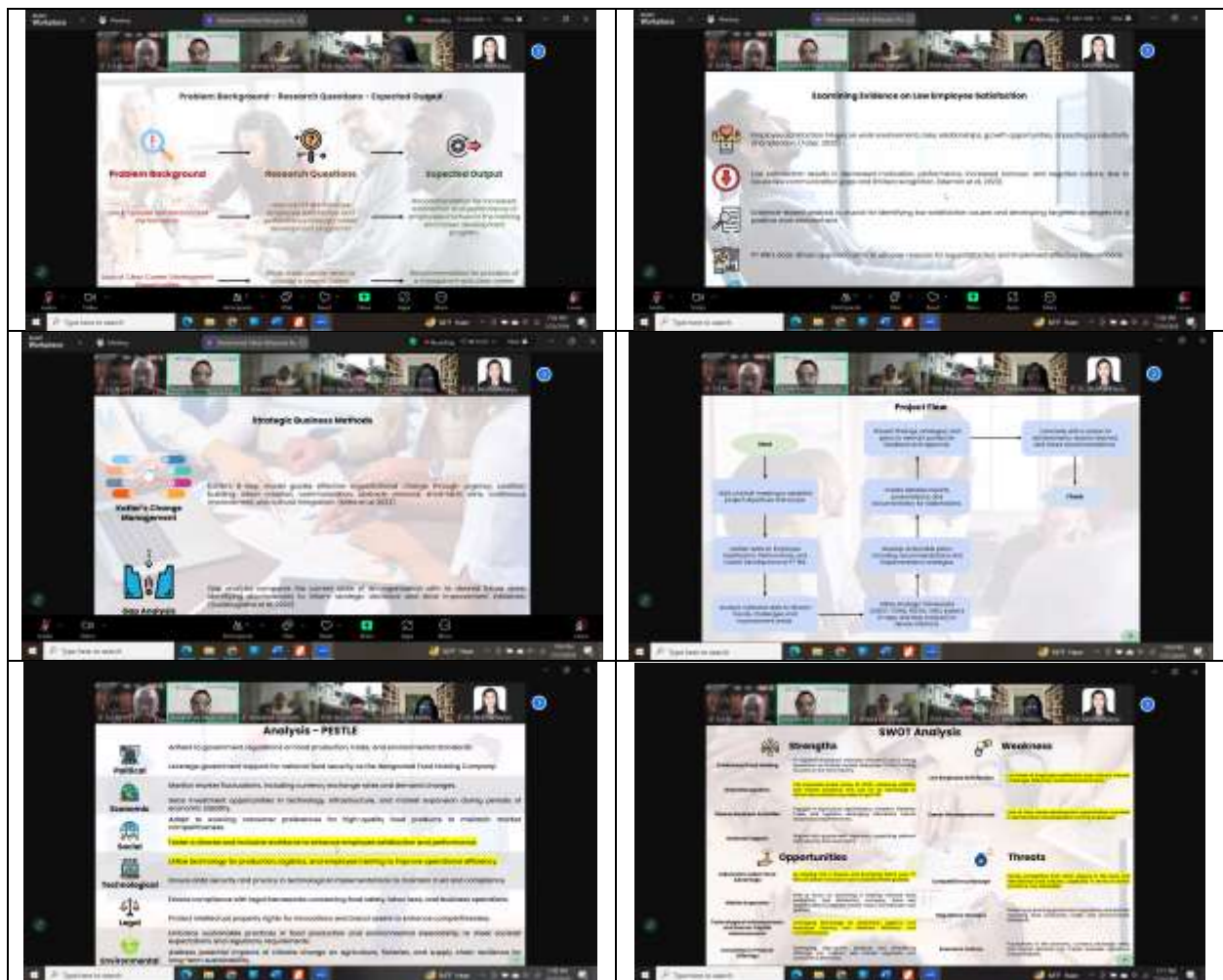




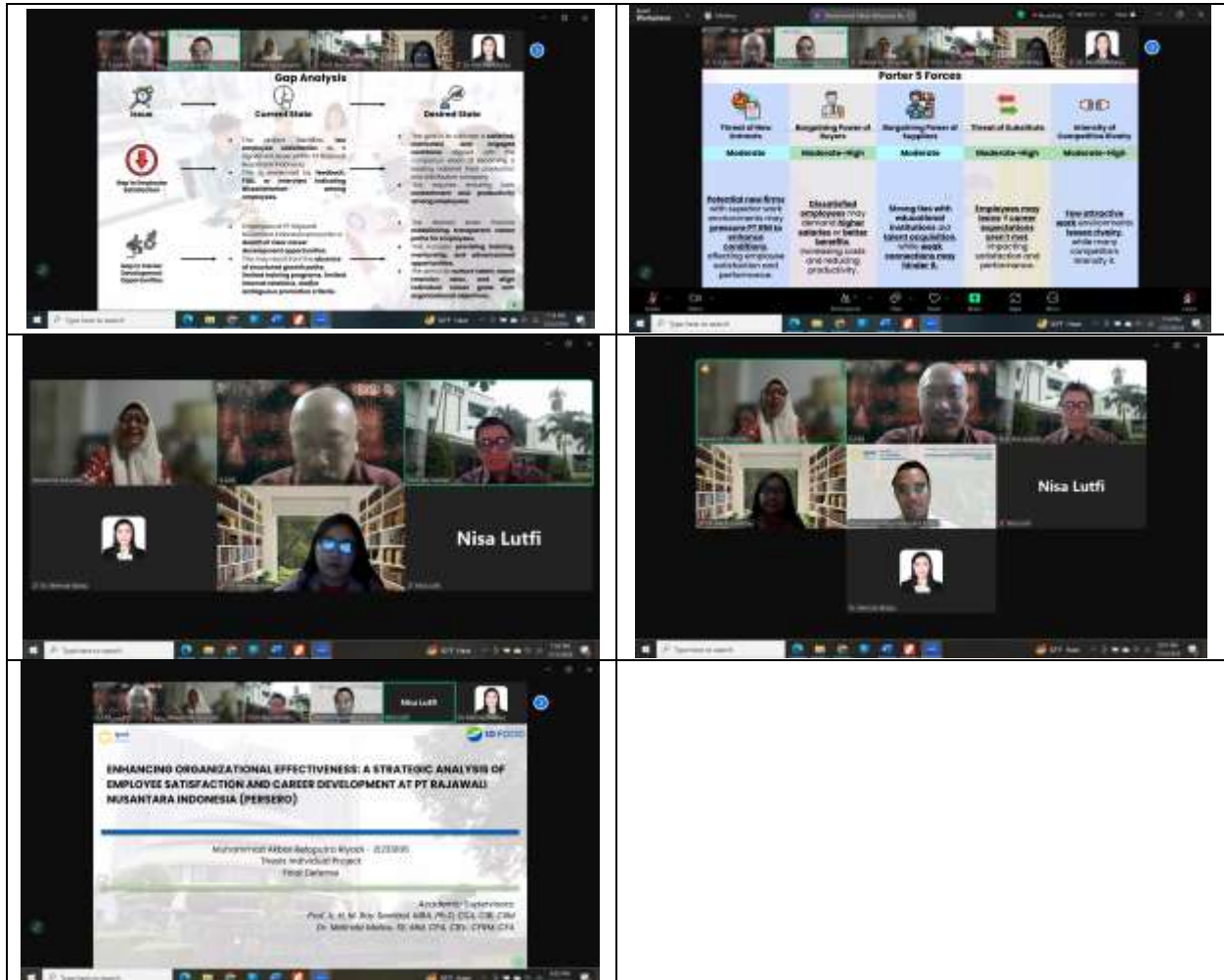
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Event	: Final Thesis Defense
Date	: Tuesday, July 23, 2024 at 7 PM
Student	: M. Akbar Refoputra Riyandi (21231006)
Title	: Enhancing Organizational Effectiveness: A Strategic Analysis of Employee Satisfaction and Career Development at PT Rajawali Nusantara Indonesia (PERSERO)
Thesis Advisor(s)	: Prof. Wiwiek Marwadiyah Daryanto
Examiners	: Prof. Roy Sembel & Dr. Samuel PD Anantadjaya





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Comments;

1. Who are **your respondents and FGD session**? These are not discussed in your manuscript
 - a. How many **stakeholders** & how many do you think from the government, industry, suppliers, employees, donors, customers, board members, creditors, labor unions, community groups?
 - b. Do you think all the stakeholders be **balanced** in your criteria?
2. In your abstract, it is recommended that “aligning business strategies with employee goals, investing in technology, and fostering collaboration” and to “advocating for standards, collaborations and diversity support”. **Where are those recommendations be stated and concluded** afterward?



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employee contributions. Recommendations include aligning business strategies with employee goals, investing in technology, and fostering collaboration. Industry-wide suggestions involve advocating for standards, collaboration, and diversity support. Project limitations include resource constraints and external factors. Future suggestions include continuous improvement, enhanced marketing, innovation, supply chain optimization, partnerships, IT leverage, and market expansion.

3. You said that on the PESTLE, technological advancements need to enhance operational efficiency and competitiveness across production, logistics and employee training. **How were those for to achieve operational efficiency and competitiveness on production, logistics and employee training?**

Technological advancements offer PT RNI opportunities to enhance operational efficiency and competitiveness across production, logistics, and employee training. However, ensuring data security and privacy in technological implementations is imperative to maintain trust, compliance, and operational integrity.

In the legal domain, PT RNI must prioritize regulatory compliance concerning food safety, labor laws, and business operations to avoid penalties and safeguard its reputation. Furthermore, protecting intellectual property rights for innovations and brand assets is essential for maintaining competitiveness and

4. In your analysis on SWOT, it was found out that the employee satisfaction was rather low that were lack of career development toward potential demotivation of employees. **How you come to draw that conclusion? Which methods do you have come across on these factors?**

However, despite these strengths, PT RNI faces certain weaknesses that warrant attention. One notable area is the reported low levels of employee satisfaction, which may indicate internal challenges impacting morale and performance within the organization. Furthermore, the lack of clear career development opportunities raises concerns about potential demotivation and stagnation among employees, highlighting areas for improvement in human resource management and organizational development strategies.

Moving on to opportunities, PT RNI has significant potential for market expansion both domestically and globally. By aspiring to become a leading

5. In your analysis on TOWS, it is stated that **technological integration is the key factors** to win S-O diagram because it is to invest in advanced technologies for production, logistics and employee training.



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- a. How come the technological integration is said to enhance employee training while in the SWOT, you said that employee satisfaction is rather low?
- b. The **employee training vs employee satisfaction** is becoming the subject point of employees

Table 4.3 TOWS Matrix of PT RNI

TOWS Matrix	S	W
O	<p>SO</p> <ul style="list-style-type: none"> • Market Expansion: Leverage the established brand recognition of ID FOOD to explore new markets both domestically and internationally, capitalizing on the diverse business activities and national support for food security. • Technological Integration: Invest in advanced technologies for production, logistics, and employee training to enhance operational efficiency and competitiveness in the market. 	<p>WO</p> <ul style="list-style-type: none"> • Competitive Positioning: Utilize the strengths of being an established Food Holding with a focus on quality and national support to mitigate threats from competitors, by emphasizing unique value propositions and continuous improvement. • Regulatory Compliance: Leverage the company's strong foundation and industry expertise to navigate regulatory changes effectively, ensuring compliance while seizing

6. In your TOWS analysis, it is also stated that employee satisfaction becomes the hurdles of achieving limited career development and low-stage on employee satisfaction. **What are the strategies to overcome these S-T diagram about employee satisfaction?**

Transitioning to ST (Strength-Threat) strategies underscores the importance of addressing low employee satisfaction and limited career development opportunities. Implementing robust employee development programs is essential, as they not only enhance workforce skills and motivation but also align with the company's strategic objectives. To achieve this, structured career programs are essential: Management Trainee programs for juniors, internal rotations for mid-level employees, and executive education for seniors. Similarly, investing in innovative product offerings can help overcome weaknesses related to limited career paths, creating opportunities for employees to contribute to and grow within innovative projects.

7. In your VRIO analysis, it is now you mentioned about employee again, "unless it leads to unique strategies for employee development". **What are the strategies for the company to boost up employee development?**

Rarity	Semi-Rare	
		<ul style="list-style-type: none"> • The company's alignment with government regulations and support for national objectives is rare and provides a competitive advantage. • The company's expertise in the food industry is valuable but may not be rare unless it leads to unique strategies for employee development. • Initiatives such as technological integration and product innovation, if implemented uniquely for employee development, can be semi-rare.



8. In the imitability of VRIO analysis, it is mentioned about **career development and maintaining a competitive edge in employee development**

Imitability	Semi-Imitable	<ul style="list-style-type: none">• Competitors can imitate the brand name, but replicating the underlying strategies for employee satisfaction and career development may not be straightforward.• Competitors can acquire industry expertise, but integrating it effectively into employee-focused strategies may be semi-imitable.• While technological advancements are valuable, they are more imitable, requiring continuous innovation to maintain a competitive edge in employee development.
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9. In your VRIO analysis, it is again you mentioned about **employee development & training development**, including internal collaboration to achieve such programs

Organized	Semi-Organized	<ul style="list-style-type: none">• The company's organizational structure and processes for employee development may be semi-organized, with room for improvement in providing clear career paths and training opportunities.• The effectiveness of internal collaboration and communication regarding employee development initiatives may be semi-organized, impacting the implementation and success of such programs.
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10. In your discussion, it is stated “**implementation of robust and comprehensive career development program**” where “**to cater the diverse needs and aspirations of employees and providing them with clear pathways for advancement and growth**”. What are the real strategies?

To effectively tackle these challenges, PT RNI should prioritize the implementation of robust and comprehensive career development programs. These programs should be designed to cater to the diverse needs and aspirations of employees, providing them with clear pathways for advancement and growth within the organization. One key aspect of these programs is the establishment of personalized career paths, where employees are guided and supported in setting and achieving their career goals. This can include opportunities for skill development, mentorship programs, and regular performance evaluations to track progress and provide feedback for improvement.

11. In your conclusion, you stated that “**well-structured career development**”. What is it look like and how would you incorporate these?



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Firstly, PT RNI can increase employee satisfaction and performance through well-structured career development programs that cater to individual employee needs and aspirations. This involves creating personalized career paths with clear goals, milestones, and opportunities for skill development, mentorship, and continuous learning. By providing employees with a roadmap for growth within the organization, PT RNI can enhance job satisfaction and motivation, leading to improved performance.

Secondly, steps should be taken to provide a clearer career development path by implementing transparent communication about available career paths, job openings, and promotion criteria. PT RNI should ensure fairness and equal opportunities for all employees, fostering a culture of internal mobility and

For Research Question 1	For Research Question 2
<p>How can PT RNI increase employee satisfaction and performance through career development programs?</p>	<p>What steps can be taken to provide a clearer career development path?</p>
<p> Develop personalized career paths tailored to individual employee needs and aspirations.</p>	<p> Communicate openly about available career paths, job openings, and promotion criteria.</p>
<p> Set clear goals, milestones, and opportunities for skill development, mentorship, and continuous learning.</p>	<p> Ensure fairness and equal opportunities for all employees, fostering a culture of internal mobility and advancement.</p>
<p> Provide employees with a roadmap for growth within the organization to enhance job satisfaction and motivation, leading to improved performance.</p>	<p> Establish mentorship programs and conduct regular performance evaluations to guide employees and provide feedback for improvement.</p>