

## ABSTRACT

This project explores the challenges faced by PT Rajawali Nusantara Indonesia (PT RNI), focusing on low employee satisfaction and the lack of clear career development opportunities within Indonesia's food industry. The industry background highlights the comprehensive strategy of multisector initiatives in Indonesia's food industry, emphasizing sustainable practices and technological advancements. Identified problems include low employee satisfaction and unclear career development paths, impacting organizational productivity and talent retention. The study aims to give recommendations to enhance employee satisfaction and establish transparent career paths within PT RNI. Project methodologies include PESTLE, SWOT, TOWS, VRIO, Kotter's Change Management, and Gap analysis to gather insights and develop effective solutions. A 7-week project timeline encompasses activities such as data collection, stakeholder interviews, strategy development, and implementation planning. The deliverables include comprehensive reports, clear career development plans, training sessions, and evaluation reports, all geared towards creating a motivated, skilled workforce and driving organizational success within PT RNI and the broader food industry landscape. Addressing low employee satisfaction and unclear career paths at PT Rajawali Nusantara Indonesia is crucial for boosting productivity and competitiveness. Strategies include tailored career development programs, a culture of learning, transparent communication, and recognition of 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.

**Keywords:** *Employee Satisfaction, Career Development, Strategic Business Methodologies, Stakeholder Engagement, Organizational Success*

# CHAPTER I

## INTRODUCTION

### 1.1 Industry Background

Multisector initiatives in Indonesia's food industry, spanning sugar production, medical equipment, manufacturing, and trading, constitute a comprehensive strategy aimed at fostering economic growth and sustainability. The emphasis on sustainable sugar sourcing and innovative processing techniques not only ensures a stable supply of this essential ingredient but also promotes environmental conservation and responsible resource management. Collaborations within the medical equipment sector result in the development of advanced devices, improving healthcare accessibility and outcomes nationwide. Concurrently, manufacturing endeavors prioritize efficiency, automation, and quality control measures to meet evolving consumer demands while maintaining Indonesia's competitiveness in global markets. Furthermore, trading activities leverage digital platforms, supply chain optimization, and strategic partnerships to facilitate seamless transactions and enhance market access, contributing to economic resilience across interconnected sectors. (Rozaki, 2021)

In this dynamic landscape, PT Rajawali Nusantara Indonesia (Persero) plays a pivotal role in Indonesia's trading and distribution industry. As a state-owned enterprise, PT RNI is instrumental in supporting the country's economic development and ensuring the efficient flow of goods and services across different regions. By focusing on quality, innovation, and sustainability, PT RNI contributes significantly to enhancing the competitiveness of Indonesian products in both domestic and international markets. Through strategic partnerships, investments in infrastructure, and the adoption of modern technologies, PT RNI strengthens its position as a leading player in Indonesia's trading and distribution landscape, driving economic growth and fostering a resilient food ecosystem.

The collaborative efforts between government agencies, industry stakeholders, and research institutions further drive innovation, quality assurance, and food safety standards within Indonesia's food industry. Key trends such as the

rise of functional foods, incorporating local ingredients with health benefits, reflect the industry's responsiveness to evolving consumer preferences and global standards. Sustainability initiatives focus on responsible sourcing, waste reduction, and environmental conservation, aligning with consumer expectations and contributing to a more sustainable food ecosystem. Technology adoption, including blockchain in supply chain management and e-commerce platforms, continues to facilitate market expansion, product diversification, and improved access to rural areas, ensuring a vibrant and competitive food industry that significantly contributes to Indonesia's economic and social development goals.

In the context of addressing low employee satisfaction and performance as well as the lack of clear career development opportunities, the human resource landscape in Indonesia's food industry plays a crucial role. Multisector initiatives within the industry, including sugar production, medical equipment, manufacturing, and trading, are integral to fostering economic growth and sustainability. For instance, sustainable sugar sourcing practices and innovative processing techniques not only ensure a stable supply of essential ingredients but also promote environmental conservation. Collaborations within the medical equipment sector lead to the development of advanced devices, enhancing healthcare accessibility nationwide.

PT Rajawali Nusantara Indonesia (Persero) stands out as a key player in Indonesia's trading and distribution industry, contributing significantly to economic development and efficient goods and services flow. Through a focus on quality, innovation, and sustainability, PT RNI boosts the competitiveness of Indonesian products both domestically and internationally. Strategic partnerships, investments in infrastructure, and modern technology adoption strengthen PT RNI's position, driving economic growth and fostering a resilient food ecosystem.

Moreover, collaborative efforts among government agencies, industry stakeholders, and research institutions drive innovation, quality assurance, and food safety standards within the food industry. Initiatives such as functional foods with local ingredients and sustainability practices align with consumer expectations and global standards, reflecting the industry's responsiveness. Technology adoption, including blockchain and e-commerce, facilitates market

expansion and product diversification, ensuring a vibrant and competitive food industry contributing significantly to Indonesia's economic and social development.

## **1.2 Company Background**

ID FOOD is the corporate brand name of the State-Owned Enterprises (SOEs) Holding for Food, PT Rajawali Nusantara Indonesia (Persero). The SOEs Food Holding was established and designated by the Government based on Government Regulation (PP) Number 118 of 2021, regarding the Addition of the Republic of Indonesia's Capital Participation into the share capital of PT RNI (Persero), complemented by Minister of Finance Decree (KMK) Number 555/KMK.06/2021, regarding the Determination of the Value of the Republic of Indonesia's Capital Participation in the Share Capital of PT RNI (Persero). The formation of the Food Holding was officially marked by the signing of the Government's Share Contribution Deed between PT Rajawali Nusantara Indonesia (Persero) and the five Food SOEs on January 7, 2022, followed by the launch of the corporate brand name ID FOOD by the Minister of SOEs of the Republic of Indonesia, Erick Thohir, on January 12, 2022.

The change of the corporate brand name to ID FOOD is intended to provide a clearer direction and focus to PT Rajawali Nusantara Indonesia (Persero) as the Food Holding Company. ID FOOD's business activities span across Agriculture and Agroindustry, Livestock and Fisheries, as well as Trade and Logistics. ID FOOD consists of 5 former SOEs, namely PT Perusahaan Perdagangan Indonesia, PT Sang Hyang Seri, PT Perikanan Indonesia, PT Berdikari, and PT Garam, as well as 11 existing Subsidiaries, which include PT PG Rajawali I, PT PG Rajawali II, PT PG Candi Baru, PT Perkebunan Mitra Ogan, PT Laras Astra Kartika, PT Mitra Kerinci, PT Rajawali Nusindo, PT GIEB Indonesia, PT Mitra Rajawali Banjarn, PT Rajawali Citramas, and PT Rajawali Tanjungsari Enjiniring.

The establishment of the Food Holding aims to achieve three main objectives: supporting national food security, enhancing the inclusivity of farmers, breeders, and fishermen, and becoming a world-class food company. Leveraging

Indonesia's natural resources stretching from Sabang to Merauke, ID FOOD is here for the welfare of Farmers, Fishermen, and Breeders. ID FOOD is here for the community, and ID FOOD is formed for the better quality of Indonesian food.

### **Vision**

Becoming a leading national food production and distribution company.

### **Mission**

1. Supporting national food sovereignty and security.
2. Encouraging the consumption of high-quality food among the population.
3. Strengthening the ability to produce high-quality products on a large scale for both domestic and global markets.

### **Corporate Values**

The new spirit of PT Rajawali Nusantara Indonesia emerges with AKHLAK as a cultural transformation to align with the synergy of State-Owned Enterprises' Core Values:

1. Amanah/Trustworthy : Upholding the trust bestowed upon us.
2. Kompeten/Competent : Continuously learning and developing capabilities.
3. Harmonis/Harmonious : Caring for one another and respecting differences.
4. Loyal : Dedicated and prioritizing the interests of the Nation and State.
5. Adaptif/Adaptive : Continuously innovating and enthusiastic in driving or facing changes.
6. Kolaboratif/Collaborative : Building synergistic cooperation.

## **1.3 Problem Background**

PT Rajawali Nusantara Indonesia (PT RNI) has identified two main issues:

1. Low Employee Satisfaction and Performance
2. Lack of Clear Career Development Opportunities

These issues impact the overall productivity and effectiveness of PT RNI's workforce, leading to high turnover rate of employees, decreased morale, motivation, and job satisfaction among employees. Additionally, the lack of clear

career development opportunities hinders employee growth and retention, resulting in a potential loss of talent and skills within the organization. Addressing these challenges is crucial to fostering a positive work environment, enhancing employee engagement, and ultimately improving PT RNI's performance and competitiveness in the industry.

Therefore, the raised questions are:

1. How can PT RNI increase employee satisfaction and performance through career development programs?
2. What steps can be taken to provide a clearer career development path?

#### **1.4 Expected Output**

1. Recommendation for increased satisfaction and performance of employees involved in the training and career development program.

Recommendation for implementing a comprehensive training and career development program will contribute significantly to enhancing employee satisfaction and performance within PT RNI. By providing employees with opportunities to acquire new skills, knowledge, and competencies, they will feel more engaged, motivated, and valued in their roles. This can lead to improved job satisfaction, higher productivity, and better outcomes for the organization as a whole. Additionally, investing in employee development demonstrates PT RNI's commitment to nurturing talent and promoting a culture of continuous learning and growth.

2. Recommendation for provision of a transparent and clear career development path for employees.

Establishing recommendations for a transparent and clear career development path is essential for attracting, retaining, and motivating top talent within PT RNI. Employees who have a clear understanding of their career progression opportunities are more likely to be motivated, committed, and dedicated to achieving their goals. This can result in higher retention rates, reduced turnover costs, and a more skilled and engaged workforce. Furthermore, a transparent career development path fosters a positive organizational culture, where employees feel supported, valued, and empowered to reach their full potential.

The project outlines a comprehensive step-by-step plan aimed at achieving specific outcomes and addressing key challenges within PT Rajawali Nusantara Indonesia (PT RNI).

The first phase involves conducting a Current Situation Analysis, which includes evaluating employee satisfaction levels based on available data and information. This analysis also entails reviewing employee performance and identifying factors influencing it, as well as assessing the success of existing career development programs implemented by the company.

Following the analysis, the project moves on to Problem Identification and Challenges. This stage involves a thorough review of the issues contributing to low employee satisfaction and performance, as well as the identification of challenges in providing a clear career development path for employees. By pinpointing these obstacles, the project can then formulate targeted strategies and recommendations to address them effectively.

In the Solutions and Recommendations phase, the project proposes designing new career development programs aimed at enhancing employee satisfaction and performance. Additionally, strategies are developed to clarify existing career paths or create new, clearer paths for employees. An implementation plan is also outlined, detailing the steps required to execute these improvement and career development initiatives successfully.

The Measurement of Success component is crucial as it focuses on determining methods to measure the success of implementing new programs. This includes evaluating the impact of improvement measures on employee satisfaction levels and overall company performance. By establishing clear metrics and evaluation criteria, the project can assess the effectiveness of its interventions and make data-driven decisions moving forward.

In the Conclusion and Implications phase, key findings from the analysis and implementation of career development programs are summarized. Furthermore, the project discusses the implications of research findings on organizational effectiveness and the achievement of company goals. This reflective stage allows for a deeper understanding of the project's outcomes and provides insights into potential future strategies and initiatives for continued improvement and success within PT RNI.



## CHAPTER II

### PROJECT DESCRIPTION

#### 2.1 Human Motivation

Human motivation encompasses an intricate and diverse array of factors that underpin how individuals behave, driven by their innate needs, desires, and aspirations. It serves as a fundamental force guiding human action across a myriad of contexts, ranging from personal endeavors to professional pursuits. The significance of comprehending human motivation extends across multiple disciplines, including psychology, sociology, business, and education, owing to its profound impact on individual behavior, decision-making processes, and overall psychological well-being. (Bandhu et al, 2024)

In psychology, the study of human motivation delves into the intricate interplay between internal drives and external stimuli that influence behavior. Psychologists seek to unravel the underlying mechanisms that propel individuals to pursue certain goals or engage in specific activities, shedding light on the cognitive, emotional, and physiological processes involved. By gaining insights into these motivational dynamics, psychologists can offer valuable interventions to support individuals in overcoming obstacles, fostering personal growth, and enhancing psychological resilience. (Schunk & Dibenedetto, 2020)

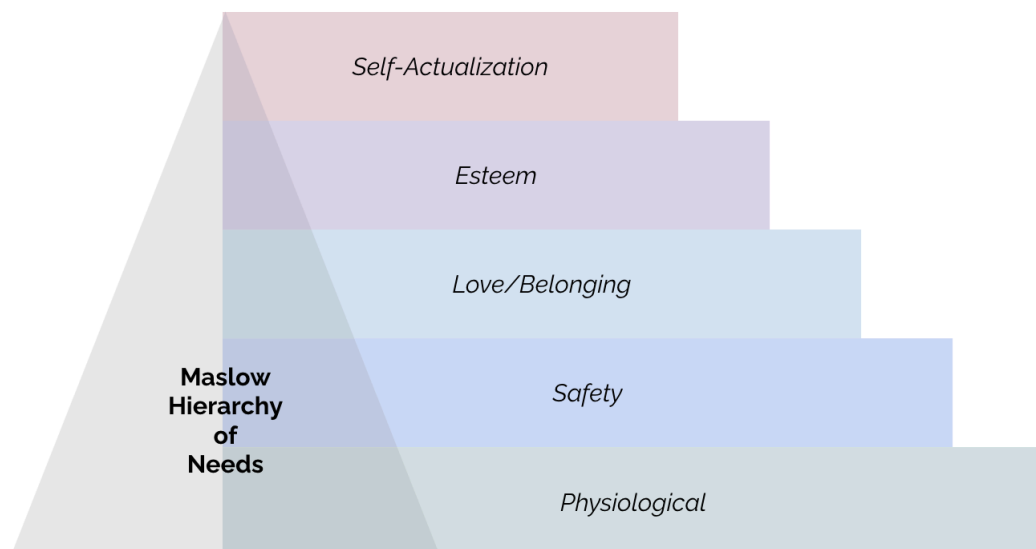
In the realm of business, human motivation plays a pivotal role in driving organizational performance, employee engagement, and productivity. Business leaders and managers strive to identify and leverage motivational factors that inspire employees to perform at their best, fostering a positive work environment conducive to innovation, collaboration, and achievement. By recognizing the diverse array of individual motivations within the workforce, organizations can tailor incentives, rewards, and development opportunities to maximize employee satisfaction, retention, and performance. (Tarigan et al, 2022)

Moreover, in the field of education, understanding human motivation is essential for designing effective learning environments, curriculum, and instructional strategies. Educators seek to cultivate students' intrinsic motivation,

curiosity, and passion for learning, thereby enhancing academic achievement and fostering lifelong learning habits. By incorporating motivational principles into pedagogical practices, educators can empower students to take ownership of their learning journey, cultivate a growth mindset, and pursue academic excellence.

### 2.1.1 Maslow's Hierarchy of Needs

One of the foundational theories of human motivation is Maslow's Hierarchy of Needs is Maslow's Hierarchy of Needs theory (Maslow, 1943). Maslow's Hierarchy of Needs serves as a foundational framework for understanding human motivation and behavior. This psychological model proposes that individuals are driven by a hierarchical structure of needs, where the satisfaction of lower-level needs lays the groundwork for the pursuit of higher-level ones. Typically depicted as a pyramid, the hierarchy consists of five distinct levels: physiological needs, safety and security, love and belonging, self-esteem, and self-actualization.



**Figure 2.1 Maslow Hierarchy of Needs**

*Source: Yurdakul and Arar (2023) processed in PPT*

Figure 2.1 illustrates Maslow's Hierarchy of Needs, a foundational psychological theory delineating the progression of human needs. It begins with physiological necessities for survival, progresses to safety needs, encompasses the desire for love and belonging, moves to esteem needs, and culminates in

self-actualization. This hierarchy elucidates the hierarchical nature of human motivation, indicating the sequential fulfillment of needs, ultimately leading to self-realization and personal growth. (Yurdakul and Arar, 2023)

The foundation of Maslow's pyramid consists of Physiological Needs, which encompass the fundamental requirements for human survival, including breathing, food, water, shelter, clothing, and sleep. Meeting these basic needs is essential for establishing physiological equilibrium and providing the necessary foundation for individuals to progress to higher levels of the hierarchy. (Dar and Sakthivel, 2022)

Once physiological needs are satisfied, attention turns to the second tier—Safety and Security. This level addresses the innate human desire for physical and emotional well-being, financial stability, and protection from potential threats. It extends beyond mere safety to encompass a stable environment, employment security, health, and access to resources. Establishing a sense of safety is crucial, enabling individuals to confidently pursue more complex needs. (Rojas et al, 2023)

As individuals ascend the hierarchy, the third tier—Love and Belonging—becomes prominent. This level centers on interpersonal connections, including friendships, family bonds, and romantic relationships. Maslow highlights the importance of fulfilling the need for love and belonging, recognizing humans' inherently social nature. Achieving this level fosters a sense of community, acceptance, and connection, contributing significantly to emotional well-being.

The fourth tier introduces Self-Esteem, which involves both self-respect and recognition from others. Individuals at this stage strive to develop a positive self-image, attain personal goals, and receive esteem from their social environment. This pursuit is vital for cultivating confidence, competence, and autonomy, shaping individuals' overall sense of identity and purpose.

At the peak of Maslow's Hierarchy lies the fifth tier—Self-Actualization. This level represents the realization of one's full potential and the pursuit of personal growth and fulfillment. It encompasses dimensions such as creativity, problem-solving, morality, and a profound understanding of oneself.

Self-actualized individuals are characterized by a deep desire to continuously develop themselves, embracing the journey of personal growth while positively contributing to their own well-being and that of society.

## **2.2 Employee Satisfaction**

Employee satisfaction is a nuanced and multifaceted aspect of organizational dynamics, encapsulating the myriad dimensions that collectively shape the employee experience. It serves as a barometer of the overall sentiment and contentment levels among employees within an organization, reflecting their perceptions of various facets such as work environment, job roles, interpersonal relationships, and growth opportunities. When employees express high levels of satisfaction, it signifies a positive alignment between their expectations and the actual experiences encountered in the workplace. This alignment is often indicative of a harmonious work environment where employees feel valued, respected, and fulfilled in their roles. (Tatar, 2020)

At its core, employee satisfaction is closely intertwined with organizational performance and success. Research consistently demonstrates a strong correlation between high levels of employee satisfaction and increased productivity, engagement, and retention rates. When employees are satisfied with their work environment and job roles, they are more likely to invest themselves fully in their tasks, exhibit higher levels of commitment, and contribute positively to the achievement of organizational goals. Moreover, satisfied employees are inclined to form stronger bonds with their colleagues and supervisors, fostering a sense of camaraderie and collaboration that further enhances team cohesion and effectiveness.

One of the key drivers of employee satisfaction is the presence of opportunities for growth and development within the organization. Employees seek more than just a paycheck; they yearn for avenues to expand their skills, knowledge, and capabilities over time. Organizations that prioritize employee development initiatives, such as training programs, mentorship opportunities, and career advancement pathways, are better positioned to cultivate a satisfied and motivated workforce. By investing in their employees' professional growth,

organizations not only demonstrate a commitment to their well-being but also reap the benefits of a more skilled and adaptable workforce capable of driving innovation and competitiveness.

### **2.2.1 Low Employee Satisfaction**

On the other hand, according to Memon et al (2023), low employee satisfaction indicates discontentment, dissatisfaction, and dissatisfaction among employees with certain aspects of their work or workplace environment. This can manifest in various ways, such as decreased motivation, morale, and job performance, increased absenteeism and turnover rates, and a negative impact on the overall organizational culture. Identifying and addressing the root causes of low employee satisfaction is crucial for organizations like PT RNI to create a positive and conducive work environment that fosters employee well-being, engagement, and commitment.

Factors contributing to low employee satisfaction may include inadequate communication channels, lack of recognition for achievements and contributions, limited opportunities for career growth and advancement, ineffective leadership or management practices, poor work-life balance, unclear expectations or role ambiguity, and perceived inequities or unfair treatment within the organization. Understanding these factors through evidence-based analysis is essential for developing targeted strategies and initiatives to address employee concerns, improve satisfaction levels, and ultimately enhance organizational performance and competitiveness.

### **2.2.2 Examining Evidence on Low Employee Satisfaction**

As PT Rajawali Nusantara Indonesia (RNI) strives for excellence in its operations, a critical aspect that demands attention is the level of employee satisfaction within the organization. Low employee satisfaction can have far-reaching implications, affecting productivity, morale, and overall performance. To delve deeper into this crucial issue, a comprehensive review of evidence regarding employee satisfaction at PT RNI is imperative.

The examination of evidence on low employee satisfaction entails a thorough analysis of various factors contributing to this phenomenon. This review aims to uncover insights into the underlying causes of dissatisfaction among employees, including aspects related to work environment, job roles, leadership, communication channels, recognition, and opportunities for growth.

Furthermore, this evidence review will involve gathering data through surveys, interviews, and performance metrics to assess the current state of employee satisfaction within PT RNI.

Ultimately, the insights garnered from this evidence review will serve as a valuable resource for PT RNI to develop targeted strategies and interventions aimed at enhancing employee satisfaction, fostering a positive work environment, and driving overall organizational success.

## **2.3 Career Development**

Career development is a fundamental aspect of individual growth and organizational success within any company. It encompasses the continuous process of acquiring new skills, knowledge, experiences, and capabilities to advance one's career trajectory and achieve professional goals. Effective career development programs and initiatives not only benefit employees by enhancing their job satisfaction, engagement, and motivation but also contribute to organizational productivity, talent retention, and overall competitiveness in the market. (Katharina and Dewi, 2020)

Effective career development programs and initiatives are crucial for fostering employee engagement, motivation, and job satisfaction. When employees are provided with opportunities for growth and development, they feel valued, invested in, and motivated to perform at their best. Moreover, a supportive environment that encourages career development cultivates a sense of loyalty and commitment among employees, leading to higher retention rates and reduced turnover for the organization. By prioritizing the career growth and aspirations of its employees, a company can create a culture of continuous improvement and excellence, where individuals are empowered to reach their full potential.

From an organizational standpoint, investing in career development yields tangible benefits beyond just employee satisfaction. A skilled and motivated workforce is more productive, innovative, and adaptable to changes in the business landscape. Employees who continually develop their skills and expertise bring fresh perspectives and ideas to the table, driving innovation and creativity within the organization. Furthermore, a culture that promotes career development helps attract top talent to the company, as prospective employees are drawn to organizations that prioritize their professional growth and well-being.

### **2.3.1 Career Development Hurdles**

Navigating career development hurdles is a common challenge faced by many employees across various industries. These hurdles encompass a range of barriers and obstacles that impede the smooth progression of careers. Some common career development hurdles include limited opportunities for skill enhancement and growth, unclear career paths or progression frameworks, inadequate mentorship and guidance, organizational structures that may not facilitate career advancement, and barriers to mobility and job rotation. (Owusu et al, 2021)

One of the primary hurdles in career development is the absence of a clear and transparent framework outlining the various career paths available within an organization. Without a roadmap or guidance, employees may struggle to understand the steps needed to advance in their careers, leading to uncertainty and dissatisfaction. Additionally, limited access to training programs and professional development opportunities further exacerbates these challenges, hindering employees' ability to acquire new skills and stay competitive in their fields.

Moreover, the lack of mentorship and guidance poses another significant hurdle in career development. Mentorship plays a crucial role in providing employees with valuable insights, advice, and support as they navigate their career journeys. Without access to mentors or senior professionals who can offer guidance and mentorship, employees may find it challenging to overcome obstacles, identify growth opportunities, and make informed career decisions.

### **2.3.2 Understanding Career Development Hurdles at PT RNI**

Navigating career development hurdles is a critical aspect of organizational success, and PT Rajawali Nusantara Indonesia (RNI) is no exception. Within PT RNI, several challenges hinder the clear and transparent progression of employees' careers. These hurdles encompass a range of factors, including limited opportunities for skill enhancement and professional growth, unclear career paths, lack of mentorship and guidance, and organizational structures that may not adequately support career development.

One of the primary hurdles faced by employees at PT RNI is the absence of a transparent career development framework. Employees often struggle to understand the pathways available for their career progression, leading to confusion and frustration. Additionally, the limited availability of training programs and professional development opportunities further compounds these challenges, hindering employees' ability to acquire new skills and advance in their careers.

Moreover, the absence of mentorship and guidance poses a significant hurdle to career development at PT RNI. Employees may lack access to mentors or senior professionals who can provide valuable insights, advice, and support in navigating their career paths within the organization. This lack of mentorship can impede employees' growth and limit their potential for advancement.

Additionally, the organizational structure and culture within PT RNI may not always align with promoting career development effectively. Barriers such as rigid hierarchies, bureaucratic processes, and limited mobility opportunities can hinder employees' ability to explore diverse roles, take on new challenges, and progress in their careers.



## **CHAPTER III**

### **METHODOLOGY**

#### **3.1 Strategic Business Method**

The strategic business methodology within a project involves a systematic and intentional process of gathering, analyzing, and interpreting data to achieve specific business goals. This method entails identifying key research questions, creating a well-defined research plan, and selecting appropriate data collection methods. Additionally, it often combines qualitative and quantitative research strategies to gain a comprehensive understanding of the business environment. (Iberaheem, 2023)

This methodology highlights the importance of aligning research efforts with the organization's strategic objectives. By doing so, it ensures that the insights obtained contribute directly to informed decision-making and the attainment of desired business outcomes. Essentially, the strategic approach to business methodology within a project is a structured and thorough process that utilizes various research tools and techniques to drive success and strategic alignment.

##### **3.1.1 PESTLE Analysis**

Businesses operate within a dynamic external environment shaped by various factors that continually evolve. PESTLE analysis, a strategic management tool, helps organizations navigate this complexity by assessing and understanding macro-environmental influences. PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental factors, each representing a critical aspect of the business landscape. (Akbalik & Çitilci, 2019)

Political factors encompass government policies, regulations, and political stability. These factors can profoundly impact an organization's operations and profitability, as governments shape business environments through their policies and interactions with businesses.

Economic factors delve into the broader economic climate, including inflation, exchange rates, and economic growth. Understanding these trends is vital for businesses to make informed financial decisions and plan effectively for the future.

Social factors analyze cultural, demographic, and social trends that influence consumer demand. Changes in consumer preferences, population shifts, and evolving social values can significantly affect how businesses operate and market their products or services.

Technological factors focus on the impact of innovation, automation, and technological advancements on industries. Staying updated with technological developments allows businesses to remain competitive, adopt new practices, and improve efficiency.

The legal landscape is crucial, with PESTLE analysis considering laws and regulations relevant to industries such as labor laws, health and safety regulations, and intellectual property laws. Compliance with these regulations is essential for businesses to operate ethically and avoid legal issues.

Lastly, environmental factors assess ecological and environmental considerations. Sustainability concerns, resource availability, and environmental regulations are factors that responsible businesses must consider to navigate an evolving environmental landscape and uphold corporate social responsibility.

### **3.1.2 SWOT Analysis**

SWOT analysis serves as a strategic tool utilized to evaluate both the internal strengths and weaknesses, as well as the external opportunities and threats confronting an organization. The acronym SWOT represents Strengths, Weaknesses, Opportunities, and Threats. (Dobrović and Tomičić, 2020).

Within this analysis framework, strengths and weaknesses pertain to internal aspects of the organization, encompassing its resources, capabilities, and current operational status. Strengths denote attributes that confer a competitive edge to the organization, while weaknesses encompass areas that might impede its performance or expansion.

On the external front, opportunities and threats denote factors existing within the broader environment that can impact the organization. Opportunities signify advantageous external elements that the organization can exploit, whereas threats represent external factors that could pose challenges or risks.

SWOT analysis offers a holistic view of the organization's present standing and aids in strategic decision-making. By recognizing internal strengths to leverage, addressing weaknesses, exploring external opportunities, and preparing for potential threats, organizations can formulate strategies aligned with their objectives and navigate the complexities of their operational landscape. (Poniewatie et al, 2022)

### **3.1.3 TOWS Matrix**

The TOWS matrix goes beyond the initial assessment of a SWOT analysis. While SWOT examines an organization's internal strengths and weaknesses alongside external opportunities and threats, the TOWS matrix delves deeper by analyzing how these factors interact. This added layer allows for the development of more actionable strategic plans. (Fitriani, 2022)

TOWS helps organizations capitalize on positive elements and address negative ones. For instance, the matrix can identify situations where a company's strengths can be leveraged to seize new opportunities. Conversely, it can also pinpoint weaknesses that need improvement to benefit from those same opportunities. Similarly, TOWS can highlight how strengths can be used to mitigate threats, while also revealing weaknesses that need to be addressed to defend against potential dangers.

By considering these interactions, TOWS analysis leads to more nuanced and strategic plans. This comprehensive approach encourages a proactive strategy, allowing organizations to not only capitalize on their strengths and available opportunities but also address weaknesses and lessen the impact of potential threats. Ultimately, the TOWS matrix serves as a valuable framework for decision-makers, enabling them to develop strategic initiatives that align with the organization's goals and improve overall performance.

### 3.1.4 VRIO Analysis

The VRIO analysis is a strategic tool used by organizations to evaluate their internal resources and capabilities to gain a competitive advantage in the market. VRIO stands for Value, Rarity, Imitability, and Organization, and each of these elements plays a crucial role in determining the sustainability of a firm's competitive advantage. (Barney, 1991; Akhtar and Sultan, 2023)

The first element of VRIO is Value, which refers to the ability of a resource or capability to add value to the organization and its customers. Resources that are valuable can help a company increase its revenues, reduce costs, or improve customer satisfaction. For example, a company's patented technology or strong brand reputation can be valuable resources that contribute to its competitive advantage.

The second element is Rarity, which assesses how rare or unique a resource or capability is compared to those of competitors. If a resource is rare and not easily available to competitors, it can contribute significantly to a firm's competitive advantage. For instance, access to exclusive distribution channels or a highly skilled workforce can be rare resources that differentiate a company from its rivals.

Imitability is the third element of VRIO and refers to the difficulty of replicating or imitating a firm's resources or capabilities. Resources that are difficult to imitate provide a sustainable competitive advantage because competitors cannot easily duplicate them. This could include unique business processes, proprietary technologies, or strategic partnerships that are challenging for others to replicate.

The final element of VRIO is Organization, which focuses on how well a company is organized to leverage its resources and capabilities for competitive advantage. This includes factors such as effective management practices, clear strategic direction, and a culture that values innovation and continuous improvement. An organization that is well-structured and aligned with its strategic goals can effectively utilize its resources to maintain a competitive edge.

### **3.1.5 Kotter's Change Management Framework**

John Kotter's Change Management 8-Step Process provides a comprehensive framework for organizations to navigate and successfully implement significant changes. This methodology emphasizes the importance of strategic planning, clear communication, and stakeholder engagement throughout the change journey. Let's delve into each step of Kotter's model and explain its significance in driving organizational change. (Miles et al, 2023)

The first step in Kotter's model is "Create a Sense of Urgency." This step recognizes the need to establish a compelling case for change within the organization. By highlighting the risks of maintaining the status quo and the opportunities that change can bring, leaders can instill a sense of urgency among employees and stakeholders. This step is crucial as it sets the stage for prioritizing change initiatives and gaining widespread support for the transformation process.

The second step, "Form a Powerful Coalition," emphasizes the importance of building a strong team of change champions. This coalition typically includes senior leaders, influential stakeholders, and key employees who can drive and support the change efforts. By leveraging the expertise, authority, and networks of these individuals, organizations can overcome resistance, align diverse perspectives, and mobilize resources effectively.

The third step is "Create a Vision for Change." Kotter stresses the significance of having a clear and compelling vision that outlines the desired future state of the organization post-change. This vision serves as a guiding beacon for all stakeholders, providing direction, purpose, and motivation throughout the change journey. A well-crafted vision inspires commitment, aligns actions, and fosters a shared understanding of the change's objectives and benefits.

Following the vision creation, the fourth step is "Communicate the Vision." Effective communication is vital in ensuring that the vision is understood, embraced, and translated into action by everyone in the organization. Leaders must use various communication channels and techniques to convey the vision's rationale, goals, and expected outcomes transparently. Clear communication builds trust, reduces uncertainty, and encourages employee engagement in the change process.

The fifth step, "Remove Obstacles," involves identifying and addressing barriers that hinder change implementation. These obstacles may include resistance from employees, structural constraints, or cultural challenges. By proactively identifying and mitigating these barriers, organizations can create an enabling environment for change, empower employees, and foster a culture of innovation and agility.

The sixth step is "Create Short-Term Wins." Kotter emphasizes the importance of celebrating early successes and milestones to maintain momentum and build confidence in the change process. By delivering tangible and visible results, organizations can demonstrate the benefits of change, generate enthusiasm, and reinforce the commitment of stakeholders.

The seventh step, "Build on the Change," focuses on continuous improvement and learning. Change is an ongoing journey, and organizations must adapt, evolve, and refine their strategies based on feedback, data, and evolving needs. Continuous improvement ensures that the change initiatives remain relevant, effective, and aligned with the organization's goals and priorities.

Finally, the eighth step is "Anchor the Changes in Corporate Culture." Kotter highlights the need to integrate the change into the organization's culture, values, and everyday practices. Sustainable change requires cultural alignment, where new behaviors, norms, and processes become ingrained and embraced by employees at all levels. Anchoring change in the corporate culture ensures long-term sustainability, resilience, and success in achieving organizational goals.

### **3.1.6 Gap Analysis**

Gap analysis is a strategic tool used by organizations to assess the disparity between their current state and desired future state, identifying areas for improvement and guiding decision-making processes. In the context of organizational change, particularly within the framework of John Kotter's Change Management 8-Step Process, gap analysis plays a crucial role in diagnosing challenges, setting objectives, and evaluating progress throughout the change journey. (Surianugraha et al, 2020)

The first phase of gap analysis involves defining the current state of the organization. This includes conducting a comprehensive assessment of key performance indicators, such as employee satisfaction levels, turnover rates, productivity metrics, and alignment with strategic goals. By analyzing quantitative data, conducting surveys, and gathering qualitative feedback from stakeholders, organizations can gain insights into existing gaps and areas requiring attention.

Once the current state is established, the next step is to define the desired future state or organizational goals. This phase entails setting clear and measurable objectives aligned with the organization's vision, mission, and strategic priorities. These objectives serve as benchmarks for success and guide the development of strategies and action plans to bridge the identified gaps.

After defining the current and desired states, the gap analysis process involves identifying specific gaps or discrepancies between the two. This may include gaps in performance, resources, capabilities, processes, or market positioning. For example, if the current state reveals low employee satisfaction levels and high turnover rates, while the desired state emphasizes a motivated and engaged workforce, the gap analysis highlights the need to address factors contributing to dissatisfaction and implement strategies to improve retention and engagement.

Once gaps are identified, organizations can prioritize areas for improvement based on their impact on organizational goals and feasibility of implementation. This prioritization helps allocate resources effectively and focus efforts on initiatives that yield the most significant positive impact. For instance, if enhancing employee satisfaction is critical to achieving organizational effectiveness, resources may be allocated to developing and implementing employee engagement programs or improving leadership communication.

Following prioritization, organizations develop action plans and strategies to bridge the identified gaps. These plans outline specific initiatives, timelines, responsibilities, and success metrics for monitoring progress and evaluating outcomes. For example, if the gap analysis reveals a lack of clear career development opportunities, the action plan may include initiatives such as

implementing training programs, establishing mentorship opportunities, or revising promotion criteria to support employee growth and advancement.

Throughout the change process, continuous monitoring and evaluation are essential components of gap analysis. Organizations track progress against established metrics, gather feedback from stakeholders, and make data-driven adjustments to strategies as needed. This iterative approach allows organizations to course-correct, address emerging challenges, and ensure alignment with organizational goals and objectives.

### **3.1.7 Porter 5 Forces**

Porter's Five Forces framework, conceived by Michael Porter, stands as a cornerstone in strategic analysis, providing a systematic method for evaluating the competitive landscape within industries. This model offers a structured approach to dissecting the attractiveness and profitability of an industry by scrutinizing five pivotal forces that mold competition. (Porter, 1980; Porter, 1985)

Firstly, the threat of new entrants examines the potential for fresh competitors to penetrate the market. Various barriers to entry, such as economies of scale, high capital requirements, and regulatory constraints, serve as deterrents. Additionally, established brand loyalty and reputation act as formidable barriers. A heightened threat of new entrants can escalate competition and diminish profitability for existing firms, compelling them to reinforce their market positions through strategic maneuvers. (Paramadita & Hidayat, 2022)

Secondly, the bargaining power of buyers dissects the sway customers hold over prices, terms, and conditions within the market. Factors such as buyer concentration, price sensitivity, and substitute availability shape buyer bargaining power. When buyers wield substantial influence, they can exert pressure for lower prices or enhanced product quality, thereby curtailing profitability for suppliers and necessitating strategies to augment customer value and loyalty.

Moreover, the bargaining power of suppliers evaluates the leverage suppliers possess within the industry. Supplier concentration, product uniqueness, and switching costs influence supplier bargaining power. Suppliers with significant clout can dictate terms, inflate prices, or constrain supply, impacting



the profitability of firms. Businesses may counteract supplier dominance through strategic alliances or vertical integration.

Furthermore, the threat of substitute products or services gauges the availability of alternatives that meet similar needs or offer comparable benefits. Factors such as price-performance ratios, substitution ease, and switching expenses shape substitute threats. Elevated substitution risks can erode pricing power and profitability, compelling firms to differentiate their offerings and enhance customer value to mitigate such risks effectively.

Lastly, the intensity of competitive rivalry scrutinizes the degree of competition among existing firms within the industry. Factors such as industry growth, competitor numbers, and product differentiation influence competitive intensity. Intense rivalry can precipitate price wars, profit erosion, and innovation pressures. Businesses must formulate strategies to distinguish their offerings, foster brand allegiance, and compete sustainably in the market.

### 3.2 Project Timeline

**Table 3.1 Project Timeline**

Week	Activity	Description
Week 1	Project Kickoff	Initiate project by holding kickoff meeting with stakeholders, defining objectives and scope.
Week 2	Data Collection	Collect data on PT Rajawali Nusantara Indonesia's Employee Satisfaction and Performance and Career Development Opportunities
Week 3	Stakeholder Meetings	Conduct meetings with customers, suppliers, and internal stakeholders for data collection insights.
Week 4	Data Analysis	Analyze collected data to identify trends, challenges, and potential areas for improvement.
Week 5	Strategy Development	Develop strategic methodologies such as: SWOT, TOWS, PESTLE, and VRIO analysis for addressing challenges.
Week 6	Documentation and Presentation Preparation	Prepare final documentation including reports, presentations, and implementation plans.

Week	Activity	Description
Week 7 - cont'd	Project Continuity	Refine strategies based on stakeholder feedback, align with organizational goals, plan implementation and monitoring, and prepare for project handover.

The project timeline outlined in Table 3.1 provides a structured overview of the activities and milestones planned for the project. In Week 1, the project will commence with a Project Kickoff, which involves convening a meeting with stakeholders to establish the project's objectives and scope. This phase is crucial as it sets the foundation for the entire project and ensures alignment among all stakeholders regarding the project's purpose and goals.

Moving into Week 2, the focus shifts to Data Collection. This involves gathering pertinent data related to PT Rajawali Nusantara Indonesia's Employee Satisfaction, Performance, and Career Development Opportunities. Data collection is a critical step in the project as it provides the necessary information and insights that will drive subsequent analyses and decision-making processes.

Week 3 is dedicated to Stakeholder Meetings. During this phase, data collection will be conducted with a range of stakeholders, including customers, suppliers, and internal parties. These interactions are aimed at gathering diverse perspectives and feedback, which will contribute to a comprehensive understanding of the current landscape and inform strategic planning.

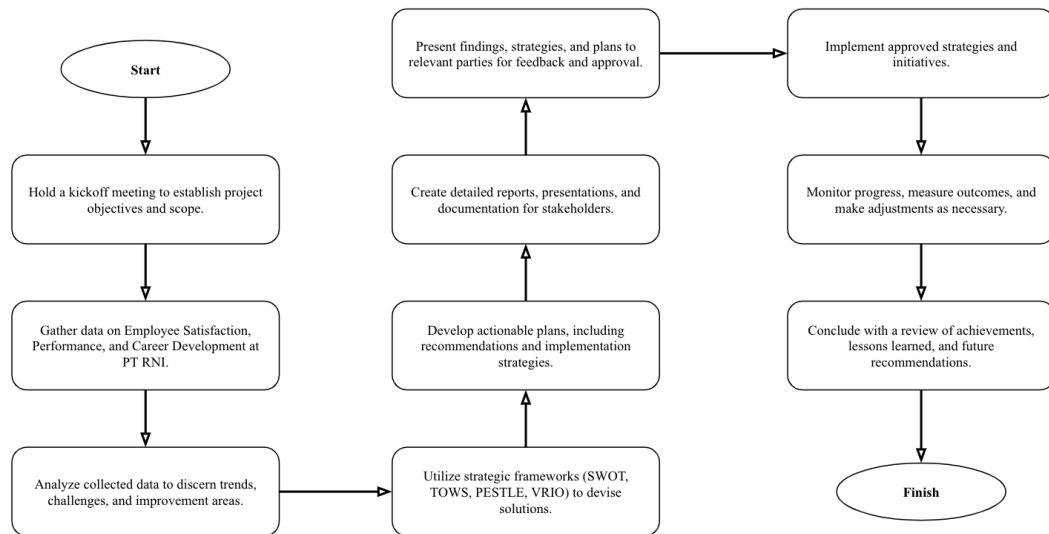
As the project progresses into Week 4, the collected data undergoes rigorous Data Analysis. This phase involves analyzing the gathered information to identify patterns, trends, challenges, and potential areas for improvement. Data analysis plays a pivotal role in shaping the project's direction and guiding decision-making processes based on empirical evidence.

Week 5 focuses on Strategy Development. Drawing upon the insights gleaned from data analysis and stakeholder interactions, strategic methodologies such as SWOT (Strengths, Weaknesses, Opportunities, Threats), TOWS (Threats, Opportunities, Weaknesses, Strengths), PESTLE (Political, Economic, Social, Technological, Legal, Environmental), and VRIO analysis are employed to address identified challenges and capitalize on opportunities.

Week 6 entails Documentation and Presentation Preparation. In this phase, the project team compiles final documentation, including comprehensive reports, detailed presentations, and implementation plans. These deliverables encapsulate the project's findings, strategies, and recommendations, readying them for presentation to stakeholders and facilitating the implementation of proposed initiatives.

Lastly, during Week 7 and onwards, the project focuses on continuity, refining strategies in response to stakeholder feedback to ensure alignment with organizational goals. Plans for implementation and ongoing monitoring of initiatives are developed, alongside preparations for the eventual project handover or transition to relevant teams for execution and sustainability.

### 3.3 Project Flow



**Figure 3.1 Project Flow**

The project flow shown in figure 3.1 initiates with a kickoff meeting aimed at establishing clear objectives and defining the scope of work. This pivotal step ensures that all stakeholders are aligned and have a shared understanding of the project's goals and expectations. Subsequently, the focus shifts towards data collection pertaining to Employee Satisfaction, Performance, and Career Development within PT RNI. This phase involves gathering comprehensive information to gain insights into existing challenges and areas for improvement.

Following data collection, an in-depth analysis is conducted to identify trends, challenges, and potential improvement areas. This analytical process is crucial for formulating informed strategies and solutions. Strategic frameworks such as SWOT, TOWS, PESTLE, and VRIO are then utilized to develop effective solutions tailored to address the identified challenges and capitalize on opportunities.

With strategic frameworks in place, actionable plans are developed, encompassing recommendations and implementation strategies. These plans serve as blueprints for executing initiatives aimed at enhancing employee satisfaction, improving performance, and fostering career development within PT RNI. Detailed reports, presentations, and documentation are meticulously crafted to communicate findings, strategies, and plans to stakeholders, ensuring transparency and alignment.

Presenting findings, strategies, and plans to relevant parties for feedback and approval marks a crucial milestone in the project flow. Stakeholder feedback is integrated, and approved strategies and initiatives are implemented. Throughout the implementation phase, progress is monitored, outcomes are measured, and adjustments are made as necessary to ensure effectiveness and alignment with objectives.

As the project nears completion, a thorough review is conducted to evaluate achievements, lessons learned, and future recommendations. This reflective phase provides valuable insights for continuous improvement and informs future strategic planning initiatives. Finally, the project concludes with a comprehensive review, ensuring that key learnings are documented and future recommendations are incorporated into organizational strategies and practices.

### **3.4 Deliverables**

The project deliverables encompass a range of documents and activities aimed at improving employee satisfaction and career development at PT Rajawali Nusantara Indonesia (Persero). The first deliverable, the Employee Satisfaction Data Analysis Report, will analyze data collected during the Data Collection phase. This report will identify trends, patterns, and key issues related to employee satisfaction, providing a deeper understanding of the factors influencing it and serving as the basis for developing improvement strategies.

The Clear Career Development Plan is another essential deliverable, detailing a transparent and comprehensive career development plan for employees at PT RNI. This document will outline the steps the company must take to enhance employee development opportunities, including training programs, mentoring, performance evaluations, and clear career paths.

A Strategic and Methodology Presentation will summarize the strategies and methodologies used in the project, including SWOT, TOWS, PESTLE, and VRIO analysis. This presentation will present key findings from data analysis and stakeholder interviews, detailing recommended steps to enhance employee satisfaction and provide clearer career paths.

Furthermore, the Implementation Document for Career Development Programs will outline the implementation plan based on project analysis and recommendations. This document will include details on how these programs will be executed, who is responsible, the implementation schedule, and metrics for evaluating program success.

As part of the career development program implementation, Training Sessions and Workshops for Employees can be conducted. These sessions will cover topics such as time management, communication skills, leadership development, and relevant technical skills, aiming to enhance employee skills and motivation.

After the career development programs are implemented, an Evaluation and Recommendation Report will be prepared to assess their impact on employee satisfaction and company performance. This report will include further recommendations to improve the programs and strategies that have been implemented.

Finally, an interactive Q&A Session and Discussion with Senior Management will involve senior management from PT RNI to discuss project findings, proposed strategies, and next steps. This session will provide an opportunity to receive direct input from company leaders and ensure a better understanding of the implementation plan going forward. These deliverables collectively aim to create a more engaged, motivated, and skilled workforce while driving organizational success and competitiveness.

## **CHAPTER IV**

### **FINDINGS, ANALYSIS, AND DISCUSSION**

#### **4.1 FINDINGS**

The findings of the study conducted within PT Rajawali Nusantara Indonesia (RNI) reveal significant challenges related to employee satisfaction and performance. One notable issue identified is the low level of employee satisfaction, which has a direct impact on overall performance within the organization. This dissatisfaction is attributed to several factors, including unclear career development opportunities, limited mentorship and guidance, and difficulties in navigating career progression paths within the company. Employees face challenges in understanding their growth prospects, which can lead to feelings of stagnation and disengagement.

Additionally, the study highlights the lack of a clear career development framework and limited training programs as major obstacles hindering employee development at PT RNI. The absence of a transparent pathway for career progression leaves employees unsure about how to advance within the organization. This ambiguity contributes to a sense of frustration and can lead to decreased motivation and productivity among employees. Moreover, the limited availability of training programs deprives employees of opportunities to acquire new skills and knowledge, which are essential for personal and professional growth.

These findings underscore the critical need for PT RNI to address issues related to employee satisfaction and career development. By implementing a comprehensive career development program that includes clear pathways for advancement, regular mentorship opportunities, and diverse training initiatives, PT RNI can create a more engaging and supportive work environment. Providing employees with the tools and resources they need to succeed will not only improve job satisfaction and performance but also contribute to the overall success and competitiveness of the organization in the long run.

## 4.2 ANALYSIS

### 4.2.1 PESTLE ANALYSIS

**Table 4.1 PESTLE Analysis of PT RNI**

Political	<ul style="list-style-type: none"> <li>● Government Regulations: Adherence to government regulations regarding food production, trade, and environmental standards is crucial for operations.</li> <li>● Government Support: Being designated as the Food Holding Company and receiving support for national food security aligns with government objectives.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>● Market Fluctuations: Economic factors such as currency exchange rates and market demand fluctuations can impact business operations and profitability.</li> <li>● Investment Opportunities: Economic stability and growth may present opportunities for investment in technology, infrastructure, and market expansion.</li> </ul>
Social	<ul style="list-style-type: none"> <li>● Consumer Preferences: Understanding and adapting to changing consumer preferences for high-quality food products is essential for market competitiveness.</li> <li>● Workforce Diversity: Embracing diversity and inclusivity within the workforce can lead to improved employee satisfaction and performance.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>● Technological Advancements: Leveraging technology for production, logistics, and employee training can enhance operational efficiency and competitiveness.</li> <li>● Data Security: Ensuring data security and privacy in technological implementations is crucial for maintaining trust and compliance.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>● Regulatory Compliance: Adherence to legal frameworks regarding food safety, labor laws, and business operations is necessary to avoid penalties and maintain reputation.</li> <li>● Intellectual Property: Protecting intellectual property rights for innovations and brand assets is important for competitiveness and market positioning.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>● Sustainable Practices: Embracing sustainable practices in food production and environmental stewardship aligns with societal expectations and regulatory requirements.</li> <li>● Climate Change Impact: Addressing potential impacts of climate change on agriculture, fisheries, and supply chain resilience is essential for long-term sustainability.</li> </ul>

Table 4.1 provides a comprehensive PESTLE analysis of PT Rajawali Nusantara Indonesia (Persero) (PT RNI), examining the political, economic, social, technological, legal, and environmental factors that influence the company's operations and strategic decisions within the food industry.



Beginning with the political factors, PT RNI must adhere to government regulations concerning food production, trade, and environmental standards to ensure compliance and operational continuity. Moreover, the company benefits from government support as the designated Food Holding Company, receiving backing for national food security initiatives that align with government objectives and strategic priorities.

Economic factors play a significant role in PT RNI's business environment, with market fluctuations such as currency exchange rates and demand variations impacting business operations and profitability. However, economic stability and growth present opportunities for PT RNI to invest in technology, infrastructure, and market expansion, leveraging favorable economic conditions for strategic growth initiatives.

On the social front, understanding and adapting to changing consumer preferences for high-quality food products are crucial for maintaining market competitiveness. Additionally, embracing diversity and inclusivity within the workforce can enhance employee satisfaction, performance, and organizational resilience.

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 market positioning.

Environmental factors such as sustainable practices in food production and environmental stewardship are increasingly important, aligning with societal expectations and regulatory requirements. PT RNI must address potential impacts of climate change on agriculture, fisheries, and supply chain resilience to ensure long-term sustainability and environmental responsibility.

## 4.2.2 SWOT ANALYSIS

**Table 4.2 SWOT Analysis of PT RNI**

Strengths	<ul style="list-style-type: none"> <li>● Established Food Holding: PT Rajawali Nusantara Indonesia (Persero) has a strong foundation as a State-Owned Enterprises (SOEs) Holding focused on the food industry.</li> <li>● Brand Recognition: The corporate brand name, ID FOOD, enhances visibility and market presence.</li> <li>● Diverse Business Activities: Engages in Agriculture, Agroindustry, Livestock, Fisheries, Trade, and Logistics, leveraging Indonesia's natural resources comprehensively.</li> <li>● National Support: Aligned with government objectives, supporting national food security and sovereignty.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>● Low Employee Satisfaction: Low levels of employee satisfaction may indicate internal challenges affecting morale and performance.</li> <li>● Career Development Issues: Lack of clear career development opportunities may lead to demotivation and stagnation among employees.</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>● Market Expansion: With a focus on becoming a leading national food production and distribution company, there are opportunities to expand market reach domestically and globally.</li> <li>● Technological Advancements: Leveraging technology for production, logistics, and employee training can enhance efficiency and competitiveness.</li> <li>● Innovation in Product Offerings: Developing high-quality products and diversifying offerings can capture new market segments and consumer preferences.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>● Competitive Landscape: Facing competition from other food industry players locally and internationally.</li> <li>● Regulatory Changes: Adapting to evolving government regulations and policies regarding food production, trade, and environmental standards.</li> <li>● Economic Factors: Fluctuations in the economy, currency exchange rates, and market demand may impact business operations and profitability.</li> </ul>

Table 4.2 provides an overview of PT Rajawali Nusantara Indonesia (Persero) (PT RNI) through a SWOT analysis, outlining its internal strengths and weaknesses as well as external opportunities and threats within the food industry context.

Firstly, PT RNI exhibits several strengths that contribute to its competitive advantage. As a State-Owned Enterprises (SOEs) Holding with a primary focus on the food sector, the company benefits from an established foundation in the industry. This established presence is further reinforced by the strong brand recognition of ID FOOD, enhancing visibility and market penetration. Moreover,

PT RNI engages in diverse business activities spanning agriculture, agroindustry, livestock, fisheries, trade, and logistics, thereby leveraging Indonesia's abundant natural resources comprehensively. Additionally, PT RNI's alignment with government objectives for national food security and sovereignty provides strategic support and opportunities for collaboration.

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 national food production and distribution company, PT RNI can capitalize on emerging market trends and consumer preferences. Embracing technological advancements presents another opportunity, enabling the company to enhance efficiency in production, logistics, and employee training, thereby increasing competitiveness in the industry. Moreover, innovation in product offerings, focusing on high-quality and diversified products, can help PT RNI capture new market segments and cater to evolving consumer demands effectively.

However, amidst these opportunities lie various threats that PT RNI must navigate carefully. The competitive landscape in the food industry, characterized by local and international players, poses a significant challenge. PT RNI must differentiate itself through strategic positioning, quality offerings, and efficient operations to mitigate competitive pressures. Additionally, regulatory changes, including evolving government regulations and policies related to food production, trade, and environmental standards, require proactive adaptation to ensure compliance and business continuity. Furthermore, economic factors such as fluctuations in the economy, currency exchange rates, and market demand can impact PT RNI's business operations and profitability, necessitating robust risk management strategies.

### 4.2.3 TOWS MATRIX

Table 4.3 TOWS Matrix of PT RNI

TOWS Matrix	S	W
O	<p style="text-align: center;"><b>SO</b></p> <ul style="list-style-type: none"> <li>● <b>Market Expansion:</b> 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.</li> <li>● <b>Technological Integration:</b> Invest in advanced technologies for production, logistics, and employee training to enhance operational efficiency and competitiveness in the market.</li> </ul>	<p style="text-align: center;"><b>WO</b></p> <ul style="list-style-type: none"> <li>● <b>Competitive Positioning:</b> 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.</li> <li>● <b>Regulatory Compliance:</b> Leverage the company's strong foundation and industry expertise to navigate regulatory changes effectively, ensuring compliance while seizing opportunities for growth.</li> </ul>
T	<p style="text-align: center;"><b>ST</b></p> <ul style="list-style-type: none"> <li>● <b>Employee Development Programs:</b> Address the issue of low employee satisfaction and career development by implementing robust training and career advancement programs, leveraging opportunities to enhance workforce skills and motivation.</li> <li>● <b>Innovative Product Offerings:</b> Overcome weaknesses related to limited career paths by investing in innovation and new product development, creating opportunities for employees to contribute to and grow within innovative projects.</li> </ul>	<p style="text-align: center;"><b>WT</b></p> <ul style="list-style-type: none"> <li>● <b>Internal Improvement Initiatives:</b> Address internal weaknesses such as low satisfaction and career development issues as a preemptive measure against external threats, ensuring a motivated and skilled workforce capable of adapting to market challenges.</li> <li>● <b>Risk Management:</b> Develop contingency plans and risk management strategies to mitigate potential threats arising from economic factors or regulatory changes, focusing on resilience and adaptability.</li> </ul>

Table 4.3 presents a TOWS matrix analysis of PT Rajawali Nusantara Indonesia (Persero) (PT RNI), outlining strategic recommendations based on the company's internal strengths and weaknesses as well as external opportunities and threats within the food industry.

Starting with the SO strategies, PT RNI can leverage its established brand recognition under ID FOOD to explore new markets both domestically and internationally. This strategy aligns with the company's diverse business activities and national support for food security, providing a strong foundation for market expansion initiatives. Additionally, investing in technological integration across

production, logistics, and employee training can significantly enhance operational efficiency and competitiveness in the industry.

Moving on to WO strategies, PT RNI can capitalize on its competitive advantages as an established Food Holding with a strong focus on quality and national support. By emphasizing unique value propositions and continuous improvement efforts, the company can strengthen its competitive positioning and mitigate threats from competitors effectively. Furthermore, leveraging its strong foundation and industry expertise can help PT RNI navigate regulatory changes efficiently while identifying growth opportunities through regulatory compliance initiatives.

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.

Lastly, the WT strategies focus on internal improvement initiatives and risk management. PT RNI should prioritize addressing internal weaknesses such as low satisfaction and career development issues as a preemptive measure against external threats. By ensuring a motivated and skilled workforce capable of adapting to market challenges, the company can enhance its resilience. Additionally, developing contingency plans and risk management strategies to mitigate potential threats arising from economic factors or regulatory changes is crucial for long-term sustainability and adaptability.

## 4.2.4 VRIO ANALYSIS

**Table 4.4 VRIO Analysis of PT RNI**

VRIO Analysis	Spectrum	Description
<b>Value</b>	Valuable	<ul style="list-style-type: none"> <li>• ID FOOD has significant value as a well-known brand in the food industry, providing a competitive advantage in terms of identity and marketing.</li> <li>• The diverse business activities in agriculture, agroindustry, livestock, fisheries, trade, and logistics offer diversity and flexibility in the company's operations.</li> </ul>
<b>Rarity</b>	Semi-Rare	<ul style="list-style-type: none"> <li>• The company's alignment with government regulations and support for national objectives is rare and provides a competitive advantage.</li> <li>• The company's expertise in the food industry is valuable but may not be rare unless it leads to unique strategies for employee development.</li> <li>• Initiatives such as technological integration and product innovation, if implemented uniquely for employee development, can be semi-rare.</li> </ul>
<b>Imitability</b>	Semi-Imitable	<ul style="list-style-type: none"> <li>• Competitors can imitate the brand name, but replicating the underlying strategies for employee satisfaction and career development may not be straightforward.</li> <li>• Competitors can acquire industry expertise, but integrating it effectively into employee-focused strategies may be semi-imitable.</li> <li>• While technological advancements are valuable, they are more imitable, requiring continuous innovation to maintain a competitive edge in employee development.</li> </ul>
<b>Organized</b>	Semi-Organized	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The effectiveness of internal collaboration and communication regarding employee development initiatives may be semi-organized, impacting the implementation and success of such programs.</li> </ul>

The VRIO analysis presented in Table 4.4 evaluates the internal resources and capabilities of PT Rajawali Nusantara Indonesia (Persero) (PT RNI), focusing on their value, rarity, imitability, and organization to assess the company's competitive advantage and strategic positioning within the food industry.

Starting with the assessment of value, PT RNI possesses several valuable resources and capabilities that contribute to its competitive advantage. ID FOOD,

as a well-known brand in the food industry, holds significant value, providing the company with a distinct identity and strong marketing leverage. Additionally, PT RNI's diverse business activities spanning agriculture, agroindustry, livestock, fisheries, trade, and logistics offer diversity and flexibility in its operations, adding further value to its portfolio.

Moving on to rarity, PT RNI exhibits semi-rare attributes that contribute to its competitive advantage. The company's alignment with government regulations and support for national objectives is rare in the industry, providing a unique advantage. Furthermore, while the company's expertise in the food industry is valuable, its rarity depends on whether it leads to the development of unique strategies, especially concerning employee development. Initiatives such as technological integration and product innovation, if implemented uniquely for employee development, can also be considered semi-rare.

Regarding imitability, PT RNI's resources and capabilities are semi-imitable, indicating a moderate level of difficulty for competitors to replicate. While competitors can imitate the brand name, replicating the underlying strategies for employee satisfaction and career development may not be straightforward due to the company's unique approach. Similarly, while competitors can acquire industry expertise, integrating it effectively into employee-focused strategies may be semi-imitable. Moreover, technological advancements, although valuable, are more imitable, highlighting the need for continuous innovation to maintain a competitive edge in employee development initiatives.

Lastly, in terms of organization, PT RNI's internal resources and processes for employee development are semi-organized, indicating areas for improvement. The company's organizational structure and processes related to employee development may benefit from enhancements to provide clearer career paths and training opportunities for employees. Additionally, improving internal collaboration and communication regarding employee development initiatives can enhance the effectiveness and success of such programs.

## 4.2.5 Kotter's 8-Steps Change Management

**Table 4.5 Kotter's 8-Steps Change Management of PT RNI**

Create a Sense of Urgency	<ul style="list-style-type: none"> <li>● Problem Identification: Low employee satisfaction and unclear career development pathways are negatively impacting organizational effectiveness.</li> <li>● Step Implementation: Communicate the urgency of addressing these issues to key stakeholders, highlighting the potential risks of continued dissatisfaction and lack of growth opportunities.</li> </ul>
Form a Powerful Coalition	<ul style="list-style-type: none"> <li>● Key Players: Engage HR leaders, senior management, and key influencers to form a coalition dedicated to driving change and improving employee satisfaction and career development.</li> <li>● Step Implementation: Convene a task force comprising these stakeholders to lead the change effort, ensuring diverse perspectives and strong leadership support.</li> </ul>
Create a Vision for Change	<ul style="list-style-type: none"> <li>● Vision Definition: Develop a clear and compelling vision statement that articulates the desired state of higher employee satisfaction and well-defined career paths.</li> <li>● Step Implementation: Conduct workshops and brainstorming sessions to collaboratively create and refine the vision, ensuring alignment with organizational goals and values.</li> </ul>
Communicate the Vision	<ul style="list-style-type: none"> <li>● Communication Strategy: Develop a comprehensive communication plan to effectively convey the vision, rationale for change, and expected outcomes to all employees.</li> <li>● Step Implementation: Utilize various communication channels such as town hall meetings, newsletters, and intranet updates to ensure widespread awareness and understanding of the change initiative.</li> </ul>
Remove Obstacles	<ul style="list-style-type: none"> <li>● Identify Barriers: Identify and address barriers that hinder employee satisfaction and career development, such as outdated policies, lack of resources, or resistance to change.</li> <li>● Step Implementation: Conduct a thorough analysis of existing obstacles, collaborate with relevant departments to implement necessary changes, and provide resources and support to overcome resistance.</li> </ul>
Create Short-Term Wins	<ul style="list-style-type: none"> <li>● Quick Wins: Implement quick and visible changes that demonstrate progress and build momentum, such as launching new training programs or promoting internal talent.</li> <li>● Step Implementation: Celebrate and communicate these early wins to employees, reinforcing the positive impact</li> </ul>



	of the change efforts and garnering support for further initiatives.
Build on the Change	<ul style="list-style-type: none"> <li>● Continuous Improvement: Continuously assess and refine the change initiatives based on feedback, data analysis, and evolving organizational needs.</li> <li>● Step Implementation: Establish feedback mechanisms, conduct regular reviews, and adapt strategies as necessary to sustain improvements in employee satisfaction and career development.</li> </ul>
Anchor the Changes in Corporate Culture	<ul style="list-style-type: none"> <li>● Cultural Integration: Integrate the desired changes into the organization's culture, values, and daily practices to ensure long-term sustainability.</li> <li>● Step Implementation: Embed the focus on employee satisfaction and career development in performance management systems, leadership development programs, and ongoing training initiatives, fostering a culture of continuous growth and support.</li> </ul>

Table 4.5 outlines Kotter's 8-Steps Change Management specifically tailored for PT Rajawali Nusantara Indonesia (PT RNI). This structured framework aims to address critical organizational challenges related to low employee satisfaction and unclear career development pathways, ultimately enhancing organizational effectiveness.

The first step, "Create a Sense of Urgency," highlights the importance of identifying problems that impact organizational performance. In PT RNI's case, low employee satisfaction and unclear career development pathways are identified as significant issues affecting the company's effectiveness. To address this, the step implementation involves communicating the urgency of addressing these issues to key stakeholders. This communication emphasizes the potential risks associated with continued dissatisfaction and the lack of growth opportunities, motivating stakeholders to take action.

Moving on to the second step, "Form a Powerful Coalition," PT RNI engages HR leaders, senior management, and key influencers to form a coalition dedicated to driving change. This coalition plays a pivotal role in leading the change effort, ensuring diverse perspectives and strong leadership support. By convening a task force comprising these stakeholders, PT RNI ensures that the change initiatives are well-supported and aligned with organizational objectives.

The third step, "Create a Vision for Change," focuses on developing a clear and compelling vision statement that articulates the desired state of higher employee satisfaction and well-defined career paths. Through workshops and brainstorming sessions, PT RNI collaboratively creates and refines the vision, ensuring alignment with organizational goals and values.

Communication plays a crucial role in the change management process, as highlighted in the fourth step, "Communicate the Vision." PT RNI develops a comprehensive communication plan to effectively convey the vision, rationale for change, and expected outcomes to all employees. Utilizing various communication channels such as town hall meetings, newsletters, and intranet updates ensures widespread awareness and understanding of the change initiative among employees.

The fifth step, "Remove Obstacles," involves identifying and addressing barriers that hinder employee satisfaction and career development within PT RNI. This includes conducting a thorough analysis of existing obstacles, collaborating with relevant departments to implement necessary changes, and providing resources and support to overcome resistance.

Creating short-term wins is emphasized in the sixth step, "Create Short-Term Wins." PT RNI implements quick and visible changes that demonstrate progress, such as launching new training programs or promoting internal talent. Celebrating and communicating these early wins to employees reinforces the positive impact of the change efforts and garners support for further initiatives.

The seventh step, "Build on the Change," focuses on continuous improvement and adaptation. PT RNI establishes feedback mechanisms, conducts regular reviews, and adapts strategies as necessary to sustain improvements in employee satisfaction and career development.

Finally, anchoring the changes in corporate culture is essential, as highlighted in the eighth step, "Anchor the Changes in Corporate Culture." PT RNI embeds the focus on employee satisfaction and career development in performance management systems, leadership development programs, and ongoing training initiatives. This fosters a culture of continuous growth and

support, ensuring the long-term sustainability of the change initiatives within the organization.

#### 4.2.6 Gap Analysis

**Table 4.6 Gap Analysis of PT RNI**

Issue	Current State	Desired State
Gap in Employee Satisfaction	The project identifies low employee satisfaction as a significant problem within PT Rajawali Nusantara Indonesia. This is evidenced by employee feedback, surveys, or performance metrics indicating dissatisfaction.	The desired state is to have a workforce that is highly satisfied, motivated, and engaged in their roles. This aligns with the company's vision of becoming a leading national food production and distribution company, which necessitates a content and productive workforce.
Gap in Career Development Opportunities	Employees at PT Rajawali Nusantara Indonesia lack clear career development opportunities. This could mean a lack of structured growth paths, limited training programs, or unclear promotion criteria.	The desired state involves establishing transparent and well-defined career paths for employees. This includes providing training, mentorship, and advancement opportunities to nurture talent, improve retention rates, and align individual career goals with organizational objectives.

The gap analysis conducted for PT Rajawali Nusantara Indonesia (PT RNI) in Table 4.6 sheds light on critical areas where the organization faces challenges in its current state and outlines the desired future state. One significant issue highlighted is the gap in employee satisfaction. The analysis reveals that PT RNI is grappling with low employee satisfaction, as evidenced by feedback, surveys, and performance metrics indicating dissatisfaction among employees. This finding underscores the urgent need for interventions to address the root causes of dissatisfaction and enhance overall employee morale and engagement.

The desired state in terms of employee satisfaction is to cultivate a highly satisfied, motivated, and engaged workforce. This aligns closely with PT RNI's vision of becoming a leading national food production and distribution company. A content and productive workforce not only contributes to improved

organizational performance but also plays a crucial role in achieving long-term strategic goals. Therefore, bridging the gap in employee satisfaction involves implementing initiatives that foster a positive work environment, recognize and address employee concerns, and provide opportunities for growth and development.

Another significant gap identified in the analysis pertains to career development opportunities at PT RNI. The current state indicates a lack of clear and structured career paths for employees, leading to uncertainties regarding growth opportunities, limited training programs, and unclear promotion criteria. This gap underscores the importance of establishing transparent and well-defined career paths within the organization to nurture talent, improve retention rates, and align individual career goals with organizational objectives.

The desired state regarding career development involves providing employees with comprehensive training, mentorship, and advancement opportunities. This strategic approach not only enhances individual career progression but also contributes to organizational success by ensuring that employees are equipped with the skills and knowledge necessary to drive innovation, efficiency, and growth within the company. By aligning career development initiatives with organizational goals and values, PT RNI can create a more engaged, motivated, and high-performing workforce capable of meeting the demands of a competitive market and achieving sustainable growth.

#### 4.2.7 Porter 5 Forces

**Table 4.7 Porter 5 Forces Analysis of PT RNI**

<b>Forces</b>	<b>Spectrum</b>	<b>Description</b>
Threat of New Entrants	Moderate	Entry of firms from other industries with superior work environments may pressure PT RNI to enhance conditions, impacting employee satisfaction and performance.
Bargaining Power of Buyers	Moderate to High	The bargaining power of buyers varies from moderate to high. Dissatisfied employees may demand higher salaries or better benefits, increasing labor costs and reducing productivity.

<b>Forces</b>	<b>Spectrum</b>	<b>Description</b>
Bargaining power of suppliers	Moderate	PT RNI's bargaining power with suppliers ranges from moderate. Strong relationships with educational institutions grant access to quality talent, while weak ties may hinder talent acquisition.
Threat of substitute products or services	Moderate to High	The threat of substitutes poses a moderate to high risk. Employees may shift to other industries if PT RNI fails to fulfill their career expectations, worsening performance and satisfaction.
The intensity of competitive rivalry	Moderate to High	Rivalry could range from moderate to high. If few companies offer attractive work environments, competition might be low. However, if many competitors attract talent with better benefits, rivalry intensifies.

The Porter's Five Forces Analysis of PT RNI shown in Table 4.7 highlights on the competitive dynamics and external factors influencing the company's strategic decisions. One of the key forces analyzed is the Threat of New Entrants, which is rated as moderate. This indicates that while PT RNI faces potential competition from new entrants, it's not an immediate or severe threat. However, the entry of firms from other industries with superior work environments could prompt PT RNI to reassess and improve its own conditions. Such pressure to enhance conditions may directly impact employee satisfaction and performance, as the company seeks to remain competitive in attracting and retaining talent.

Another significant force is the Bargaining Power of Buyers, ranging from moderate to high. This suggests that buyers, in this case, referring to employees, hold considerable influence over PT RNI's operations. Dissatisfied employees have the potential to demand higher salaries or better benefits, thereby increasing labor costs and potentially reducing overall productivity. This underscores the importance for PT RNI to prioritize employee satisfaction and address their needs effectively to mitigate the risk of adverse consequences stemming from heightened bargaining power.

The Bargaining Power of Suppliers, rated as moderate, highlights PT RNI's position in relation to its suppliers, which include educational institutions providing talent. The company's bargaining power with suppliers is influenced by the strength of its relationships. Strong ties with educational institutions afford PT RNI access to quality talent, whereas weaker ties may impede its ability to acquire top-tier employees. Managing and nurturing these relationships is crucial for PT RNI to ensure a sustainable talent pipeline and maintain its competitive edge in the industry.

The Threat of Substitute Products or Services, rated as moderate to high, underscores the risk posed by alternative career opportunities outside of PT RNI. If the company fails to meet employees' career expectations, they may seek employment elsewhere, leading to decreased performance and satisfaction within PT RNI. This emphasizes the importance of offering compelling career development opportunities and fostering a positive work environment to retain talent and mitigate the threat of substitutes.

Lastly, the Intensity of Competitive Rivalry is evaluated as moderate to high, indicating the level of competition within the industry. The intensity of rivalry can vary depending on the attractiveness of work environments offered by competing companies. If few companies provide appealing work environments, competition may be low. However, if numerous competitors attract talent with better benefits, rivalry intensifies, placing pressure on PT RNI to differentiate itself and retain its workforce.

### **4.3 DISCUSSION**

Addressing the challenges of low employee satisfaction and the lack of clear career development opportunities at PT Rajawali Nusantara Indonesia (PT RNI) requires a multifaceted approach aimed at enhancing overall productivity and effectiveness within the workforce. These issues are critical as they can lead to decreased morale, motivation, and job satisfaction among employees, ultimately impacting the company's performance and competitiveness in the industry.

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.

Moreover, creating a culture of continuous learning and professional development is essential. PT RNI can invest in various training and development initiatives tailored to employees' needs, ranging from workshops and seminars to online courses and certifications. By offering avenues for employees to enhance their skills and knowledge, PT RNI not only improves their job performance but also boosts morale and job satisfaction.

Additionally, promoting internal mobility and advancement opportunities is crucial for retaining talent and fostering a sense of career progression. This involves transparent communication about available career paths, job openings, and promotion criteria, ensuring fairness and equal opportunities for all employees. Implementing mentorship programs where experienced employees mentor and guide their colleagues can also facilitate knowledge transfer and skill development, contributing to overall employee satisfaction and performance.

Furthermore, PT RNI should focus on fostering a positive work culture that values employee well-being, recognition, and work-life balance. This can be achieved through initiatives such as flexible work arrangements, wellness programs, and employee recognition schemes. Recognizing and rewarding employees for their contributions and achievements not only boosts morale but also strengthens their sense of belonging and loyalty to the organization.

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 CONCLUSIONS**

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 advancement. Mentorship programs and regular performance evaluations can also contribute to a clearer career development path by guiding employees and providing feedback for improvement.

Additionally, investing in training and development initiatives tailored to employees' needs, such as workshops, seminars, and online courses, can enhance their skills and knowledge, further contributing to career growth and satisfaction. Recognizing and rewarding employees for their contributions and achievements is crucial for boosting morale, job satisfaction, and retention within the organization.

Overall, PT RNI's focus should be on creating a supportive work environment that values employee development, provides clear pathways for career progression, and promotes a culture of continuous learning and growth. These strategies not only address the identified problems of low employee satisfaction and unclear career development but also contribute to overall workforce engagement, productivity, and competitiveness in the industry.



## **5.2 RECOMMENDATIONS**

### **5.2.1 For The Organization**

For PT Rajawali Nusantara Indonesia (PT RNI), it is recommended to focus on several key initiatives to enhance the organization's overall performance and employee satisfaction. Developing tailored career development programs is crucial for PT RNI. These programs, such as Management Trainee programs, internal rotations, and executive education, should offer clear pathways for growth, including skills enhancement and mentorship. By aligning these programs with employees' goals, PT RNI can foster a motivated workforce that contributes to the company's strategic objectives.

Secondly, fostering a culture of continuous learning and professional development is crucial. This can be achieved through various training initiatives, mentorship programs, and skills enhancement workshops. By providing employees with opportunities to expand their knowledge and capabilities, PT RNI can empower them to take on new challenges and contribute more effectively to the organization.

Enhancing transparency in communication regarding career paths, job openings, and promotion criteria is another vital recommendation. Clear and open communication about internal mobility and advancement opportunities can motivate employees and encourage them to take ownership of their career growth within the organization. This transparency also promotes fairness and equal opportunities, contributing to a positive work environment.

Implementing performance evaluations and feedback mechanisms is equally important. Regular performance assessments help track employee progress, identify areas for improvement, and provide guidance for professional development. Constructive feedback plays a crucial role in helping employees understand their strengths and weaknesses, allowing them to make necessary adjustments and grow professionally.

Finally, recognizing and rewarding employees for their contributions and achievements is a powerful way to boost morale and job satisfaction. Acknowledging employees' efforts and successes not only motivates them but also

reinforces a culture of appreciation and recognition within the organization. This can be done through various recognition programs, incentives, and rewards that align with the company's values and goals.

### **5.2.2 For the Industry**

In the broader context of the industry, PT Rajawali Nusantara Indonesia (PT RNI) can contribute significantly to improving overall workforce engagement and performance by advocating for industry-wide standards and best practices in career development and employee satisfaction. This advocacy effort involves actively promoting the adoption of policies and initiatives that prioritize employee growth and well-being across the industry.

Collaboration with industry peers, associations, and stakeholders is another crucial recommendation. By sharing knowledge, resources, and strategies for enhancing employee satisfaction and career growth, PT RNI can contribute to a collective effort aimed at raising standards and promoting a positive work culture within the industry. Collaborative initiatives can include joint training programs, knowledge-sharing sessions, and benchmarking exercises to identify and implement best practices.

Participation in industry forums, conferences, and events focused on talent development and workforce management is also highly beneficial. These platforms provide opportunities to stay updated with current trends, innovations, and emerging practices in career development and employee satisfaction. By actively engaging in industry discussions and networking with other stakeholders, PT RNI can gain valuable insights and ideas to enhance its own workforce strategies.

Furthermore, supporting initiatives that promote diversity, inclusivity, and equal opportunities within the industry is crucial for creating a more conducive and supportive work environment. PT RNI can collaborate with industry partners to develop and implement programs that foster diversity, equity, and inclusion, such as mentorship programs for underrepresented groups, diversity training workshops, and recruitment strategies that prioritize inclusivity.

By advocating for industry-wide standards, collaborating with peers and stakeholders, participating in industry events, and supporting diversity initiatives, PT RNI can contribute to a positive shift in the industry's approach to career development and employee satisfaction. These efforts not only benefit individual organizations but also elevate the overall workforce engagement, performance, and well-being across the industry.

### **5.2.3 For the Business**

For PT Rajawali Nusantara Indonesia (PT RNI) as a business entity, there are several key recommendations that can significantly contribute to aligning employee development with organizational objectives and fostering a conducive work environment.

Firstly, it's crucial to align business strategies with employee development goals. This involves ensuring that career growth opportunities offered to employees are in line with the organization's overarching objectives. By integrating employee development plans with strategic business planning, PT RNI can create a workforce that is not only skilled but also aligned with the company's long-term vision and goals.

Secondly, investing in technology and tools that facilitate employee training, performance management, and career planning is essential. Implementing digital solutions such as learning management systems (LMS), performance tracking software, and career development platforms can streamline training processes, enable data-driven performance evaluations, and provide employees with the tools they need to plan and progress in their careers effectively.

Regularly reviewing and updating career development programs is another critical recommendation. Industry trends and employee needs evolve over time, and PT RNI must adapt its career development initiatives accordingly. Conducting periodic assessments of the effectiveness of existing programs, gathering feedback from employees, and staying informed about industry best practices can help ensure that career development efforts remain relevant and impactful.

Encouraging cross-functional collaboration and knowledge sharing is also paramount. By fostering a culture of collaboration, PT RNI can facilitate skill development and career progression within the organization. Cross-functional teams, mentorship programs, and knowledge-sharing platforms can all contribute to creating a dynamic and supportive work environment where employees can learn from each other and grow professionally.

#### **5.2.4 For Customers**

Recommendations aimed at enhancing the customer experience and satisfaction for PT Rajawali Nusantara Indonesia (PT RNI) involve strategies that emphasize the importance of employee development and engagement:

Firstly, communicating the organization's commitment to employee development and satisfaction to customers is crucial. PT RNI can highlight the benefits of having a motivated and skilled workforce, such as improved service quality, quicker response times, and a better overall customer experience. This communication can be done through various channels, including marketing materials, company website, and direct interactions with customers.

Secondly, soliciting feedback from customers on employee performance and service quality is essential. PT RNI can implement feedback mechanisms such as surveys, feedback forms, and customer reviews to gather insights into customer perceptions and identify areas for improvement. Analyzing this feedback allows PT RNI to address any concerns proactively and make necessary adjustments to enhance the customer experience.

Implementing customer-centric training programs for employees is another key recommendation. These programs should focus on enhancing employees' abilities to deliver excellent service, meet customer expectations, and handle various customer interactions effectively. By investing in training that prioritizes customer satisfaction, PT RNI can ensure that employees are well-equipped to provide a positive and memorable experience to customers.

Lastly, incorporating customer feedback into employee performance evaluations and recognition programs is vital. By linking customer feedback to employee evaluations, PT RNI can reinforce a customer-focused culture within

the organization. Recognizing and rewarding employees based on their contributions to customer satisfaction not only motivates employees but also demonstrates the organization's commitment to prioritizing customer needs and expectations.

### **5.3 Project Limitations**

Firstly, the project may encounter constraints related to essential resources such as time, workforce availability, and budgetary allocations. These limitations could restrict the depth of analysis conducted or delay the implementation of recommended strategies, potentially impacting the project's overall timeline and scale of execution.

Secondly, another challenge could stem from limitations in data availability and quality. For instance, incomplete or biased data regarding employee satisfaction might lead to less precise analyses and recommendations. Insufficient data could hinder the project's ability to fully understand underlying issues and develop effective solutions.

Thirdly, limited participation and engagement from key stakeholders, including senior management and relevant departments, might impede the successful implementation of proposed recommendations. Insufficient stakeholder involvement could result in a lack of support for the project's initiatives and hinder organizational buy-in for necessary changes.

Additionally, the project may face hurdles in driving organizational changes, such as restructuring policies or cultural shifts essential for implementing proposed solutions. Overcoming resistance to change and navigating complex organizational dynamics could pose significant obstacles to achieving project objectives.

Moreover, external factors like regulatory shifts, economic fluctuations, or geopolitical events can impact the project's ability to execute planned strategies effectively. Adapting to external environmental changes and anticipating their potential effects on project outcomes is crucial for success.

Furthermore, evaluating the project's impact on employee satisfaction and career development may be challenging due to various external factors and

complexities within the organization. Accurately measuring success and attributing outcomes solely to project interventions could prove difficult.

Lastly, strategic decision-making within the project may face complexities, especially when balancing conflicting interests or navigating intricate organizational structures. Delays or disagreements in decision-making processes could slow down project progress and implementation.

## **5.4 Future Project Suggestions**

Firstly, the implementation of a Continuous Improvement Program (CIP) presents a promising alternative for enhancing organizational effectiveness at PT Rajawali Nusantara Indonesia. This program centers on cultivating a culture of perpetual learning and innovation throughout the organization. By empowering employees at all levels to identify areas for enhancement and to devise and implement solutions, PT RNI can foster operational excellence and adaptability within the ever-evolving business landscape. Moreover, the CIP encourages employees to take ownership of their work processes, fostering heightened engagement and accountability.

Secondly, the development of robust marketing and branding strategies emerges as a critical avenue for expanding PT RNI's market presence. Through the implementation of innovative marketing campaigns and strategic branding initiatives, the company can amplify brand visibility and differentiation. Effective branding endeavors are poised to attract a larger customer base and solidify PT RNI's standing within the industry.

Additionally, investments in product and service innovation are essential drivers of growth and differentiation for PT RNI. By continually introducing new offerings that align with evolving customer preferences, such as eco-friendly products or digital services, the company can deliver added value to its clientele and unlock new revenue streams.

Optimizing the supply chain represents another pivotal focus area for PT RNI to enhance organizational effectiveness. Through thorough evaluation and enhancement of supply chain processes, spanning from procurement to

distribution, the company can mitigate costs, expedite delivery times, and ultimately elevate overall customer satisfaction levels.

Furthermore, forging strategic partnerships with industry counterparts, suppliers, and research institutions unlocks a realm of new opportunities for PT RNI. Such collaborations provide access to additional resources, novel technologies, and collaborative ventures that can bolster the company's market positioning and fuel innovation.

The implementation of information technology (IT) solutions and digitalization initiatives stands as a vital enabler of operational efficiency and informed decision-making processes at PT RNI. Leveraging IT systems and digital tools enables the company to streamline operations, heighten productivity, and more effectively navigate market dynamics.

Lastly, exploring avenues for market expansion and diversification of product portfolios holds the potential to propel PT RNI's growth trajectory. Through entry into new markets or introduction of fresh product lines, the company can diminish reliance on specific markets or products, fostering more sustainable growth over the long term.

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