



Three-Dimensional Analysis of PT Pertamina's Customer Oriented Perspective of New Public Management

Analisis Tiga Dimensi pada Pelanggan Berorientasi PT Pertamina Perspektif Manajemen Publik Baru

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Abstract

In the past few years, the country's manufacturing companies have been caught in a vicious cycle caused by poor working capital to affect the investment surplus. Using the New Public Management approach is considered suitable for carrying out the process of public value creation. There is limited literature which discusses the importance of customers' role from the perspective of New Public Management. This research discusses about customer-oriented public services precisely at PT Pertamina. This research aims to see the importance of customer position in a company because their relationship is important as customers need products and companies need trust from customers so that profitability is maintained. This research method is descriptive analysis. The results of study show that Pertamina in the NPM approach seen from the aspect of orientation towards customers has met customer needs. From the affective dimension, Pertamina always provides motivation to employees with various awards, providing good attitude and responsiveness, both to customer and fuel supply distribution. The cognitive dimension shows that Pertamina is always reactive in providing information through various types of services, preparing strategies to respond to competitors, and responsiveness in inconsistencies conditions. From responsiveness dimension shows that Pertamina can provide services align with customer needs such as providing services that can be reached by customers. Pertamina is able to prioritize customers by always paying attention to the service commitment provided making it one of the State-Owned Enterprises that could increase the capacity of services quality to the community as it should.

Keywords: New Public Management, Reinventing Government, Customer Oriented

Abstrak

Dalam beberapa tahun lalu perusahaan manufaktur negara terjebak dalam lingkaran setan yang diakibatkan oleh buruknya modal kerja hingga berpengaruh pada surplus investasi. Dengan menggunakan pendekatan New Public Management dinilai cocok untuk melakukan proses penciptaan nilai publik. Namun sedikitnya literatur yang membahas mengenai pentingnya peran pelanggan yang dilihat dari perspektif New Public Management. Penelitian ini menyajikan pembahasan mengenai pelayanan publik yang berorientasi pada pelanggan tepatnya pada PT Pertamina. Penelitian ini bertujuan untuk melihat pentingnya posisi pelanggan karena hubungan antara pelanggan dengan perusahaan adalah saling membutuhkan, dimana pelanggan membutuhkan produk dan perusahaan membutuhkan kepercayaan dari pelanggan agar profitabilitas tetap terjaga. Penelitian ini menggunakan prosedur penelitian analisis deskriptif pada PT Pertamina dalam memberikan pelayanan dengan berorientasi pada pelanggan. Hasil dari penelitian ini menunjukkan bahwa PT Pertamina dalam pendekatan New Public Management yang dilihat dari aspek orientasi terhadap pelanggan telah memenuhi kebutuhan pelanggan dengan baik. Pada dimensi afektif, PT Pertamina selalu memberikan motivasi kepada pegawai dengan berbagai penghargaan, memberikan sikap dan daya tanggap yang baik, baik kepada pelanggan maupun distribusi pasokan bahan bakar. Dimensi kognitif menunjukkan PT Pertamina selalu reaktif dalam memberikan informasi melalui berbagai jenis layanan, menyiapkan strategi-strategi untuk merespon kompetitor, dan tanggap dalam menghadapi ketidaksesuaian kondisi. Pada dimensi responsif menunjukkan bahwa PT Pertamina mampu memberikan pelayanan sesuai dengan kebutuhan pelanggan seperti menyediakan pelayanan yang mampu dijangkau oleh pelanggan. PT Pertamina mampu memprioritaskan pelanggan dengan selalu memperhatikan komitmen pelayanan yang diberikan. PT Pertamina menjadi salah satu Badan Usaha Milik Negara yang mampu meningkatkan kapasitas mutu layanan kepada masyarakat dengan sebagaimana mestinya..

Kata kunci: Manajemen Publik Baru, Pemerintah Kewirausahaan, Orientasi Pelanggan

Introduction

Due to criticism of government management carried out traditionally, a new model was created with the concept of New Public Management (NPM). This concept will refer to transferring management concepts from business organizations to public organizations as a basic principle in running the organization. NPM itself has 3 main trends, namely: a) Public management focuses on changing the value system that exists in the public sector with the values that exist in the private sector, b) Public management focuses on public managers and executives, except for institutional systems that can provide obstacles to them, c) Public management itself is actually traditional public administration, only the concept has been changed to be more modern.

According to Barzelay (1992), Osborne & Gaebler (1992), and Halachmi (1995), states that NPM is also related to the idea of re-engineering in the public sector or reinventing of government, which means changing processes in public organizations. The purposes are to increasing effectiveness, efficiency and ability to compete, so they can change the structure, culture, management system and other aspects of public organizations.

Customer satisfaction can be interpreted as the psychological status of customers after making a purchase as an indicator in evaluating the experience or use of a particular product or service. Therefore, it depends on the extent and direction of the difference between perceived performance and existing comparison standards. Usually, customer satisfaction describes consumer satisfaction as a comparative process whose results are a feeling of satisfaction or dissatisfaction that comes from 3 different elements, namely expectations (standards), performance, and disconfirmation. From the confrontation between expectations and performance, differences between positive, negative or zero can be felt, which can give rise to judgments between satisfaction and dissatisfaction which originate from these differences in values.

This article will discuss PT Pertamina in providing services to customers. Pertamina itself always adheres to its commitment to providing energy and developing new and renewable energy in order to create national energy independence. In 2006, PT Pertamina carried out a fundamental transformation of the company's business by changing its vision, namely "to become a world-class national oil company" and in 2011, Pertamina's vision was again refined by "becoming a world-class national energy company." Apart from that, Pertamina also has a focus and effort to ensure an inclusive national energy supply and availability based on the principles of sustainability, affordability, easy access, availability and acceptability.

As a national company carrying out the task of maintaining national energy availability up to the end user level, Pertamina continues to strive to improve the quality of products and services, one of which is by carrying out social and environmental responsibility (TJSL) in the consumer sector. TJSL implemented includes guaranteeing product quality, service quality, customer safety and health,

complaints and resolution of customer complaints, as well as digitalization of services. In order to improve the quality of services, the Government applies the Pertamina Way as a form of transformation and TJSL in the consumer sector. Meanwhile, to guarantee the quality of Pertamina's products, they must meet the quality standards set by the Ministry of Energy and Mineral Resources and international standards. The basis for TJSL management in the consumer sector is carried out by implementing a due diligence mechanism, namely through customer satisfaction and loyalty surveys to obtain an overview of customer perceptions of a product and service. Apart from surveys, Law Number 8 of 1999 concerning Consumer Protection must be used as a guide for Pertamina's steps in responding to consumers.

The implementation of TJSL in the consumer sector is carried out by holding various programs that directly involve customers, including high quality fuel, correct use of LPG, digitalization of gas stations and the My Pertamina application, commemoration of National Customer Day and Customer Gathering coordinated by the Marketing Operation Region (MOR) to be able to interact directly with customers. Not only that, Pertamina also held a Pertamina Marketing Award event aimed at business partners as a form of appreciation to business partners for their success in marketing Pertamina products. To accommodate product complaints, Pertamina provides Call Center 135 and other complaints can be made by contacting Pertamina 1 500 000. Not to mention, regarding improving service quality, Pertamina continues to strive for a series of policies, both manual and procedural. One of these efforts is to carry out ISO 9001 certification regarding Quality Management.

Previously, if we referred to several studies on dealing with customers from an NPM perspective, there was quite a bit of literature that had made it a topic for research. As research results by Bose (2011) found that state manufacturing companies were trapped in a vicious circle due to poor working capital which affected investment surpluses, the only solution that could be taken was to break the chain of this cycle. In making this happen, there are two options that can be taken. The first is a short-term option by increasing the financial side. Both long-term options involve restructuring and disinvestment which will bring sustainable development and prospects for the company. Further research by Colon & Gue'rin-Schneider (2015) noted several conclusions. These conclusions include that NPM reform cannot hinder public bodies in creating public value, NPM is suitable for the public value creation process as explained by Moore (1995), NPM reform does not seem to provide enough conducive conditions for the public value creation process due to other factors such as context political.

Additionally in non-democratic contexts, public managers and donors play an important role in replacing democratic consensus. However, this research does not offer an alternative model such as managing public values without a democratic process, where public values are raised by opening

access to water sources without providing solutions for priority actions to provide services that meet standards. In addition, Kim & Kim (2021) note that in creating an inclusive society, the Moon Jae-in government emphasizes social values in South Korean society. This requires public institutions to strengthen publicity. Therefore, public companies must realize social values by maintaining entrepreneurship and managing company sustainability. The customer service value concept in this research allows companies to pursue economic and social values simultaneously.

The importance of the position of customers, in this case society, means that state companies like Pertamina must pay considerable attention to the existence of customers. Moreover, it also determines the reputation of a company. Thus, the relationship between the customer and the company, if we think of it, must produce a mutualistic symbiosis. Customers need the products provided by Pertamina to fulfill their energy needs for fuel, while Pertamina needs customer trust so that its publicity and profitability goals as a national company are maintained and better in the future. Therefore, the author in the following review tries to present a portrait of Pertamina's performance achievements in terms of customer satisfaction under the umbrella of the big topic of New Public Management (NPM). The novelty of this research can be found from the choice of Pertamina as the object of study and customer satisfaction theory in reviewing the position of customers in the New Public Management (NPM) paradigm.

Conceptual Framework

New Public Management

According to Marget et al (2006) in (Ali & Haliah, 2021), New Public Management (NPM) is a form of fragmented bureaucratic concept, in which there is competition between public institutions and the private sector. This paradigm became a new paradigm that was known in Indonesia in the 1990s which directed public sector management. According to David Osborne and Ted Gaebler (1992), in the New Public Management paradigm of government bureaucracy there is an entrepreneurial element in the state administration system (Reinventing Government), the concept of bureaucracy is no longer rowing but as a driver, namely the role of government, not again direct public service, but oriented towards market mechanisms. The 10 principles of Reinventing Government in the New Public Management concept put forward by Osborne & Gaebler (1992), include:

Catalyst Government. The role of the government is more directing than guiding, where the government's task is to direct, rather than carrying out its own duties in public services. The government here is a third party that utilizes the private sector to provide the best service to the community. The public sector government is a catalyst that is able to move social and economic institutions to meet all the needs of society.

Government Owned by the Community. Bureaucracy belongs to the community where in public sector management there is a transition from service to giving authority to the community through participatory democracy, here the government becomes the catcher of community aspirations.

Competitive Government. The public sector government creates competition in public services with the aim of motivating high work enthusiasm for bureaucrats and can encourage the government to always be responsive to the needs of society to increase efficiency in public organizations.

Government is Mission Driven. The government runs and determines the budget based on the specified mission so that it can be flexible. The government is no longer stuck with regulations because this can make the government slow in managing public organizations.

Results-Oriented Government. The government places performance measures on jobs. Therefore, it can encourage the government to work as it should, which in turn can also produce better performance.

Customer Oriented Government. The government surveys and meets community needs rather than providing public services with bureaucratic rules. This can encourage efficient and effective government.

Entrepreneurial Government. The government adopts private sector work methods in public sector management, namely by increasing government productivity in improving the economy and government.

Anticipatory Government. The government becomes proactive, where the government anticipates the future and prioritizes prevention efforts, carries out strategic planning, and provides a vision and mission to see the future.

Decentralized Government. The government gives some central authority to regional governments. Decentralized government shortens the government hierarchy and moves towards participatory government and work teams. Therefore, regional governments can directly provide public services and can make their own decisions.

Market Oriented Government. The government is encouraging changes from administrative mechanisms to market mechanisms. The government prioritizes incentives and contributions as well as building a smart and responsible market.

Meanwhile, according to Hood (1991) in Ali & Haliah (2021) there are 7 characteristics in the New Public Management concept, including: 1) Professional management in the public sector, 2) Existence of work standards and performance measures, 3) Emphasize output control, 4) There is a division of work units in the public sector, 5) There is competition in the public sector, 6) Adopt a private sector management style to the public sector, 7) Emphasize discipline and greater economy

in the use of resources.

According to Denhardt & Denhardt (2000), New Public Management (NPM) represents the culmination of a revolution in public management that emerged in the 1980s. Rather than focusing on controlling bureaucracy and providing public services, current public managers are more inclined to respond to the wishes of citizens and politicians are now accustomed to being new entrepreneurs in government, politicians are also becoming leaner and becoming more private.

Other practical and intellectual justifications for NPM also continue to develop in line with the development of the New Public Services (NPS) so that it becomes a model of management and service delivery that is able to strengthen each other in the public sector, where the values of efficiency and productivity must not be eliminated and the values. These values must be placed in the larger context of democracy, community and the public interest. According to Denhardt & Denhardt (2000), he stated several principles underlying NPM, namely: a) Serve rather than steer, that is, civil servants must provide assistance to the community to provide information and fulfill the common interests of the community rather than having to try to control or direct the community in a new direction; b) The public interest is the aim, not the by-product, that is, public managers must be able to contribute to building shared ideas related to the public interest which must be able to create shared interests and a sense of shared responsibility; c) Think strategically, act democratically, namely policies and programs formed to meet public needs can be achieved effectively and everyone can be held accountable with collective efforts and collaborative processes; d) Serving citizens, not customers, namely that civil servants must not only respond to demands made by customers, but must also be able to build relationships of trust and collaboration among their citizens; e) Accountability is not simple, means that civil servants must not only pay attention to the market but also include statutory and constitutional law, values in society, political norms, professional standards, and the interests of society; f) Value people, not just productivity, that is, public organizations and the networks in which they participate may be able to achieve long-term success if they are operated through a process of collaboration and shared leadership that is based on respect for all people; g) Value citizenship and public service above entrepreneurship, that is, the public interest is something that is better promoted by civil servants and citizens who are committed to making a meaningful contribution to society rather than by entrepreneurial managers who only act as if of public money is their own money.

Customer Oriented

Customer orientation positions customers at the center of the organization. Customer orientation is included in organizational culture, namely the values and norms that guide behavior in the organization. In order to build a customer orientation framework, company can use a behavioral approach or a cultural approach. Customer-oriented companies are able to look critically at market

information to identify new customer opportunities and initiate creative results. The information the company has to satisfy customers can make the company more responsive and carry out regular evaluations. There are three indicators in the customer orientation dimension.

The first is the affective dimension which explains culture which is understood as the company's values and norms. The cultural approach or what is known as the affective dimension aims to show an organizational culture that is effective and efficient in determining behavior so that it can position the buyer as king as reflected in the company's performance. Cultural indicators in customer orientation are based on the perspective of Becker & Homburg (1999) where management systems are designed to promote the orientation of business organizations towards customers. This system can improve customer orientation and expand implementation within the organization. The focus is on management systems such as ISO 9000, where it is difficult to meet explicit customer expectations, starting with identifying needs and then considering processes in the quality management system and customer-focused policies. Moreover, quality management systems such as TQM (Total Quality Management) have been successfully used to build market-oriented programs. In Europe, the quality management system in relation to ISO 9000 provides standards for implementing customer orientation. Thus, here the ISO 9000 standard is used to determine company performance such as customer value.

The two cognitive dimensions suggest the collection of information, analysis, socialization as a form of proactive response to customer needs. The cognitive dimension reflects the organization's ability to produce, distribute and respond to market surveyors. There are several types of actions that contribute to customer information, including using tools to learn expectations, habits, or satisfaction; integrating IT-CRM; have a central database around sales or distribution; has internal and external departments focused on improving CRM (Customer Relations Management).

The three dimensions of responsiveness express responsiveness to feedback given by customers. The responsiveness dimension shows the company's efforts to find, understand and satisfy customer needs, including activities to add value by following up on feedback from customers. The responsiveness component for customer orientation consists of two items, namely a commitment to respond to feedback or views regarding sales services within a certain deadline and a contact center available for customers. It is important to note that each dimension must be evaluated separately to obtain an in-depth analysis, besides that in a process each dimension plays a unique function.

Method

The research methodology used in this research is descriptive analysis with a focus on customer service orientation in accordance with the New Public Management (NPM) framework. This is a qualitative approach used to describe the characteristics of a phenomenon or situation that

occurs during research. In this context, descriptive analysis is used to identify and describe how PT Pertamina, as a state-owned company, provides services to its customers and how these services meet customer standards and expectations. NPM is used to assess and understand how PT Pertamina manages and aligns its services with customer needs. This framework helps in understanding the strategies and actions taken by companies to improve customer service and operational efficiency. By using this methodology, the research aims to assess in depth how PT Pertamina implements NPM principles in its services and the effect on customer satisfaction.

Result and Discussion

As stated by Osborne & Gaebler (1992), the New Public Management paradigm is characterized by entrepreneurial government or what is known as Reinventing Government. The 10 Principles of Reinventing Government are catalytic government, community-owned government, competitive government, mission-driven government, results-oriented government, customer-oriented government, entrepreneurial government, anticipatory government, decentralized government, and market-oriented government. One of the principles of customer-oriented government, where the government can meet customer needs to increase efficiency and effectiveness in the bureaucracy. This also applies to PT Pertamina which has behavioral models in carrying out business activities and is PT Pertamina's work commitment. The behavioral models at PT Pertamina are known as the 6C Values (Clean, Competitive, Confident, Customer Focused, Commercial, Capable). In this Customer Focused value, PT Pertamina prioritizes 2 important components, namely customer experience and service improvement. Customers at PT Pertamina include product users, job seekers, business partners, other stakeholders such as academics, institutions and the media.

In the Customer Oriented theory, it is explained that there are 3 dimensions, namely affective dimension, cognitive dimension, and responsiveness dimension. These three dimensions are the benchmarks for PT Pertamina's performance in serving customers.

Affective Dimension

The affective dimension is related to organizational culture, which contains the values and norms of a company. Determining values and behavioral norms is used to direct the behavior/attitudes of PT Pertamina employees towards buyers who are close to their attitudes, appreciation, motivation and responsiveness. To measure the affective dimension at PT Pertamina, it can be seen from three indicators, namely attitude in identifying customer needs, responsiveness in handling supplies, and employee motivation.

Attitude in identifying customer needs

PT Pertamina provides behavioral guidelines, one of which is Customer Focused, which is in the form of Contact Pertamina. Contact Pertamina is a manifestation of company values that are oriented towards customer interests and are committed to providing excellent service to all Pertamina customers. Contact Pertamina distributes several services such as inbound calls, email fax, non-promo SMS, promo SMS, social media (Facebook and Twitter). This Pertamina Contact service is one of the attitude choices set by PT Pertamina to provide information to customers, as a supporter in product sales, and to handle incoming complaints from customers to PT Pertamina. These values and behavioral norms also aim to provide attention to customers and a form of availability to listen to customer needs. In 2019, PT Pertamina also launched a new form of service, namely "Customer Care, Pertamina Call Center 135". Service 135 was formed as a step in improving public services to consumers of Pertamina retail products such as fuel, LPG and lubricants. During the Covid-19 pandemic, PT Pertamina tried to take a stand in serving customers by ordering delivery/delivery services through Pertamina Call Center 135. Therefore, PT Pertamina is very good at providing services to customers in this affective dimension.

Responsiveness to supply services

PT Pertamina in supplying products, especially fuel and LPG, is distributed with certain types of fuel, namely kerosene and diesel. Apart from that, the special type of fuel for assignments is Premium with RON 88 and LPG 3 kg (2020). PT Pertamina has very good responsiveness in supplying and distributing fuel. PT Pertamina always meets fuel demand in the 3T (Frontier, Outermost and Remote) areas. PT Pertamina distributes assigned fuel, whether Premium or Diesel, at relatively the same retail price throughout Indonesia. During the Covid-19 pandemic, PT Pertamina also ensured smooth supply and distribution of products. In this case, PT Pertamina provided an additional supply of 3 kg LPG by 50%, reaching 1.8 million cylinders per day. Not only that, PT Pertamina responded to this pandemic by giving assignment letters, especially to fuel and LPG distribution officers, so that the mobilization process in energy distribution can be easily implemented and well-coordinated.

Employee motivation

PT Pertamina provides motivation to employees to increase their sense of enthusiasm and passion in working to serve customers. PT Pertamina's motivation is in the form of providing salaries, promotions, providing allowances (achievements, positions, holidays and leave), and workforce welfare. Apart from that, PT Pertamina also provides awards for 5 years of service and multiples in the form of certificates and gold, provides medical care, provides facilities such as vehicles, employee

cooperatives, places of worship and work space, provides house rentals for employees who do not have housing facilities, providing social security insurance for workers, providing periods off duty, as well as training that supports employee performance. This provides good value for PT Pertamina in providing motivation to employees to encourage the implementation of satisfactory service delivery to customers.

Cognitive Dimension

According to Kohli & Jaworski (1990), the cognitive dimension reflects the organization's ability to provide output, disseminate, and respond to market intelligence. It can be said that the cognitive dimension can be more easily influenced by the actions of the company, customers and the environment. To obtain this cognitive dimension, it is necessary to collect information, analyze and disseminate it to anticipate customer needs. The cognitive dimension consists of several sub-dimensions, namely:

Munificence

The growth stages that occur in the life cycle are characterized by several competitors who focus on market development. Customer information is really needed at the initial opportunity growth stage to understand customer habits so that it can be used and as a new part of customer development. In this section, it is very important for companies to obtain and process customer information and data. According to Aragon-Correa & Sharma (2003), which has been confirmed by Delmas & Pekovic (2013), states that in conditions of market scarcity, it will become more difficult to determine the organizational processes, managerial, resources and other capabilities needed to develop dynamic capabilities of a proactive environmental strategy.

At PT Pertamina itself, obtaining and processing customer information can be said to be good, this is because PT Pertamina launched a Call Center 135 which focuses on serving products issued by Pertamina, such as fuel, LPG and lubricants. With this call center, it is hoped that customers or users can experience direct communication with Pertamina. Apart from that, with this call center, Pertamina can see consumer behavior and needs which are certainly different for each person, so that Pertamina can create various new programs and innovations to increase customer satisfaction and also increase Pertamina's income. The '135' call center created by PT Pertamina has shown its performance well because they have received 8 awards from the 2021 Contact Center World Global Award event.

Competition

According to Yang et al. (2012), in an environment that has a high level of competition,

companies must be able to provide accommodation and response to the company's environment so that the company is willing to change; thus, it can compete and survive in accordance with environmental changes. With competition, companies will continue to provide the latest innovations that can help develop and advance the company. Companies must also use policies in running their companies so that they can compete with competitors and always be ready for customer needs. According to Yang et al. (2012), the existence of high competition can help provide various alternative choices for customers to choose what kind of service they will choose later and companies must also be able to monitor and respond to customer needs which are constantly changing at any time and also be able to provide options to customers so that they can choose the offers provided by a company based on the alternatives provided.

At PT Pertamina, the company's competition is said to be quite good because they are continuously preparing new strategies to face business competition in the oil and gas sector, especially in selling fuel to meet people's needs. According to the President Director of Pertamina, Dwi Soetjipto, it is stated that many competitors have started to compete to take over the fuel market in Indonesia, as has happened on the island of Java itself, there are many foreign gas stations (public fuel filling stations). With the competition for fuel, PT Pertamina stated that the easiest and most relevant strategy at this time is to provide the best service to the public in distributing fuel.

Uncertainty

Uncertainty here is related to the uncertainty of market conditions, so it will make information somewhat sensitive when the value in the market decreases rapidly (Glazer & Weis, 1933). However, the presence of uncertainty in the market will help to obtain the latest information which can be useful for looking at existing problems, so that it can help reduce uncertainty in the context of turbulence (Gotteland & Boule, 2006). Although the cultural value dimension for customer orientation can respond to customer complaints, it would be better if the company could collect, analyze and quickly disseminate the required information throughout the organization.

At PT Pertamina, uncertain conditions always occur, and they have done well to overcome market uncertainty because they are responsive in responding. In March 2022, the price of Pertamax will be IDR 12,500 per liter. According to Pertamina itself, this value is still below the actual economic price. Irto (Pertamina employer) stated that the price of Pertamax was still IDR 3,500 lower than its economic value. He explained that world oil prices would continue to soar until they were above US\$100 per barrel. This is due to the geopolitical crisis that continues to develop. To reduce the financial burden on PT Pertamina, they will implement efficiencies in all operational lines and adjust fuel prices, but still adjust them to take into account the social and economic conditions of the Indonesian people.

Responsiveness Dimension

Narver, et al. (2004) explain that responsiveness in market orientation is a business effort to understand and satisfy expressed customer needs. The meaning of expressed means that needs and solutions are stated by customers consciously so that these needs and solutions can be known to the market. For example, if the expression of need is thirst, the solution expressed is drinking water. It is also understood that the consumer's shopping list consists of the solutions disclosed. In general, although in market dynamics there are certain exceptions, businesses must always consider customer needs first. However, simply satisfying customer needs is not enough for a business to attract and retain customers. This is because the needs and benefits expressed by customers can be known to all competitors in situations where competitors offer the same benefits to a group of customers. This situation makes businesses have to engage in competitive price competition in order to create superior value for customers. Price competition becomes a necessity when sellers only offer the expected product without any difference in the value of the two offers submitted. Porter further stated that to make price competition does not occur, there must be a basis for meaningful differentiation for the products offered.

Commitment to Respond to Services

Based on one of Pertamina's 6C values, namely Customer Focus, customers are positioned as strategic stakeholders. This is a form of Pertamina's commitment to be able to provide the best service for its customers. In order to improve customer service, to coincide with its 60th anniversary, PT. Pertamina (Persero) launched My Pertamina as a form of the Company's commitment to continue improving the quality of its services, especially in welcoming the digital era. My Pertamina is Pertamina's initiative to improve service to customers through marketing digitalization, where Pertamina tries to provide access for loyal consumers to make transactions more easily, safely and comfortably. According to Adiatma Sardjito as Vice President of Corporate Communication at Pertamina, My Pertamina is a pioneer that combines loyalty programs and cashless payments in the form of integrated applications and cards. In 2017, My Pertamina was used at 60 gas stations spread across the Jabodetabek, Banten and West Java areas (Pertamina, 2017).

Contact Center available

Previously, the communication channel connecting Pertamina with the public was divided into two lines. First, to find out information about commercial services and products, Pertamina provides Call Center 135, while Pertamina contact 1,500,000 is used by the public or stakeholders who want to obtain information about the company. Furthermore, officially as of March 1 2021 this

policy has also undergone changes. This is done by Pertamina in order to improve service quality so that Pertamina is more responsive to community needs. Therefore, Call Center 135 is used as a single number for communication channels related to companies, information, services and products. According to Agus Suprijanto as Vice President of Corporate Communications & Investor Relations at Pertamina, the implementation of a single number call center is in accordance with the currently developing trend where people need numbers that are easy to remember, easy to call and can be used as one of the recommendations of one stop information for the company. After the implementation of the single number, all call center communication channels, namely via telephone and email, can now be accessed via Contact Center 135. Menus available on telephone services include delivery services, customer complaints, shared service centers, and information about Pertamina, and for Pertamina email services which previously provided two emails that could be accessed by the public, namely pcc@pertamina.com and pcc135@pertamina.com. With the implementation of the single number policy, the email pcc135@pertamina.com became the only one that could be accessed (Pertamina, 2021).

Even though the new policy has been implemented, the brilliant achievements of Contact Center 1,500,000 are worthy of appreciation. On September 10 2019, Contact Center 1 500 000 won 12 awards at the Best Contact Center Indonesia 2019 event by the Indonesia Contact Center Association (ICCA). According to Fajriyah Usman as Vice President Corporate Communication of Pertamina, this prestigious award was achieved because customer service innovations were continuously carried out, where Contact Pertamina 1 500 000 has served customers 24 hours either by telephone, email and social media with the official account @pertamina. Improving services in various lines by the Contact Center is a form of customer focus and part of Pertamina's commitment to become a world class company. In the Indonesian Contact Center event, Pertamina succeeded in becoming runner up 5. This achievement proves that Contact Pertamina is always present to provide useful information for the community (Pertamina, 2019)

Conclusion

PT Pertamina in its New Public Management approach seen from the aspect of customer orientation has met customer needs well. Looking at the affective dimension, PT Pertamina always motivates employees with various awards, provides good attitudes and responsiveness, both to customers and distribution of fuel supplies. The cognitive dimension shows that PT Pertamina is always reactive in providing information through various types of services, preparing strategies to respond to competitors, and being responsive in dealing with mismatched conditions. Lastly the responsive dimension shows that PT Pertamina is able to provide services according to customer needs, such as providing services that customers can afford. Apart from that, PT Pertamina is also

able to prioritize customers by always paying attention to the service commitment provided. From the three customer-oriented dimensions, PT Pertamina can become a State-Owned Enterprise that is able to increase the capacity of service quality to the community as it should.

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