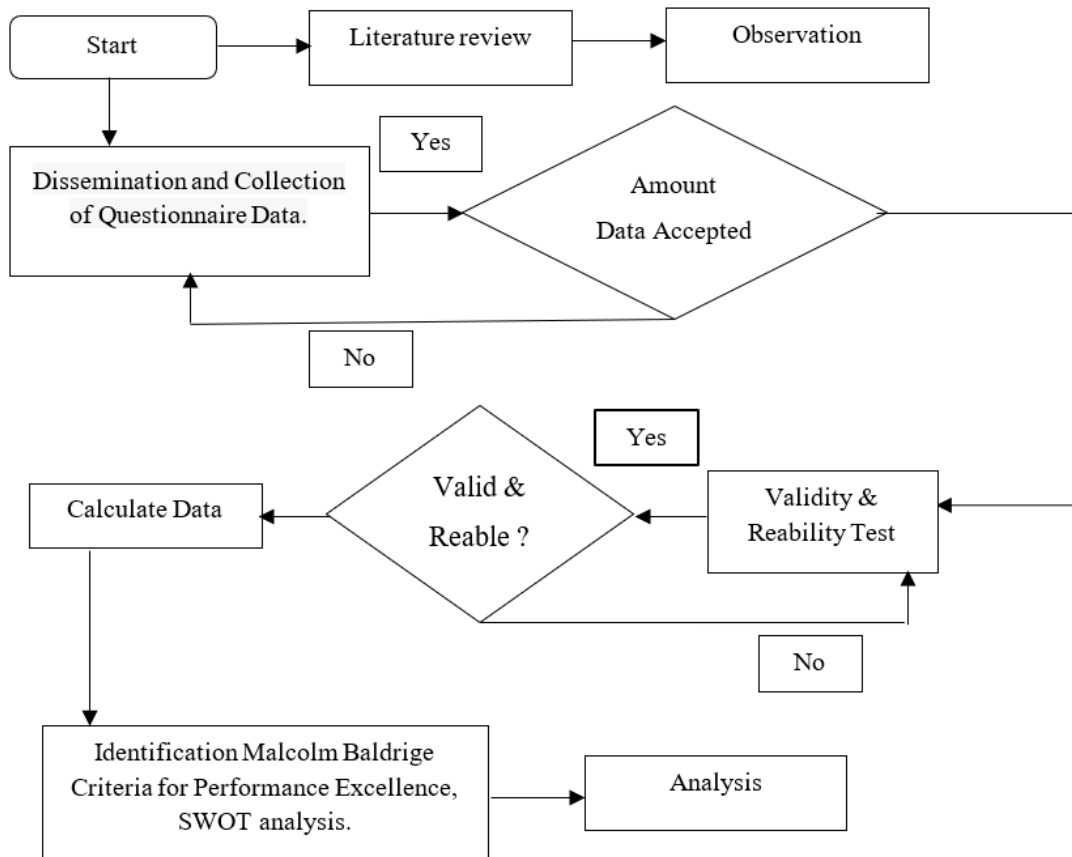


Figure 1. Study framework

4. RESULT AND DISCUSSION

a. Malcom Baldrige Criteria For Performance Excellence.

The Malcolm Baldrige Criteria for Performance Excellence is an award program based on an organization's achievements in meeting the Malcolm Baldrige Criteria for Performance Excellence, often abbreviated as Baldrige Criteria. Malcolm Baldrige is also known as a tool for Baldrige Assessment, used to continuously improve the overall performance

of an organization by measuring and providing feedback on the organization's performance in delivering quality products and services (Romadoni et al., 2021).

Below is the recapitulation of the company's performance assessment based on all variables in the questionnaire categories directed at the HC and GA units using the Malcolm Baldrige Criteria for Performance Excellence method.

Table 3. Recapitulation of company performance assessment

MBCfPE Category	Score	Category score	Percentage	Rank of achievement per criteria item
[1] Leadership (120)				
[1.1] Organizational Leadership (70)	51.99	51.99 + 37.14 = 89.13	(89.13/120)*100	7
[1.2] Management and Social Responsibility (50)	37.14		= 74.27	8
[2] Strategic Planning (85)				
[2.1] Strategic Development (40)	28.34	28.34 + 31.88 = 60.22	(60.22/85)*100 =	5
[2.2] Strategic Deployment (45)	31.88		70.85	11
[3] Market and Customer Focus (85)				
[3.1] Market and Customer Knowledge (40)	31.15	31.15 + 35.04 = 66.19	(66.19/85)*100 =	2
[3.2] Customer Relationships and Satisfaction (45)	35.04		77.87	6
[4] Measurement, Analysis, and Knowledge Management (90)				
[4.1] Measurement, Analysis, and Knowledge Management (45)	33.35	33.35 + 33.35 = 66.7	(66.7/90)*100 =	12
[4.2] Management of Information Technology and Knowledge (45)	33.35		74.11	4
[5] Human Resource Focus (85)				
[5.1] Human Resource Engagement (45)	32.37	32.37 + 28.78 = 61.15	(61.15/85)*100 =	9
[5.2] Human Resource Environment (40)	28.78		71.94	1
[6] Process Management (85)				
[6.1] Work System Design (45)	32.17	32.17 + 28.5 = 60.67	(60.67/85)*100 =	10
[6.2] Work Management and Improvement (40)	28.5		71.37	3
[7] Results (450)				
[7.1] Product and Service Results (100)	67.7	67.7 + 47.39 + 47.39	(304.65/450)*100	
[7.2] Customer-Related Results (70)	47.39	+ 47.39 +	= 67.7	
[7.3] Financial and Market Results (70)	47.39	47.39 + 47.39		
[7.4] Human Resource Results (70)	47.39	= 304.65		
[7.5] Organizational Effectiveness Results (70)	47.39			
[7.6] Leadership Results (70)	47.39			

Here are the scores for each criterion and the

GAP from the overall variables in MBCfPE:

Table 4. Assessment of total performance categories

Categori	Score (A)	Ideal (B)	GAP (B-A)	Score (%)
Leadership	89.13	120	30.87	74.27
Strategic Planning	60.22	85	24.78	70.85
Customer Focus	66.19	85	18.81	77.87
Measurement, Analysis, and Knowledge Management	66.7	90	23.3	74,11
Workforce	61.15	85	23.85	71.94
Operational Focus	60.67	85	24.33	71.37
Results	304.65	450	145.35	67.7
Total	708.71	1000		

The final stage of assessment in the MBCfPE criteria is the classification of performance levels according to MBCfPE, which consists of eight performance levels. Based on the calculations, a score of 708.71 out of a

maximum score of 1000 is obtained. According to Table 4, the classification of the company based on MBCfPE indicates that PT. Semen Indonesia Tuban Factory is classified as "Leader Industry."

b. SWOT Analysis

SWOT analysis is a result of analysis used to understand the internal and external factors that potentially influence the strengths and weaknesses in relation to the opportunities and threats present in an organization or company's environment (Wiswata, 2018).

2.1.1. Internal Factor Evaluation (IFE)

Matrix

To determine the strength items based on the Malcolm Baldrige categories at PT. Semen Indonesia Tuban Factory, items with an achievement percentage of $\geq 50\%$ are considered, while weakness items are taken from criteria with an achievement percentage of $< 50\%$ possessed by the company.

Table 5. Matrix IFE PT. Semen Indonesia plant Tuban

No	Questions	Significance	Weight (W)	Branch (B)	Score (W X B)
Strength					
1	Employee Involvement	2	0.08	3.25	0.26
2	Market and Customer Knowledge	2.5	0.1	3.00	0.3
3	Customer Relationships and Satisfaction	2	0.08	3.75	0.3
4	Strategic Development	3	0.13	3.25	0.42
5	Strategic Deployment	2.5	0.1	3.75	0.375
6	Workforce Environment	3	0.13	4.00	0.52
7	Work Management and Improvement	2	0.08	3.00	0.24
8	Management of Information, Technology and Knowledge	2	0.08	3.25	0.26
9	Work System Design	2,5	0.1	3.00	0.3
10	Organizational Leadership	3	0.13	3.75	0.48
Total		24	1		3.45
Weaknesses					
1	Governance and Social Responsibility	2	0.5	2.50	1.25
2	Organization Measurement and Analysis	2	0.5	2.00	1
Total		4	1		2.25
Strength - Weaknesses (S-W)					1.2
Total Strength - Weaknesses (S-W)					5.7

The explanation of the results from the IFE matrix analysis can be described from the following internal critical success factors: In the SWOT analysis, it was found that the workforce environment is a major strength of PT Semen Indonesia Tuban Factory, with a weight of 0.13 and a rating of 4.00, indicating a significant influence on the company's success. This suggests that the company has above-average chances of success and is more competitive compared to other players in the industry. However, on the weakness side, organization measurement and analysis were given a weight of 0.5 with a rating of 2.00, indicating a significant influence but with a poor performance compared to other competitors. Therefore, the company needs to address this weakness promptly to enhance its

competitiveness in the industry. Overall, PT Semen Indonesia Tuban Factory has a total score of 5.7 from the internal factor analysis, indicating that internally, the company is quite strong in achieving success in their market.

2.1.2. External Factor Evaluation (EFE)

Matrix

The analysis of the company's external factors is based on market analysis, suppliers, competitors, social conditions, customers, economic factors, opportunities, and threats. Opportunities and threats in the Malcolm Baldrige criteria are identified through the EFE matrix (Hidayatuloh, 2020). These internal strategic factors are weighted and classified based on the results of the questionnaire distribution analysis

Table 6. Matrix EFE PT. Semen Indonesia plant Tuban

No	Questions	Significanc e	Weight (W)	Branch (B)	Score (W X B)
Opportunity					
1	Cement is a product used as a binder for construction and infrastructure materials.	2.5	0.2	3.50	0.7
2	Numerous business partners.	3	0.24	3.25	0.78
3	High market demand.	2	0.16	3.75	0.6
4	Recruiting skilled workforce.	2.5	0.2	3.00	0.6
5	Affordable price.	2.5	0.2	3.50	0.7
Total		12.5	1		3.38
Threat					
1	Competition in product quality with competitor companies.	2	0.21	2.00	0.42
2	Existence of competing companies (plants) in the same region.	3	0.31	2.00	0.62
3	Increasing promotional programs from competitor companies.	2	0.21	1.00	0.21
4	Competitor companies have more modern technology and machinery.	2.5	0.26	2.00	0.52
Total		9.5	1		1.77
Opportunity - Threat (O-T)					1.61
Total Opportunity - Threat (O-T)					5.15

The following are internal strategic factors (critical success factors):

In the Environmental Factor Evaluation (EFE) matrix, it was found that the number of business partners has a weight of 0.240 and a rating of 3.25, indicating a significant impact on the business. PT Semen Indonesia Tuban Factory has a substantial opportunity for success in this area compared to other competing companies. However, on the threat side, a weight of 0.21 is given to the increasing promotional programs from competitor companies with a rating of 1.00, signifying a significant impact but the company is performing poorly or lagging behind competitors. Therefore, the company needs to address this issue promptly as it can threaten

their success in the industry. Overall, PT Semen Indonesia Tuban Factory obtains a total score of 5.15 from the external factor analysis, indicating that externally, the company is quite good at avoiding threats that could hinder their success in the industry.

Based on the analysis of the IFE and EFE matrices, there is a significant difference between the internal strategic factors (S-W) with a score of 1.2 and the external strategic factors (O-T) with a score of 1.6. To determine the appropriate strategy, a SWOT diagram can be used as an analysis tool that provides a SWOT diagram of the company's strengths, weaknesses, opportunities, and threats as follows :

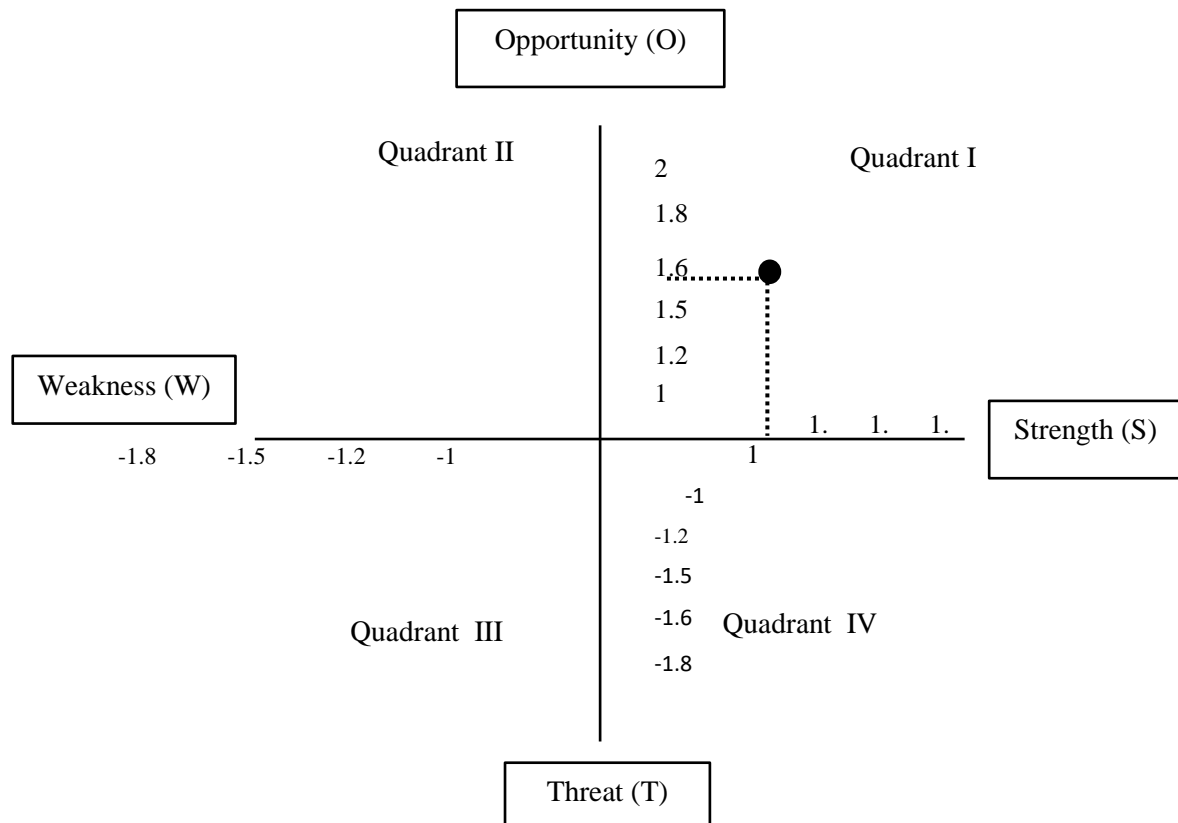


Figure 2. Strength, Weakness, Opportunity, and Threat (SWOT) diagram

The Semen Indonesia Plant in Tuban, East Java, is located in quadrant 1 in the SWOT analysis. Quadrant 1 in the SWOT analysis refers to a company's position with strong internal strengths and favorable external opportunities. The Tuban Plant of PT Semen Indonesia has strong internal strengths. One of them is the abundant availability of natural resources, especially raw materials for cement production. The Tuban region is known to have abundant reserves of limestone and clay, which are the primary raw materials in cement production. The presence of these natural resources provides a competitive advantage to the Tuban plant in terms of low production costs and a stable supply. Additionally, the Tuban plant also has modern and efficient production infrastructure and high-quality human resources, enabling it to consistently produce high-quality cement.

In addition to strong internal strengths, the Semen Indonesia Plant in Tuban also has favorable external opportunities. One of them is the high demand for cement in the domestic and international markets. As one of the

countries with rapid economic growth, Indonesia has a continuously increasing need for infrastructure, construction, and property development. This high demand presents opportunities for the Tuban plant to increase production and sales volume. Furthermore, the Tuban plant can also leverage export opportunities to neighboring countries with cement needs. With its strategic location in East Java, the Tuban plant can easily access ports and transportation facilities, enabling exports to regional markets.

Overall, the Semen Indonesia Plant in Tuban holds a favorable position in quadrant 1 of the SWOT analysis. Internal strengths such as the availability of natural resources and good infrastructure, combined with external opportunities like high demand and export potential, give the Tuban plant a competitive edge in the cement industry. By leveraging its internal strengths and responding appropriately to external opportunities, the Tuban plant can continue to grow and thrive in this competitive industry. SWOT analysis can help business stakeholders in ensuring that

their business activities run according to the business plan and achieve their goals. Business actors must be willing to recognize their strengths, weaknesses, opportunities, and threats in their business activities to implement

targeted strategies in running their businesses (Hidayatulloh, 2020). Here are the results of the SWOT Analysis Matrix for PT Semen Indonesia Tuban Plant:

Table 7. The result of the SWOT analysis matrix

Internal	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Employee Engagement 2. Market and Customer Knowledge 3. Customer Relations and Satisfaction 4. Strategy Development 5. Strategy Dissemination 6. Workforce Environment 7. Process Management and Improvement 8. Information Management, Technology, and Knowledge 9. Work System Design 10. Organizational Leadership 	<ol style="list-style-type: none"> 1. Governance and Social Responsibility 2. Organization Measurement and Analysis
External	Opportunity (O)	Strategy WO
	<ol style="list-style-type: none"> 1. Cement is a product used as a binder for building infrastructure stones. 2. Number of business partners 3. High market demand 4. Recruiting skilled workforce 5. Affordable price 	<ol style="list-style-type: none"> 1. Improving communication and coordination between the marketing team and the operational team. 2. Expanding the product marketing segments. By targeting potential customers who have not been reached before or creating new market demand.
Threat (T)	Strategy ST	Strategy WT
<ol style="list-style-type: none"> 1. Competition in product quality with competitor companies. 2. Presence of competing companies (factories) in the same region. 3. Increased promotional programs from competitor companies. 4. Competing companies have more modern technology and machinery. 	<ol style="list-style-type: none"> 1. Establishing partnerships to expand market opportunities. 2. Enhancing customer loyalty to address competitive threats. 	<ol style="list-style-type: none"> 1. Improving demand forecasting accuracy, enhancing communication between marketing and operational teams, and implementing a more efficient system to monitor and control inventory. 2. Developing effective marketing strategies. 3. Conducting a comprehensive evaluation of existing promotional strategies and identifying areas for improving promotional effectiveness.

Therefore, the results obtained from the SWOT analysis and the evaluation of MBCfPE criteria at PT Semen Indonesia Pabrik Tuban

are closely related to the fundamental concept of business. The fundamental concept of business involves a deep understanding of the

strengths, weaknesses, opportunities, and threats in the business environment. In this regard, the SWOT analysis is used to identify and evaluate the internal and external factors that can influence the company's performance. The results of the SWOT analysis help the company to understand its position in the industry, identify exploitable strengths, address weaknesses, capitalize on existing opportunities, and address potential threats. In the context of evaluating MBCfPE criteria, the results of classifying performance levels indicate the company's achievement level in applying the Malcolm Baldrige principles, encompassing both strengths and weaknesses of the company. With a profound understanding of these factors, the company can develop appropriate strategies to achieve competitive advantage, enhance work quality, and attain their business objectives. Therefore, the results of the SWOT analysis and evaluation of MBCfPE criteria provide essential guidance for the company in effectively and sustainably planning their business strategy.

5. CONCLUSION

Based on the performance analysis and company's strategy using the MBCfPE method and SWOT analysis, it can be concluded that PT Semen Indonesia Pabrik Tuban, HC&GA unit, has achieved excellent performance and holds the position of "Leader Industry." The total score obtained, 708.71 out of a maximum of 1000 points, indicates a high level of achievement. The research shows that the company has a good understanding of customer preferences and market focus, which are its key strengths. However, attention should be given to improving the weaknesses in organizational measurement and analysis, which received a poor rating. The IFE and EFE matrices also reveal that PT Semen Indonesia Pabrik Tuban has significant opportunities in terms of partnership numbers, but it faces threats from competitors' increasing promotional programs. For further research, there are several areas that need to be explored. First, research can be conducted to address the weaknesses in organizational measurement and analysis, with the aim of improving the company's value and competitiveness. Next, research focus can be given to developing more effective strategies to

counter competitors' promotional programs. Additionally, understanding the external factors that influence the company's success, such as market trends, regulatory changes, and technological advancements, should be further deepened. By conducting this research, PT Semen Indonesia Pabrik Tuban can continue to improve its performance and maintain its position as a leader in the industry.

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