

COMPANY PERFORMANCE EVALUATION AT THE INDONESIA STOCK EXCHANGE IN THE FOCUS OF WORKFORCE MANAGEMENT USING THE MALCOLM BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE

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Abstract

Indonesia Stock Exchange (IDX) is the only stock exchange in Indonesia and is part of the financial services companies in Indonesia. As one of important factors in IDX's success, human resources have to be managed properly and company performance in human resources management needs to be evaluated in order to improve its performance and competitive advantage. However, IDX has not yet evaluated its processes and results performance regarding human resources management comprehensively in an integrated approach. In order to evaluate IDX's performance through a comprehensive and integrated approach, measurement and evaluation is conducted using the Malcolm Baldrige Criteria for Performance Excellence (the MBCfPE) through an analysis of conditions in the company based on the criteria and scoring guidelines in the MBCfPE. Data and information that are related to conditions in the company are obtained through interviews, documents review, and survey to employees. After analyzing and scoring based on the MBCfPE, the two criteria items in workforce criteria category achieve a score of 85%, while workforce results criteria achieve a score of 70%. Based on these results, there are several recommendations as opportunities for improvement that should be done by IDX to improve its performance, increase its score based on the MBCfPE, and increase its competitive advantage.

Keywords: Company Performance, Human Resources Management, Malcolm Baldrige, Performance Evaluation, Workforce.

1. Introduction

1.1 Background

In an era of free trade and a world full of uncertainty, the Indonesia Stock Exchange (IDX) faces a tight competition with other financial services companies in Indonesia. As the only stock exchange in Indonesia, IDX successfully continues to show performance improvement as evidenced by the growth of the capital market in Indonesia. In order to maintain its high performance and goals achievement, the company is required to be able to manage its resources effectively. One of the most important resources for the company and must be managed properly is human resource.

It is necessary for IDX to find out how well the company manages and engages its employees through human resources management. IDX needs to measure and evaluate its performance regarding human resources management comprehensively on two sides, processes and results. IDX periodically measure and evaluate its results performance by evaluating the KPI achievements. Evaluating processes performance is conducted through audit processes, both internal and external audits. However, IDX needs to measure and evaluate its processes and results performance comprehensively in an integrated approach. This measurement and evaluation can be done using the Malcolm Baldrige Criteria for Performance Excellence (the MBCfPE).

Compared to other frameworks such as the Balanced Scorecard, the MBCfPE provides an integrated approach, comprehensive criteria for evaluation, and a clear scoring system for measurement, for both processes performance and results performance. Besides, the Balanced Scorecard only reflects results category in the MBCfPE.

In order to measure and evaluate human resources management in IDX, two criteria categories in the MBCfPE used are workforce criteria category and part of results criteria category that is focused on workforce: workforce results criteria. By measuring and evaluating processes and results, IDX can identify and leverage its strengths and opportunities to improve its performance and competitive advantage.

1.2 Research Objectives

The objectives of this research are defined as follows:

1. Evaluate the process performance of IDX regarding human resources management, based on the MBCfPE.
2. Evaluate the results performance of IDX regarding human resources management, based on the MBCfPE.
3. Analyze the weaknesses by analyzing the gaps between the real conditions in IDX and the criteria in the MBCfPE regarding human resources management.
4. Determine the recommendations or action plans for IDX to improve the performance.

2. Research Problem

2.1 Conceptual Framework and Analysis of Business Situation

Every company operates in a dynamic environment that either directly or indirectly influences its operations and objectives achievement.

Business environment that can affect IDX is illustrated in the Figure 1 below.

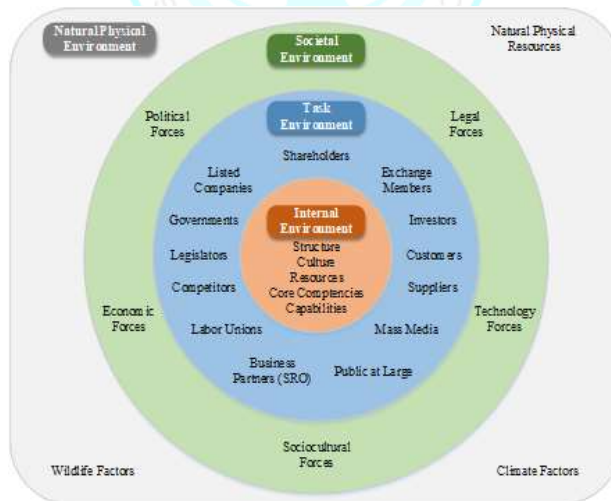


Figure 1: IDX's Business Environment

As see in the Figure 1, the environment consists of two categories, namely internal environment and external environment. The internal environment includes the forces and characteristics of company, which are organizational structure, culture, resources, core competencies, and capabilities. External environment is divided into three levels: natural physical environment, societal environment, and task environment (Hunger, Wheelen, Hoffman, & Bamford, 2017).

Following the business environment above, it is necessary to analyze the internal environment of IDX, especially factors that are related to resources, competencies, and capabilities factors. Analyzing these three factors can be done using the VRIO Framework. According to this framework, there are four criteria which must be satisfied by company's resources to gain and sustain a competitive advantage: Valuable, Rare, Inimitable or Costly to Imitate, and Organized to Capture Value (Rothaermel, 2017). In order to achieve a sustainable competitive advantage, the company's resources must be valuable, rare, costly to imitate, and organized to capture value. If it does not meet the four criteria, the company will only achieve a temporary competitive advantage, competitive parity or even not have a competitive advantage (competitive disadvantage).

Based on the explanation of the VRIO Framework, the results of internal situation analysis of IDX based on the VRIO Framework and compared to other financial services companies in Indonesia can be summarized as follows:

1. IDX's core business resources are satisfied four criteria in the VRIO Framework. Therefore, it can be concluded that the resources are sufficient to gain sustainable competitive advantage among financial services companies in Indonesia. It means that the company is able to outperform its competitors or the industry average over a prolonged period of time.
2. IDX's resources that are related to human resources management only have temporary competitive advantage, which means that the company is able to outperform its competitors or the industry average but not for a long period of time.

2.2 Problem Statement

According to the internal analysis results based on the VRIO Framework, IDX's resources that are related to human resources management only have temporary competitive advantage. This condition makes IDX needs to pay more attention to its performance and even improve the performance regarding human resources management so that it can improve the competitive advantage. In order to make any improvements, the company needs to comprehensively measure and evaluate its performance regarding human resources management, both for results and processes performance, through an integrated approach.

Evaluation of its results performance has been conducted periodically by evaluating the achievement of the KPI (Key Performance Indicators). Evaluation of processes performance has been conducted through audit processes, both internal and external audits. However, the company has not yet measured and evaluated performance of its processes as an integrated part of the performance of the results. By measuring and evaluating, IDX can identify its strengths and weaknesses that are related to human resources management. The weaknesses can be seen as opportunities to improve its performance and competitive advantage, along with the strengths.

3. Research Methodology

This research uses methodology as seen in the Figure 2.

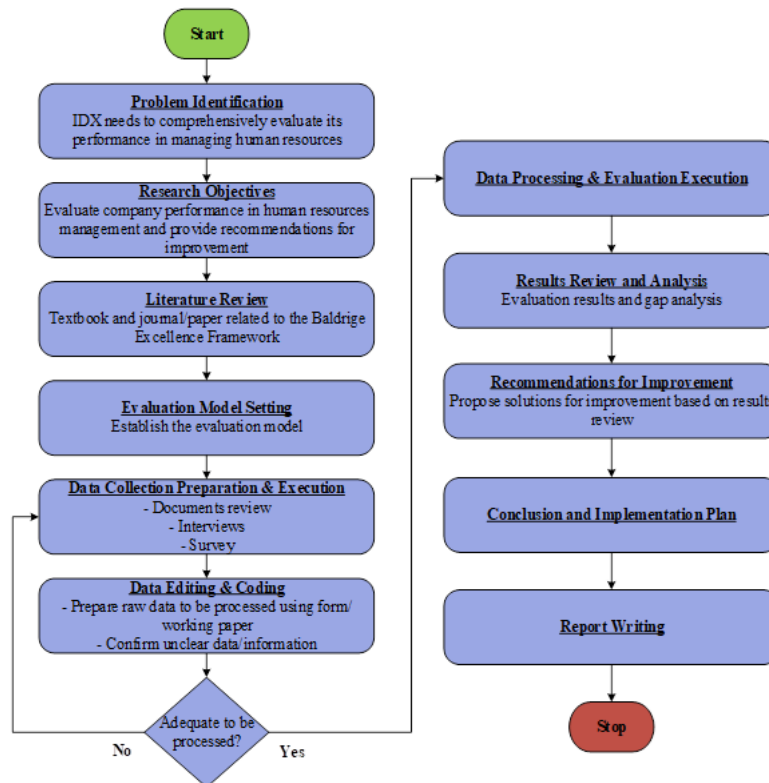


Figure 2: Research Methodology

This research is started by identifying the problem and determining the objectives. After that, literature review is conducted to get more information and theoretical basis that are related to the MBCfPE. The next step is establishing the evaluation or measurement model and then preparing for data and information collection, including working papers that will be used in the evaluation and measurement process as well as questions for interviews and questionnaire. Afterwards, data and information is collected through interviews, documents review, and survey. Then, confirming unclear data or information and determining key data and information are conducted in data editing and coding stage.

Data processing is carried out by entering data and information into the working paper that has been prepared and calculating the score of each criteria using the scoring formula. At this stage, data and information are quantified to obtain the scores based on the MBCfPE scoring guidelines. After getting the results of data processing, the results will be reviewed and analyzed to find out the gaps between the real conditions in IDX and the criteria in the MBCfPE regarding human resources management. Recommendations are given to IDX to close the gaps and improve the performance in human resources management. At the final stage, conclusions are made and the implementation plan to realize the recommendations is proposed to IDX. After all stages are complete, a report is written to become this research paper.

4. Literature Review

The Malcolm Baldrige Criteria for Performance Excellence (the MBCfPE) is established by National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, under the authority of the Malcolm Baldrige National Quality Improvement Act of 1987. It is a framework to conduct high-performance management systems. It can empower the company to reach its goals, improve results, and become more competitive as well as help the company to manage all the components in it as a unified whole to achieve the mission, success, and performance excellence. This framework provides an integrated mechanism of core values and concepts, the seven interrelated criteria categories, and the scoring guidelines.

The MBCfPE consists of seven criteria categories: 1) leadership, 2) strategic planning, 3) customer focus, 4) measurement analysis and knowledge management, 5) workforce, 6) operations, and 7) results. Criteria category 1 to criteria category 6 are included in the process categories, while criteria category 7 is included in the results category. Two criteria category that are used in this research are workforce criteria category and workforce results criteria in results criteria category.

Process categories and results category have different scoring guidelines. With the MBCfPE, processes are assessed and improved along four dimensions: Approach, Deployment, Learning, and Integration. Meanwhile, the results are assessed along four dimensions: Levels, Trends, Comparisons, and Integration. (Baldrige Performance Excellence Program, 2019)

5. Measurement and Evaluation Methods

Measurement and evaluation of IDX's performance in human resources management is conducted by analyzing the conditions in the company based on the criteria and scoring guidelines in the MBCfPE. Required data and information are collected through several methods: interviews, documents review, and survey to employees. Interviews are conducted to personnel of Human Capital Division and interview questions are arranged as a combination of the questions on criteria and the assessment parameters on the scoring guidelines in the MBCfPE.

Survey is conducted by distributing questionnaires to employees in order to measure the results of the processes that have been carried out from the employee side. Survey results are used to measure the workforce result criteria, combined with the interview and documents review results. The survey involves employees who have worked at the IDX for at least two years to ensure its validity. The number of employees with these requirements is 492 people. The minimum number of survey respondents, or it can be called as survey sample size, is determined using the Slovin formula. The formula is calculated as $n = N / (1 + N.e^2)$; where n = number of samples, N = total population, and e = margin of error. For this research, margin of error used is 0.1. Based on calculation results using the Slovin formula, it needs a minimum of 84 employees to fill out the survey questionnaire. The total number of respondents who filled out the questionnaire is 122 respondents.

Document review is conducted to obtain secondary data and information to support and enrich the evaluation of workforce criteria category and workforce results criteria. Documents that are reviewed include company's policies, procedures and other relevant documents regarding human resources management.

After data and information collection, data and information from all methods are combined and analyzed based on four dimensions of workforce criteria category and four dimensions of workforce results criteria. Score for each criteria is determined according to the analysis results by using defined scoring formula based on scoring guidelines in the MBCfPE, where the approach, deployment, learning, and integration dimension in process categories or the levels,

trends, comparisons, and integration dimension in results category must be fully met in sequential basis at each score level. Scoring for each criteria item is formulated as in the Table 1.

Table 1: Scoring Formula

Criteria Category 5: Workforce	
Score	Formula
0% or 5%	<ul style="list-style-type: none"> All dimensions are fully met, then the score is 5%, otherwise the score is 0%.
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> Approach dimension is fully met, then the score is 10%. Approach and Deployment dimensions are fully met, then the score is 15%. Approach, Deployment, and Learning dimensions are fully met, then the score is 20%. All dimensions are fully met, then the score is 25%.
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> Approach dimension is fully met, then the score is 30%. Approach and Deployment dimensions are fully met, then the score is 35%. Approach, Deployment, and Learning dimensions are fully met, then the score is 40%. All dimensions are fully met, then the score is 45%.
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> Approach dimension is fully met, then the score is 50%. Approach and Deployment dimensions are fully met, then the score is 55%. Approach, Deployment, and Learning dimensions are fully met, then the score is 60%. All dimensions are fully met, then the score is 65%.
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> Approach dimension is fully met, then the score is 70%. Approach and Deployment dimensions are fully met, then the score is 75%. Approach, Deployment, and Learning dimensions are fully met, then the score is 80%. All dimensions are fully met, then the score is 85%.
90%, 95%, or 100%	<ul style="list-style-type: none"> Approach dimension is fully met, then the score is 90%. Approach, Deployment, and Learning dimensions are fully met, then the score is 95%. All dimensions are fully met, then the score is 100%.
Criteria Category 7: Results	
Criteria Item 7.3: Workforce Results	

Score	Formula
0% or 5%	<ul style="list-style-type: none"> All dimensions are fully met, then the score is 5%, otherwise the score is 0%.
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> Levels dimension is fully met, then the score is 10%. Levels and Trends dimensions are fully met, then the score is 15%. Levels, Trends, and Comparisons dimensions are fully met, then the score is 20%. All dimensions are fully met, then the score is 25%.
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> Levels dimension is fully met, then the score is 30%. Levels and Trends dimensions are fully met, then the score is 35%. Levels, Trends, and Comparisons dimensions are fully met, then the score is 40%. All dimensions are fully met, then the score is 45%.
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> Levels dimension is fully met, then the score is 50%. Levels and Trends dimensions are fully met, then the score is 55%. Levels, Trends, and Comparisons dimensions are fully met, then the score is 60%. All dimensions are fully met, then the score is 65%.

Criteria Category 7: Results	
Criteria Item 7.3: Workforce Results	
Score	Formula
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> Levels dimension is fully met, then the score is 70%. Levels and Trends dimensions are fully met, then the score is 75%. Levels, Trends, and Comparisons dimensions are fully met, then the score is 80%. All dimensions are fully met, then the score is 85%.
90%, 95%, or 100%	<ul style="list-style-type: none"> Levels dimension is fully met, then the score is 90%. Levels, Trends, and Comparisons dimensions are fully met, then the score is 95%. All dimensions are fully met, then the score is 100%.

6. Research Results and Recommendations

6.1. Measurement and Evaluation Results

After analyzing and scoring based on the MBCfPE, measurement and evaluation results can be seen in the Table 2 below.

Table 2: Measurement and Evaluation Results

Criteria Category 5: Workforce		
No.	Criteria Item & Dimensions	Results
5.1	Workforce Environment	
	Approach	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Deployment	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Learning	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Integration	Meet the fulfillment requirements of 70%-75%-80%-85% score level
Score		85%
5.2	Workforce Engagement	
	Approach	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Deployment	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Learning	Meet the fulfillment requirements of 70%-75%-80%-85% score level
	Integration	Meet the fulfillment requirements of 70%-75%-80%-85% score level
Score		85%
Criteria Item 7.3: Workforce Results		

According to the Table 2, the two criteria items in workforce criteria category achieve a score of 85%, which means that there are standardized processes in human resources management, which are in accordance with the company's goals and needs, regularly evaluated for improvement, well communicated to employees, and involving other parties in the company outside Human Capital Division. Meanwhile, workforce results criteria achieve a score of 70%, which means that the results that are important to the company's ongoing success already are in the right direction and competitive to other financial services companies in Indonesia.

Based on the analysis and evaluation results, there are several aspects as weaknesses that still need to be considered and followed up by IDX to increase its performance score, which are:

1. The company has not determined performance measures or the KPI that are related to providing health, safety, and accessibility of workplace for employees, which can be quantitatively measured and compared from year to year.
2. The company has not analyzed and determined the key drivers of employee engagement for each employee group or segment.
3. The company has not set the standard timeframe for evaluating the Workload Analysis and it could give impact to the results of annual Manpower Planning.
4. Employees argue that the company has not provided employees in accordance with the required number in all divisions.
5. The company has not evaluated and measured fulfillment index of employees' capability for company level, so it cannot be determined whether the existing employees' competencies are sufficient or in accordance with the company's needs.

6. Employees argue that the company has not provided employees according to the capabilities required in all divisions.
7. Employees argue that the company has not appropriately provided compensation in accordance with the position and function, as well as the size of the employees' responsibilities.
8. Employees argue that the company has not appropriately implemented a recognition and reward system for employees.
9. The company has not analyzed the results of employee satisfaction assessment based on employee segments or groups, such as by level or division.
10. Employees argue that existing work environment and culture (e.g. work systems) in the company have not reflected company's core values (TIPS), have not encouraged employees to always achieve good performance, and have not encouraged open communication in the company.
11. Employees argue that performance appraisal system that has been conducted by the company has not quite comprehensive, fair, and effective in order to encourage employees to always achieve good performance.
12. Employees argue that career path in the company, along with its requirements, has not been clear and well communicated to employees.
13. Employees argue that career management system (e.g. promotions and rotations) that has been ruled by the company has not been executed effectively in accordance with company's policies and needs.
14. The company has not conducted a trend analysis on the results of employee satisfaction assessment and the KPI evaluation of important processes in human resources management.

6.2. Recommendations

According to the results, there are several recommendations that should be followed up as opportunities for improvement for IDX in order to improve its performance regarding human resources management, increase its score based on the MBCfPE, and improve its competitive advantage. These recommendations are as follows:

1. The company should determine a clear, standard, and measurable performance measures or the KPI that are related to providing health, safety, and accessibility of workplace for employees. The KPI should also be evaluated periodically and compared from year to year.
2. The company should analyze and determine the key drivers of employee engagement for each employee group or segment (e.g. based on divisions or employee demographic factors) so that the action plans will be more appropriate and effective to increase employee engagement.
3. The company should set the appropriate standard timeframe for evaluating the Workload Analysis of all divisions. Workload Analysis should also be immediately evaluated and adjusted when changes occur in the company, such as changes to the organizational structure and additional roles of the company, which can have an impact on the work systems in each division. This will make the results of annual Manpower Planning can be more precise and relevant to the conditions to prevent a shortage of employees in all divisions.
4. The company should evaluate and measure the fulfillment index of employees' capability for company level, considering employees' diversity as well as company's needs and strategy. The results will help the company analyzing whether the existing employees' competencies

are sufficient or in accordance with the company's needs, as well as ensuring the fulfillment of employees' capabilities needs in all divisions.

5. Consideration for the company to evaluate and improve the compensation model or method which is used to be more appropriate and fair, considering many factors such as the employees' position and function as well as the size of the employees' responsibilities.
6. Consideration for the company to evaluate and improve the recognition and reward system for employees so that it can be more appropriate and encourage employees to achieve high performance or gain achievement.
7. The company should analyze the results of employee satisfaction assessment based on employee segments or groups, such as by level or division, so that the action plans will be more appropriate and effective to increase employee satisfaction.
8. Consideration for the company to evaluate and improve the work environment and culture of all divisions to ensure it reflects the company's core values.
9. Consideration for the company to evaluate and improve the work environment and culture of all divisions to ensure it encourages employees to always achieve good performance.
10. Consideration for the company to evaluate and improve the work environment and culture of all divisions to ensure it encourages open communication, for example every employee is given the freedom to express opinions, input, and criticism.
11. Consideration for the company to evaluate and improve the performance appraisal system so that it can be more comprehensive, fair, and effective as well as encourage employees to always achieve good performance.
12. Consideration for the company to evaluate and improve the career path in the company and the requirements for each level so that it can be clear for employees.
13. Consideration for the company to effectively communicate the career path in the company and the requirements for each level to employees.
14. Consideration for the company to evaluate and improve the implementation of career management system (e.g. promotions and rotations) so that it can be executed effectively in accordance with company's policies and needs.
15. The company should conduct a trend analysis on the results of employee satisfaction assessment and the KPI evaluation of important processes in human resources management.

7. Conclusion

Measurement and evaluation for processes and results performance through a comprehensive and integrated approach in all aspects are important for a company to improve its performance and competitive advantage. This research aims to measure and evaluate IDX's processes and results performance regarding human resources management using the Malcolm Baldrige Criteria for Performance Excellence (the MBCfPE).

According to the measurement and evaluation results based on the MBCfPE, score for the processes performance of IDX in human resources management, which is reflected in workforce criteria category in the MBCfPE, is 85%. Meanwhile, score for the results performance of IDX in human resources management, which is reflected in workforce results criteria in the MBCfPE, is 70%. Nevertheless, several aspects need to be improved by IDX in order to improve its processes performance in human resources management.

Based on these results, recommendations are given to IDX in order to improve its performance, increase its score based on the MBCfPE, and increase its competitive advantage. These recommendations are related to: 1) determining performance measures or KPI of workplace health, safety and accessibility; 2) determining the key drivers of employee engagement for each employee group or segment; 3) determining standard timeframe for evaluating the Workload Analysis and ensuring the adequacy of the number of employees in all divisions; 4) evaluation of

the employees' capability fulfillment index for company level and ensuring the adequacy of employees' capability in all divisions; 5) evaluation of the compensation model; 6) evaluation of the recognition and reward system; 7) analysis of the results of measurement of employee satisfaction assessment based on employee segments or groups; 8) evaluation of work environment and culture in all divisions; 9) evaluation of the performance appraisal system; 10) providing a clear and well-communicated career path to all employees; 11) evaluation of the implementation of career management system; and 12) analysis of trends on the results of employee satisfaction assessment and measurement of KPI achievement of important processes in human resources management.

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