

**IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT FOCUSING ON  
SUCCESSION PLANNING USING LEAN SERVICE PRINCIPLE IN PT  
ADHISTYA DHARMASTITYA**

By

Yohanes Devin Bramantyo John

11303065

BACHELOR'S DEGREE

in

INTERNATIONAL BUSINESS ADMINISTRATION  
BUSINESS ADMINISTRATION AND HUMANITIES

SWISS GERMAN UNIVERSITY  
**SGU**<sup>®</sup>

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The Prominence Tower  
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Tangerang 15143  
Indonesia

August 2017

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August 2017

**Revision after the Thesis Defense on 27<sup>th</sup> June 2017**

### STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

Yohanes Devin Bramantyo John

Student

Date

Approved by:

Dr. Dr. Rachman Sjarief, Dipl.-Ing. MM., MH.

Thesis Advisor

Date

Dr. Nila Krisnawati Hidayat, SE, MM.

Dean

Date

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Yohanes Devin Bramantyo John

## ABSTRACT

### IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT FOCUSING ON SUCCESSION PLANNING USING LEAN SERVICE PRINCIPLE IN PT ADHISTYA DHARMASTITYA

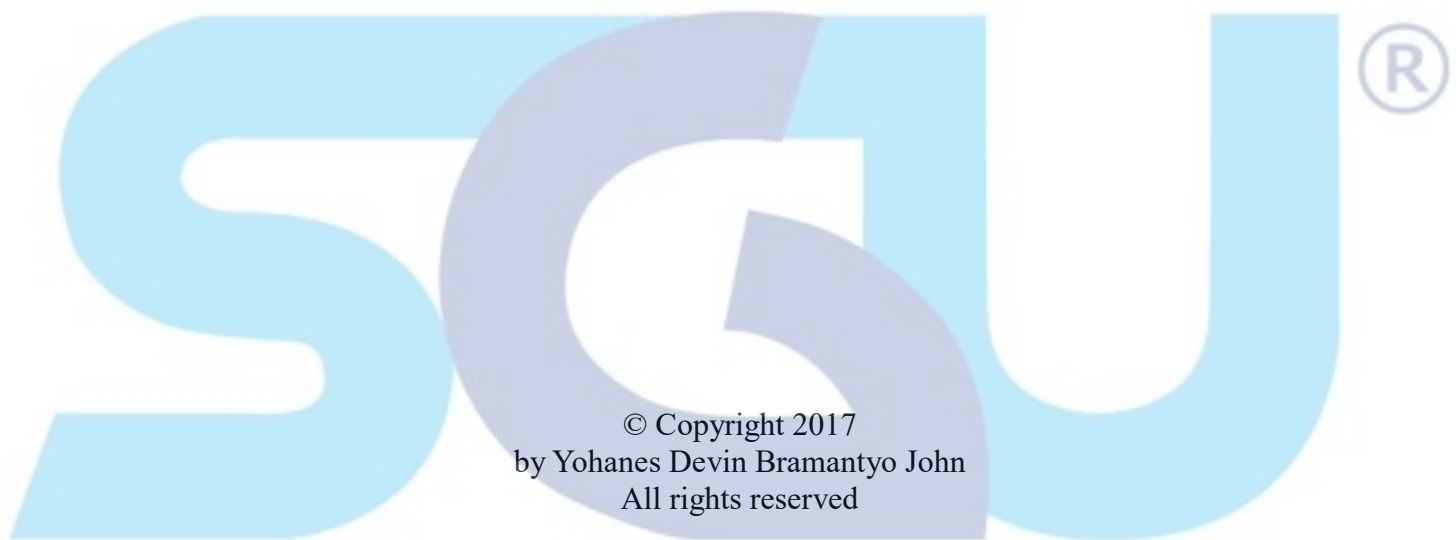
By

Yohanes Devin Bramantyo John  
Dr. Dr. Rachman Sjarief, Dipl.-Ing. MM., MH.

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The purpose of this research is to give a proposal of improvement of human resource management process which focusing on succession planning and suggest a succession planning process in PT Adhistrya Dharmastitya. This company was selected as the sample of this research because the company's human resource management process was simple and also experiencing an ageing workforce as the director is going to enter retirement. The variables involved are HR planning, recruitment and selection, training and development, performance appraisal, reward and compensation, succession planning, lean service principle, and lean service waste. For this research, qualitative method is being used. Triangulation method for validity testing has been done between employees. The result showed that current human resource process was focused on accomplishing short-term need. Moreover, it has not focused on succession planning and lack of standardization and documentation. Succession planning also has not been implemented yet. The waste that occurred in human resource management process were lack of standardization, lack of customer's focus, unnecessary movement, and underutilized resources. Based on the result, it is recommended for the company to improve human resource process to be focusing on succession planning and implement succession planning process.

*Keywords: Improvement, Human Resource Management Process, Succession Planning, Lean Service Principle.*



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## **DEDICATION**

I dedicate this works to my family, parents, friends and the company.



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## TABLE OF CONTENTS

	Page
STATEMENT BY THE AUTHOR .....	2
ABSTRACT .....	3
DEDICATION .....	5
ACKNOWLEDGEMENTS .....	6
TABLE OF CONTENTS .....	7
LIST OF FIGURES .....	10
LIST OF TABLES .....	11
CHAPTER 1 – INTRODUCTION .....	12
1.1 Background.....	12
1.1.1 Industry Overview .....	12
1.1.2 Human Resource Management .....	13
1.1.3 Human Resource Management in PT Adhistrya Dharmastitya .....	15
1.2 Research Problem.....	18
1.3 Research Objectives .....	18
1.4 Research Question.....	18
1.5 Significant of Study.....	19
1.6 Scope and Limitation.....	19
1.7 Thesis Structure .....	19
CHAPTER 2 - LITERATURE REVIEW .....	21
2.1 Human Resource Management.....	21
2.1.1 Human Resource Management Practice.....	22
2.1.2 HR Planning .....	23
2.1.3 Recruitment and Selection.....	24
2.1.3.1 Recruitment and Selection Process.....	25
2.1.4 Training and Development .....	28
2.1.5 Performance Appraisal .....	30
2.1.5.1 Types of Performance Appraisal System .....	31
2.1.5.2 Performance Appraisal Process .....	34
2.1.6 Reward and Compensation.....	35
2.1.6.1 Pay Determination .....	36
2.1.7 Succession Planning.....	38
2.2 Lean principle.....	40
2.2.1 Forms of Lean Manufacturing Principle Waste.....	41
2.2.2 Lean service principle .....	42
2.2.3 Forms of Lean Service Principle Waste .....	42



2.3	Previous Studies .....	44
2.4	Study Difference.....	53
CHAPTER 3 – RESEARCH METHODS .....		54
3.1	Research Method.....	54
3.2	Research Question.....	54
3.3	Data Collection Method .....	55
3.3.1	Primary Data .....	55
3.3.2	Secondary Data .....	55
3.4	Research Process .....	56
3.5	Time and Place of Research .....	57
3.6	Research Model.....	58
CHAPTER 4 – RESULT AND DISCUSSIONS .....		59
4.1	Company Background.....	59
4.1.1	Values .....	60
4.1.2	Organizational Structure.....	61
4.2	Result.....	62
4.2.1	HR Planning Process .....	62
4.2.1.1	Waste in HR Planning Process.....	64
4.2.2	Recruitment and Selection Process .....	67
4.2.2.1	Waste in Recruitment and Selection Process .....	69
4.2.3	Training and Development Process.....	72
4.2.3.1	Waste in Training and Development Process.....	74
4.2.4	Performance Appraisal Process .....	76
4.2.4.1	Waste in Performance Appraisal .....	77
4.2.5	Reward and Compensation.....	78
4.2.5.1	Waste in Reward and Compensation .....	80
4.2.6	Succession Planning.....	81
4.2.6.1	Waste in Succession Planning.....	82
4.2.7	Company Strength, Weakness, Opportunity, Threat (SWOT) .....	82
4.3	Discussion and Solution .....	84
4.3.1	HR Planning Process .....	84
4.3.2	Recruitment and Selection Process .....	87
4.3.3	Training and Development Process.....	90
4.3.4	Performance Appraisal Process .....	93
4.3.5	Reward and Compensation.....	95
4.3.6	Succession Planning.....	97
CHAPTER 5 – CONCLUSSION AND RECOMMENDATION .....		102
5.1	Conclusion.....	102
5.2	Recommendation.....	102
GLOSSARY.....		106
REFERENCES .....		107
APPENDICES .....		110

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APPENDIX A - INTERVIEW .....	110
APPENDIX B – INTERVIEW .....	111
APPENDIX C – INTERVIEW .....	112
APPENDIX D – INTERVIEW .....	114
APPENDIX E – INTERVIEW .....	116
APPENDIX F – PERFORMANCE APPRAISAL FORM .....	119
CURRICULUM VITAE .....	120

