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PROPOSED PROBLEM-SOLVING METHOD AND IMPLEMENTATION AT PT. SKJ

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Abstract

PT. SKJ faces several problems related to human capital and there is a mismatch between the work standards set by the company and the objectives that must be achieved. The focus for this case is primarily internal and sometimes influenced by external circumstances (ex: competitors). Current human resources have different skills and are generally unable to do other jobs. This condition occurs in the production section, where workers in the company are required to be able to use not just one tool but all of them. For example, the dough cutting section must understand how to use a seasoning machine. Therefore, this study aims to present a Proposed Problem-Solving Method and Implementation at PT. SKJ to maximize the potential of PT. SKJ in the future. Using fishbone analysis, the Marketing model presented by McKinsey is more familiarly called 7S and schedule management helps to provide the following solutions: (1) prioritize the process of planning, implementing, and evaluating policies in an accurate and periodically determined manner so that they are more organized for all layers including from the perspective of the owner and employees, (2) optimizing human resources by instilling the company's vision and mission for character building for those involved in the company, (3) provide apparent problem solving for work time and payroll processes in order to be profitable and will not cause confuse, and (4) providing a good understanding of the product and encouraging employees to provide input regarding product innovation based on market conditions and existing competitors.

Keywords: human capital; human resources; work standards

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INTRODUCTION

When it was first found, PT. SKJ is produced with a door-to-door system or if there is an order. This condition happened around early until mid-2016. Entering the end of 2016, the founders of this company started to think of making this in the form of *perseroan terbatas* (PT). This is because of PT. SKJ can produce this massively with an also big market.

From there, the process began with looking for places where a factory could be built. And then heavy machines produce products quickly, legal permission, until registering products to get a halal certificate and BPOM. Until now, all permission has been obtained legally, and products can be marketed all around Indonesia. PT. SKJ hopes to maximize its potential and improve several sectors, particularly management efficiency. Risk management should not be centered on avoiding hazards at all costs, but rather on enabling risk transparency (Burggräf, Adlon, Schupp, & Salzwedel, 2021). Instead than focusing on avoiding hazards at all costs, risk management should facilitate risk transparency (Demir & Kocaoglu, 2019). Therefore, schedule management must be designed.

Schedule management plans help manage a project's time and provide the ability to monitor different tasks within the project (Lewis, 1993). Moreover, a well-managed state can protect public safety by instituting an effective preventative and response system (Wiśniewski, 2022). This not only improves the optimal use of resources, timely completion of projects, and effective results but also improves employee productivity. Analysis has shown that the most significant benefits of schedule management planning are primarily related to time management (Suresh & Sivakumar, 2019).

METHOD

This study used qualitative methods will be used to collect the data for this project (Sekaran & Bougie, 2016). Qualitative data is information that is presented verbally rather than symbolically or figures (Creswell, 2010). It is possible to acquire qualitative data using an in-depth deep analysis procedure that is not directly accessible (Boyce & Neale, 2006).

RESULTS AND DISCUSSION

The marketing model McKinsey presented is called 7S. 7S consists of Structure, Systems, Style, Staff, Skills, Strategy and Shared Values (Kaplan, 2005). These seven things are mutually sustainable and cannot be separated because they are connected. The connection and correlation between values reflect the implementation of the main points about the performance of a company's management system (Lewis, 2008). The following is a diagram of the marketing model by McKinsey.

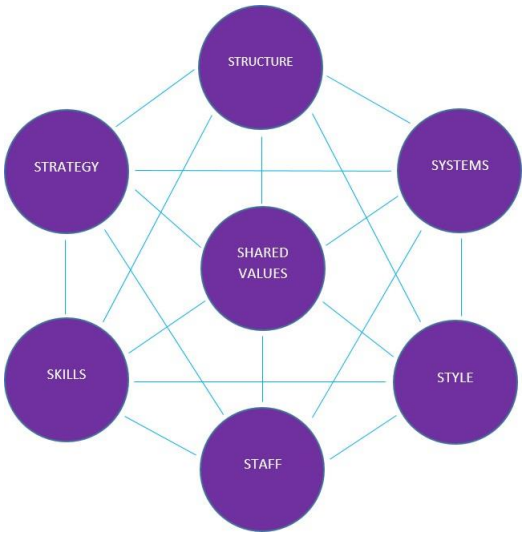

Figure 1. Diagram of marketing model

a) Structure -> organizational structure or hierarchy that is classified according to each group/team in a company is explained clearly and in detail.
b) Systems -> technical business processes used to support the company's operations.
c) Style -> culture applied in a company relates to leadership and interaction based on employee relationships.
d) Staff -> types of workers with characteristics and uniqueness can be seen from their behaviour and motivation to carry out work.
e) Skills ->ability or expertise in completing every responsibility the company gives by the scope of its activities.
f) Strategy -> the key to executing ideas or plans to lead to the main objectives to be achieved.
g) Shared values -> vision and mission inherent in a company's corporate body and its values are understood by the parties involved.

From this model, it can be implied with an explanation as follow:

Structure relates to human resources so that work can be done correctly. Arrangements in the production section include: making dough – cutting the dough, frying, flavouring until packing the goods.

The system in the company's operation is related to internal marketing information obtained from analyzing current sales and recognizing competitors with similar products.

Style refers to the company setting production and sales targets, and this is so that products can be known faster on the market, which implies to sales cycle that gets better.

Staff means the human resource is placed according to ability but still must know other divisions. This is applied to the production section because if there is an imbalance in the number of employees, there will be back up so the production process will not go slower. The company also has standards in recruiting new employees with at least three stages: administration, interviews and medical tests.

Skills refer to the advantages of this company are an innovation in terms of state and product variation. Staffs also have a deep comprehension of traditional snacks.

Strategy relates to the company's interest and marketing strategy that sells products to big and small retail.

Shared values refer to the company emphasizing togetherness and openness, which are essential for a sense of ownership, responsibility and loyalty to the company. Everything that interferes with work optimization must be communicated to obtain a solution immediately.

A. Fish-bone diagram

Another way to break down the core problem in this company can be drawn using the fishbone diagram method. It is explained as follows:

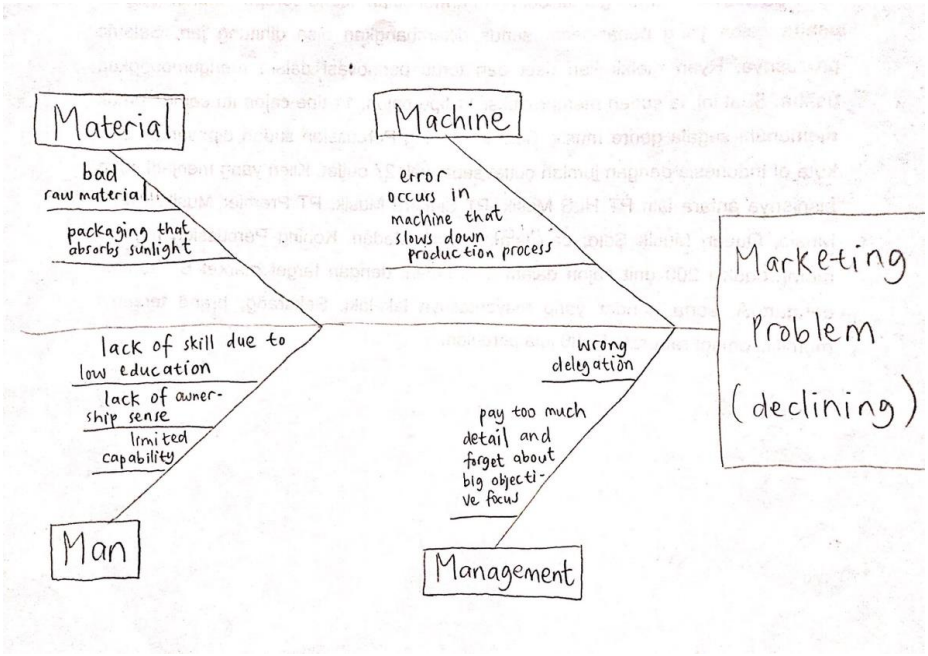

Figure 2. Fishbone diagram

B. Management Scheduling

This project management scheduling calculated below is taken from PT. SKJ in Bandung. A factory that produces traditional snacks has been running the market since 2016. Making a ton of products usually takes 33 hours to complete. Nevertheless, using the method below will show the probability result if the process is finished before 33 hours.

Table 1
Management Scheduling)

Activity	Description	Predecessors	a	m	b
A	Making dough	-	5	7	8
B	Heating process	-	3	4	6
C	Cutting	A B	4	6	7
D	Seasoning	C	4	5	6
E	Drying	D	6	7	9
F	Packing	E	5	6	7

Expected Time (t) → t = (a+4m+6) / 6
t A = (5+(4 x 7)+8) / 6 = 6,83
t B = (3+(4 x 4)+6) / 6 = 4,16
t C = (4+(4 x 6)+7) / 6 = 5,83
t D = (4+(4 x 5)+6) / 6 = 5
t E = (6+(4 x 7)+9) / 6 = 7,16
t F = (5+(4 x 6)+7) / 6 = 6

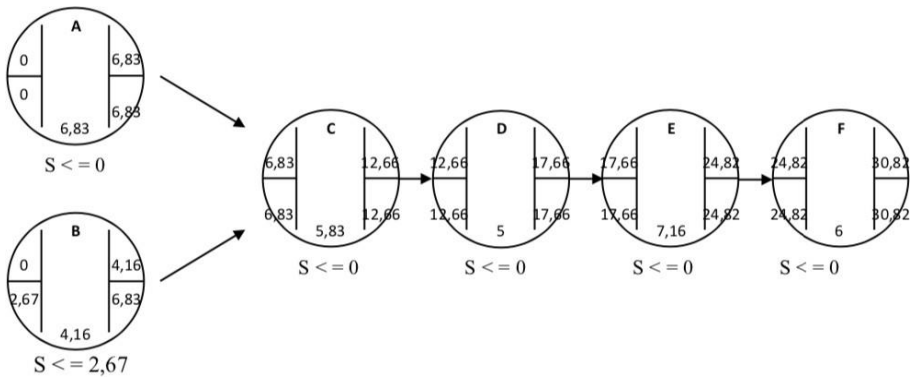

Figure 3. Critical Path Analysis

→ **Critical Path: A-C-D-E-F**

Variance (V) → $V = [(b-a)/6]^2$
$V\ A = [(8-5)/6]^2 = \mathbf{0,25}$
$V\ B = [(6-3)/6]^2 = \mathbf{0,25}$
$V\ C = [(7-4)/6]^2 = \mathbf{0,25}$
$V\ D = [(6-4)/6]^2 = \mathbf{0,11}$
$V\ E = [(9-6)/6]^2 = \mathbf{0,25}$
$V\ F = [(7-5)/6]^2 = \mathbf{0,11}$

Figure 4. Project Variance

Project Variance
A-C-D-E-F
$0,25 + 0,25 + 0,11 + 0,25 + 0,11 = \mathbf{0,97}$

Project Standard Deviation
$\sigma = \sqrt{0,97}$
$= \mathbf{0,98}$

Z, G(z) calculation
$Z = \frac{33-30,82}{0,98} = \frac{2,18}{0,98} = 2,22$
$G(z) = 0,98610 \rightarrow 98\%$

So, path A-C-D-E-F is chosen because it is critical and it has 98% probability of success to finish this process in less than 33 hours.

Figure 5. Final Path Analysis

CONCLUSION

To solve the problems mentioned above, there can be several ways that can be proposed so any previous mistakes will not be made again (1) prioritize the process of planning, implementing, and evaluating policies in an honest and periodically determined manner so that they are more organized for all layers including from the perspective of the owner and employees, (2) optimizing human resources by instilling the company's vision and mission for character building for those involved in the company, (3) provide apparent problem solving for work time and payroll processes in order to be profitable and will not cause confuse, and (4) providing a good understanding of the product and encouraging employees to provide input regarding product innovation based on market conditions and existing competitors.

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