



# The Analysis of Customer Service Management in Improving Human Resource Performance at Grapari Telkomsel

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## Abstract

**Purpose:** This study aims to analyze customer service management to improve human resource performance at Grapari Telkomsel and to reveal that effective customer service management not only enhances customer satisfaction but also directly contributes to improving human resource performance within the Grapari Telkomsel work environment.

**Research Methodology:** This study uses a qualitative descriptive method, collecting data through observations, interviews, and documentation to describe customer service management at GraPARI Telkomsel.

**Results:** The research findings indicate that the customer service management implemented includes continuous training, motivation, performance measurement, and the application of strict standards and the role of customer service management is inseparable from the company's strategic efforts to foster a service-oriented work culture by creating a supportive work environment, such as through regular evaluations, constructive feedback, and recognition of human resource performance

**Conclusions:** Structured customer service management at Telkomsel's GraPARI enhances HR performance, employee productivity, and service quality, serving as a strategic tool for organizational effectiveness.

**Limitations:** This study is limited to the context of Grapari Telkomsel and relies primarily on qualitative data from observations, interviews, and documentation. Results may not be fully generalizable to other companies or service industries.

**Contributions:** The study highlights the critical role of structured customer service management in enhancing HR performance, providing insights for managers and policymakers in the telecommunications sector on training, motivation, performance measurement, and work environment improvements.

**Keywords:** *Customer Service Management, GraPARI Telkomsel, Human Resources Performance*

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## 1. Introduction

In the era of globalization and competition, companies are required to continuously improve the quality of their services to retain and attract customers. Management is an important aspect of customer service success. Customer service, which is effective. Customer service is at the forefront of companies that interact directly with customers, and their performance greatly influences the company's image and customer satisfaction (Bacile, 2020; Nabilla & Soehaditama, 2023).

Telkomsel, the largest telecommunications company in Indonesia, faces the ever-growing challenge of meeting customer needs and expectations. One of the unit services that plays a central role is GraPARI (Graha Pari Sraya), which serves as Telkomsel's direct customer service center (Fahlevi et al., 2022). In its operations, GraPARI is not only required to provide fast and accurate solutions but also to have high-performing and professional human resources (HR) (Suparwo et al., 2022). Improving human resource performance at GraPARI is highly dependent on effective customer service management (CSM) (Haryono, 2024; Marsiani, 2023). This management process encompasses the planning, training, supervision, and evaluation of service staff. Proper customer service management enables human resources to work effectively and provide excellent services. Conversely, weak management can lead to low work motivation, poor communication skills and decreased service quality (Xiao & Kumar, 2021).

This research is important considering GraPARI's strategic role in maintaining customer satisfaction and loyalty to the Telkomsel brand. Using a descriptive qualitative method, this study aims to describe in depth how customer service management practices at GraPARI are implemented. GraPARI Telkomsel, as well as how it contributes to improving HR performance (Rahmadika & Riauan, 2022). Through interviews, observations, and documentation, this research is expected to provide description real about strategies managerial Which implemented And obstacles faced in customer service management (Eritasari, 2023; Susanti & Rahmadhani, 2022).

Customer service management are systems, policies, and procedures designed to ensure that customer service can be provided efficiently and effectively. Customer service management aims to create a positive customer experience, increase customer satisfaction, and maintain long-term customer relationships (Bacile, 2020). At a more specific level, in a company like Grapari Telkomsel, customer service management involves managing the team that handles customer interactions, as well as managing complaints and requests to ensure quality service and improve company performance (Nugraha & Purnomo, 2022). Problems in customer service management at Telkomsel's GraPARI can be identified by several factors. The only stressor is the Work Which employees in customer service experience, which can be caused by customers with complaints, heavy targets, a tall work structure, a less flexible system, and an uneven distribution of working hours (Qoidah, 2021). Low work discipline and commitment can influence employee performance in providing optimal services (Triwibowo & Zamora, 2016).

Customer service management is a crucial part of a modern company's operational strategy, especially in a highly competitive telecommunications industry such as Telkomsel (Syah, 2021). Customer service not only serves as the frontline in establishing customer interactions but also direct with consumers but also becomes the main indicator in evaluating the image and reputation of the company (Buhalis & Moldavska, 2022). Effective customer service requires a structured management system, starting from recruitment, training, development skills communication, until evaluation performance and motivation Work (Spillane, 2021). In addition, management service customers also need an approach that is humanist and adaptive to their needs, as well as hope customers, which keeps developing. This demands that companies like Telkomsel, through its GraPARI service unit, continuously improve the quality of their human resources (HR) to provide excellent, responsive, and solution-oriented services in accordance with high customer satisfaction standards (Susanti & Rahmadhani, 2022; Tjiptono & Diana, 2022).

At Telkomsel's GraPARI, management customer service is executed with an approach based on competence and performance of Human Resources. The process of improving human resource performance is carried out through various routine training programs, personal coaching, and the implementation of measurable Key Performance Indicators (KPIs).

## 2. Literature Review

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### 2.1 *The Relationship between Customer Service and Organizational Performance*

Research on service-focused Human Resource Management (HRM) systems demonstrates that HR practices oriented towards customer service significantly contribute to organizational performance (Huang & Peng, 2023; Wang et al., 2022). Chao and Shih (2018) found that HRM systems specifically designed for customer service enhance employee competencies, which in turn improve overall firm performance, especially when the business strategy emphasizes service excellence.

In the service industry, customer service is considered a core competency that is difficult for competitors to replicate, making HRM practices that develop employee service skills a strategic asset (Reilly, 2018). This study highlights that employee competencies act as a key mediator between service-focused HRM and firm performance (Chao & Shih, 2018). These findings align with contemporary strategic HRM literature, which emphasizes that HR practices such as service training, reward systems, and performance monitoring significantly influence organizational outcomes, including customer retention, loyalty, and service productivity growth.

### 2.2 *HR Practices Enhancing Motivation, Skills, and Service Performance*

High-quality HR practices have a positive effect on employee service performance (Gürlek & Uygur, 2021; Laili & Sukei, 2022). Wang (2020) showed that high-commitment HR practices, including continuous training, participation in decision-making, and clear reward systems, enhance employee engagement and responsibility toward customers. Supportive HR practices increase employees' intrinsic motivation, enabling proactive, responsive, and creative service behavior (Kloutsiniotis & Mihail, 2018; Mira et al., 2019). This approach also reduces turnover rates in frontline service roles. Further studies indicate that HRM practices focused on employee development are positively correlated with job satisfaction and engagement, which are critical factors in improving overall service performance (AlQahtani, 2022; Wardhani & Uly, 2021).

### 2.3 *The Role of Motivation, Work Climate, and Environment in Service Performance*

Employee motivation and work environment are crucial mediators between HR practices and service performance. Khoreva and Wechtler (2018) and Mulyadi et al. (2022) demonstrated that employees' perceptions of service climate are strongly related to motivation, service performance, and their intention to remain in the organization (Hakim et al., 2022; Rubel et al., 2018). Recent experimental studies show that when a supportive work environment and strong service climate exist, employees' motivation towards customer needs increases, resulting in higher performance outcomes (Al-Musadieq et al., 2018). Factors such as organizational support, effective communication, and participation in decision-making strengthen the link between well-designed HR practices and service performance, emphasizing the importance of a holistic work environment to sustain high-quality service outcomes (Rubel et al., 2018).

## 3. Methodology

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The method used in this study is descriptive qualitative, which aims to describe the phenomena that occur in customer service management at Grapari Telkomsel. The data collection techniques used include direct observation of the customer service process, interviews with employees and managers to gain insight into the obstacles faced and the solutions implemented, and documentation that includes notes or reports related to customer service performance and procedures (Tjiptono, 2022).

## 4. Results and Discussion

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### *4.1 Implementation of Customer Service Management at GraPARI Telkomsel to Improve Human Resource Performance*

The implementation of customer service management at Telkomsel's GraPARI aims to improve human resources (HR) performance through the efficient and effective management of customer interactions. This includes regular training for employees to improve their skills, communication, and problem-solving, as well as system usage technology that supports fast and responsive service. Customer service management also includes managing work-related stress, providing incentives, and achieving realistic performance targets. Human resource performance can be improved through sound management processes, which, in turn, contribute to higher service quality and improved customer satisfaction (Ahmadun et al., 2023).

### *4.2 Factors Influencing the Effectiveness of Customer Service Management on Improving HR Performance at GraPARI Telkomsel*

Several factors that influence the effectiveness of customer service management in improving HR performance at GraPARI Telkomsel include a conducive work environment, where support from colleagues and superiors has a big influence on employee morale. Other factors include high work discipline and organizational commitment, which create a sense of responsibility and loyalty to the company (Bacile, 2020; Rizkita et al., 2023).

Good customer service management helps create a conducive work system, increases employee motivation, and ultimately contributes positively to overall HR performance. In my opinion, good customer service management significantly impacts performance. resource man Because through an organized service system, employees can work more focused, motivated, and professional in serving customers.

Customer service management refers to the process of planning, organizing, directing, and controlling all customer service activities to ensure that they run efficiently and meet the expected quality standards. In practice, customer service management involves the following:

- Compilation standard service (Service Level Agreement/SLA)
- Training HR For skills communication And problem solving
- Monitoring performance service through feedback And evaluation customer
- Implementation technology For speed up And simplify services

In addition, system incentives given to the company for achieving certain targets can motivate employees to work more optimally. Management stresses the work faced by employees, such as burdensome work and interaction with customers (Wang et al., 2022). This difficult process also affects the effectiveness of customer service management in improving HR performance. Performance can be influenced by several key factors, including:

- Competence And job skills
- Motivation Work
- Environment Work
- System awards and sanctions
- Leadership And internal management

A person's performance in an organization is influenced by various interrelated factors that directly and indirectly influence them. First, competence and skills are required. Work becomes the base main

because without adequate skills, employees will struggle to perform their tasks effectively and efficiently. Competence encompasses the knowledge, technical skills, and interpersonal abilities necessary to complete work according to standards. Work motivation is also a crucial factor in driving employees to achieve optimal contributions (Tahir, 2023).

When somebody feel motivated, Good by objective personal and incentive from organization, they tend to show higher and more consistent performance. A conducive work environment is important because a comfortable, safe, and supportive atmosphere makes employees more focused and productive and reduces stress, thereby significantly increasing performance. The reward and sanction system acts as a control tool and motivator for employees to understand the importance of responsibility and discipline in their work (Mulyati et al., 2023; Supardi, 2023). Rewards provide recognition for achievements and motivate employees to maintain or improve their performance, while sanctions serve to correct behavior. Which number in accordance with the standard creates a culture of Work Which professional? Leadership Internal management is also crucial because it is responsible for directing, guiding, and creating effective strategies for HR management.

The implementation of customer service management at Telkomsel's GraPARI plays a crucial role in improving human resource (HR) performance. Through appropriate training, work stress management, and the use of technology to support service delivery, employees can serve customers effectively. Factors such as a conducive work environment, work discipline, organizational commitment, and incentive systems also play significant roles in improving HR performance and the quality of service provided (Saribanon et al., 2023).

Based on the results of the research on Customer Service Management Analysis in Improving Performance Resource Man at GraPARI Telkomsel, the following conclusions can be drawn. Customer service management at Telkomsel's GraPARI has been implemented using a structured approach, including regular training, establishing service standards, and utilizing information technology to support customer services. This step reflects the company's efforts to maintain the consistency and quality of its services. Management that is good on customer service impacts the improvement of HR performance, both in terms of technical skills, professional attitudes, and work productivity. Periodic system evaluation and providing motivation and awards are also important factors in maintaining employee morale (Widyastuti, 2023).

There is a connection between the quality management service customer and employee achievement of work targets. HR performance improves when employees feel supported by a clear service system, responsive leadership, and adequate training. Thus, effective customer service management not only impacts customer satisfaction but also becomes a strategic instrument in the form of HR performance that excels in the Telkomsel GraPARI environment. In understanding these dynamics, the results of this study are expected to contribute to the development of more effective HR management and customer service policies not only within Telkomsel but also in other service provider companies (Valentin et al., 2023).

## 5. Conclusions

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According to the existing research findings, it can be concluded that employees of PT Kayu Lapis Indonesia Sukorejo still have an operational understanding of hybrid work but are still not optimal in implementing the marks contained in the culture. Example mark: These include independence, responsibility, and effective digital communication. This phenomenon makes the implementation of a new culture less than optimal in the long term. Furthermore, employee loyalty can be shaped by several intrinsic and extrinsic factors, such as a comfortable work environment, financial stability and performance. This diauki, communication Which transparent as well as level career Which clear. The combination of these two factors increases employees' emotional and rational attachment to the company.

The culture of hybrid work in PT Wood Lpis Indonesia Sukorejo has not yet been implemented in an optimal way, but work practices can still foster employee loyalty. This is achieved by providing flexibility, trust, and policies that prioritize employees' interests. This culture can enhance the reciprocal relationship between the company and employees, foster a sense of belonging, and strengthen commitment to the organization. Therefore, the management of PT Kayu Lapis Indonesia Sukorejo is expected to implement a structured internal socialization and training strategy so that employees understand the value of hybrid working. Furthermore, the company is expected to establish consistent and transparent two-way communication so that the implemented policies are understandable. They were executed in an optimal manner. Companies Also need to combine the implementation of a hybrid culture with system award performance-based and structured career planning. The purpose is to ensure that employees remain loyal and can strong and sustainable connections with the company.

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### **Author Contributions**

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ND conceptualized the study, supervised data collection, and drafted the manuscript. MIR performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

### **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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