


ENHANCING ORGANIZATIONAL EFFECTIVENESS: A STRATEGIC ANALYSIS OF EMPLOYEE SATISFACTION AND CAREER DEVELOPMENT AT PT RAJAWALI NUSANTARA INDONESIA (PERSERO)

Muhammad Akbar Refoputra Riyadi - 21231006
Thesis Individual Project
Final Defense

Academic Supervisors:
Prof. Ir. H. M. Roy Sembel, MBA, Ph.D, CSA, CIB, CIIM
Dr. Melinda Malau, SE, MM, CPA, CBV, CFRM, CFA

Rajawali Nusantara Indonesia
persero

Proof of Consent Form & Private Meeting


ipmi

Individual Projects Case Study
Enhancing Organizational Effectiveness: A Strategic Analysis of Employee Satisfaction and Career Development at PT Rajawali Nusantara Indonesia (Persero)*.

Consent Form


Muhammad Akbar Refoputra Riyadi
IPMI Business School
MBA Program
Tlp: +62 812 4916 7700
Email: akbar.riyadi@ipmi.ac.id

I am writing to formally grant my consent for the use of PT Rajawali Nusantara Indonesia as a case study for "Enhancing Organizational Effectiveness: A Strategic Analysis of Employee Satisfaction and Career Development at PT Rajawali Nusantara Indonesia (Persero)". I, Muhammad Akbar Refoputra Riyadi, understand the purpose of this study and willingly authorize the utilization of information related to PT Rajawali Nusantara Indonesia.


By providing this consent, I acknowledge that:

- The information gathered from PT Rajawali Nusantara Indonesia will be used exclusively for the stated education research purposes.
- Confidential or sensitive data, if any, will be handled with utmost care and will not be disclosed without explicit permission.
- The findings of the case study may be shared in academic, professional, or research-related contexts, ensuring anonymity and confidentiality as required.

Regards,


14/05/24

M. Akbar Refoputra Riyadi
IPMI MBA Student


14/5/24

Frans Tambunan
President Director PT Rajawali Nusantara Indonesia





Thesis Outline



Abstract



Chapter 1: Introduction

- *Industry Background*
- *Company Background*
- *Problem Background*
- *Expected Output*



Chapter 2: Project Description

- *Low Employee Satisfaction*
- *Understanding Career Development Hurdles*



Chapter 3: Methodology

- *Strategic Business Methods*
- *Project Timeline*
- *Deliverables*
- *Project Flow*



Chapter 4: Findings, Analysis, and Discussion

- *Findings*
- *Analysis*
- *Discussion*



Chapter 5: Conclusion and Recommendations

- *Conclusion*
- *Recommendations*
- *Limitations*
- *Future Project Suggestions*



References

Abstract

Project Overview

Industry Background

Identified Problems

Objectives

Methodologies

Timeline

Deliverables

Discussion

Conclusion

Recommendations

Limitations

Future Project Suggestions

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*

Industry Background



Multisector initiatives in Indonesia's food industry promote economic growth and sustainability through sustainable practices and technology. (Rozaki, 2021)



PT Rajawali Nusantara Indonesia (Persero) is vital in trading and distribution, aiding economic development and competitiveness.



Industry collaborations drive innovation, quality, and sustainability, aligning with global standards.



Technology adoption like blockchain and e-commerce supports market expansion and diversification, aiding economic and social development.



Human resource management is pivotal in the food industry, covering talent strategies from acquisition to retention.



PT Rajawali Nusantara Indonesia (Persero) prioritizes quality, innovation, and sustainability in HR practices for competitiveness.



Collaborations foster HR innovation, talent development, and workforce engagement.



Technology like HR analytics and digital platforms streamline HR processes, aiding talent optimization.

Company Background



ID FOOD is the corporate brand name for PT Rajawali Nusantara Indonesia (Persero), designated as the State-Owned Enterprises (SOEs) Holding for Food by the Government through regulations and decrees in 2021.



The Food Holding encompasses five former SOEs and eleven subsidiaries, focusing on Agriculture and Agroindustry, Livestock and Fisheries, and Trade and Logistics.



Its establishment aims to support national food security, inclusivity of farmers and breeders, and become a world-class food company.



ID FOOD, formed for the welfare of farmers and the community, represents a strategic direction for PT RNI as the Food Holding Company, emphasizing the better quality of Indonesian food leveraging the country's abundant natural resources.



Vision

Becoming a leading national food production and distribution company.



Mission



Supporting national food sovereignty and security.



Encouraging the consumption of high-quality food among the population.



Strengthening the ability to produce high-quality products on a large scale for both domestic and global markets.

AKHLAK Values

Amanah
Trustworthy

Upholding the trust bestowed upon us.

Kompeten
Competent

Continuously learning and developing capabilities.

Harmonis
Harmonious

Caring for one another and respecting differences.

Loyal
Loyal

Dedicated and prioritizing the interests of the Nation and State.

Adaptif
Adaptive

Continuously innovating and enthusiastic in driving or facing changes.

Kolaboratif
Collaborative

Building synergistic cooperation.

Problem Background – Research Questions – Expected Output



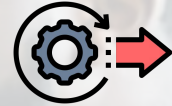
Problem Background

Low Employee Satisfaction and Performance



Research Questions

How can PT RNI increase employee satisfaction and performance through career development programs?



Expected Output

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

Lack of Clear Career Development Opportunities

What steps can be taken to provide a clearer career development path?

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

Examining Evidence on Low Employee Satisfaction



Employee satisfaction hinges on work environment, roles, relationships, growth opportunities, impacting productivity and retention. (Tatar, 2020)



Low satisfaction results in decreased motivation, performance, increased turnover, and negative culture, due to issues like communication gaps and limited recognition. (Memon et al, 2023)



Evidence-based analysis is crucial for identifying low satisfaction causes and developing targeted strategies for a positive work environment.



PT RNI's data-driven approach aims to uncover reasons for low satisfaction and implement effective interventions.



Leveraging data insights, PT RNI strives to enhance satisfaction, boost productivity, and drive organizational success.

Understanding Career Development Hurdles



Career development is essential for individual and organizational growth, enhancing skills, satisfaction, and competitiveness. (Katharina and Dewi, 2020)



Common hurdles include limited skill opportunities, unclear paths, inadequate mentorship, and rigid organizational structures. (Owusu et al, 2021)



The absence of clear career frameworks leads to confusion and limits employees' growth potential. (Owusu et al, 2021)



Lack of mentorship hinders employees' ability to navigate obstacles and make informed career decisions. (Owusu et al, 2021)



PT RNI faces challenges like unclear career paths, limited training, and inadequate mentorship, hindering employee progression and development.

Strategic Business Methods



SWOT Analysis

Evaluates internal strengths and weaknesses, along with external opportunities and threats, guiding strategic decision-making. (Dobrović and Tomičić, 2020; Poniewatie et al, 2022)



TOWS Matrix

Deepens SWOT analysis, leading to strategic plans by analyzing how internal strengths and weaknesses interact with external opportunities and threats. (Fitriani, 2022)



PESTLE Analysis

Assesses external factors (Political, Economic, Social, Technological, Legal, and Environmental) impacting organizations. (Akbalik & Çitilci, 2019)



VRIO Analysis

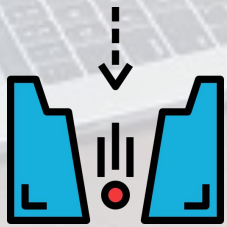
Assesses internal resources and capabilities based on their Value, Rarity, Imitability, and Organization to determine competitive advantage and long-term success. (Barney, 1991; Akhtar and Sultan, 2023)

Strategic Business Methods



Kotter's Change Management








Kotter's 8-step model guides effective organizational change through urgency, coalition building, vision creation, communication, obstacle removal, short-term wins, continuous improvement, and cultural integration. (Miles et al, 2023)



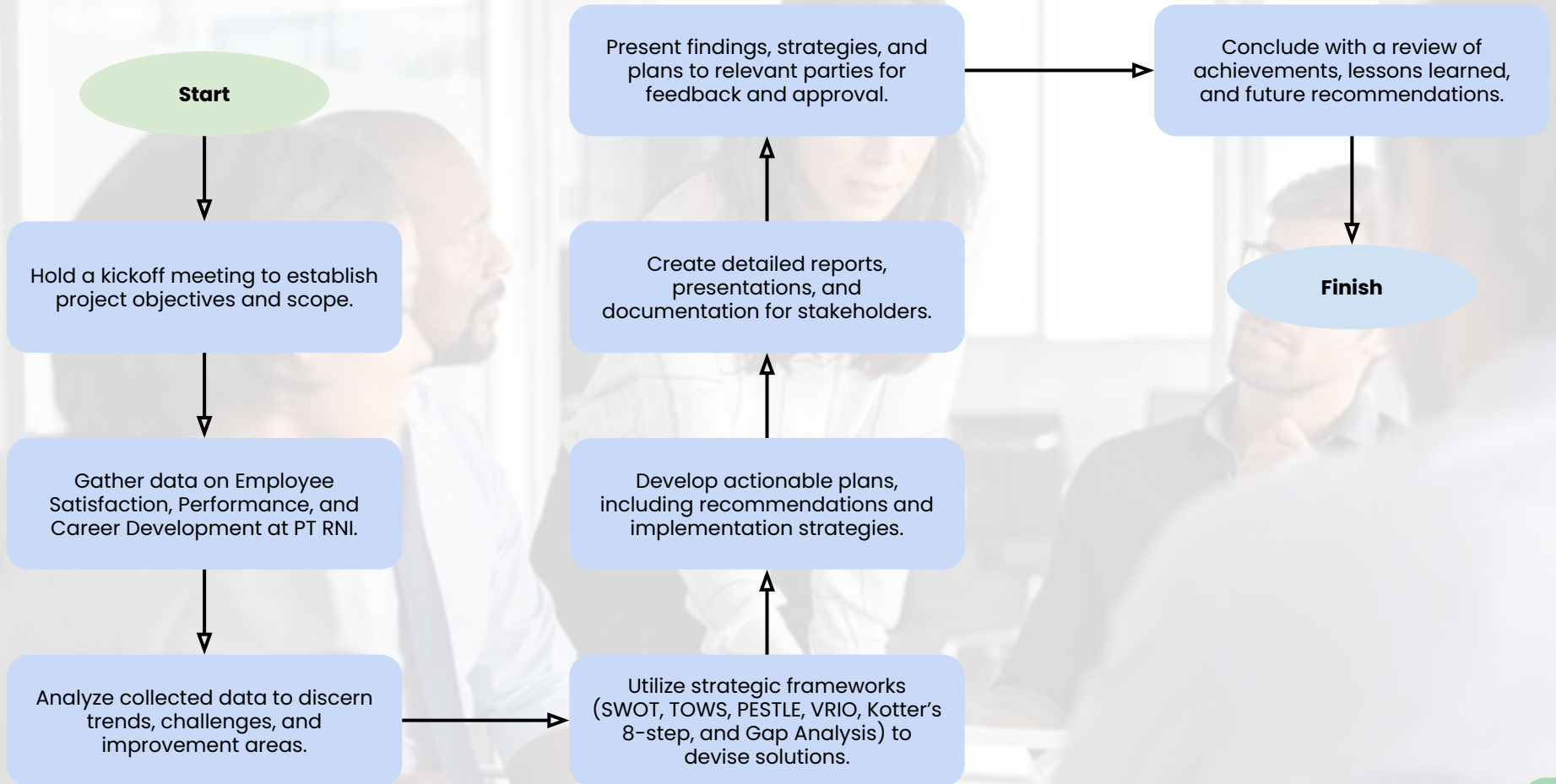
Gap Analysis

Gap analysis compares the current state of an organization with its desired future state, identifying discrepancies to inform strategic decisions and drive improvement initiatives. (Surianugraha et al, 2020)

Project Timeline

Week	Activity	Description
Week 1	 <p>Project Kickoff</p>	Initiate project by holding kickoff meeting with stakeholders, defining objectives and scope.
Week 2	 <p>Data Collection</p>	Collect data on PT Rajawali Nusantara Indonesia's Employee Satisfaction and Performance and Career Development Opportunities
Week 3	 <p>Stakeholder Meetings</p>	Conduct meetings with customers, suppliers, and internal stakeholders for insights.
Week 4	 <p>Data Analysis</p>	Analyze collected data to identify trends, challenges, and potential areas for improvement.
Week 5	 <p>Strategy Development</p>	Develop strategic methodologies such as: SWOT, TOWS, PESTLE, VRIO, Kotter's 8-step, and Gap Analysis for addressing challenges.
Week 6	 <p>Documentation and Presentation Preparation</p>	Prepare final documentation including reports, presentations, and implementation plans.
Week 7 - cont'd	 <p>Project Continuity</p>	Refine strategies based on stakeholder feedback, align with organizational goals, plan implementation and monitoring, and prepare for project handover.

Project Flow



Deliverables

- ✓ **Employee Satisfaction Data Analysis Report:** Analyzes data to identify trends and key issues related to employee satisfaction.
- ✓ **Clear Career Development Plan:** Outlines steps for enhancing employee development opportunities and career paths.
- ✓ **Strategic and Methodology Presentation:** Summarizes project strategies and methodologies, including analysis using SWOT, TOWS, PESTLE, VRIO, Kotter's 8-step, and Gap Analysis
- ✓ **Implementation Document for Career Development Programs:** Details the plan for executing career development programs, including responsibilities, schedule, and metrics.
- ✓ **Training Sessions and Workshops for Employees:** Covers topics such as time management, communication, leadership, and technical skills.
- ✓ **Evaluation and Recommendation Report:** Assesses the impact of career development programs and provides recommendations for improvement.
- ✓ **Interactive Q&A Session and Discussion with Senior Management:** Involves senior management in discussing project findings, strategies, and next steps.

Analysis - PESTLE



Political

Adhere to government regulations on food production, trade, and environmental standards.

Leverage government support for national food security as the designated Food Holding Company.



Economic

Monitor market fluctuations, including currency exchange rates and demand changes.

Seize investment opportunities in technology, infrastructure, and market expansion during periods of economic stability.



Social

Adapt to evolving consumer preferences for high-quality food products to maintain market competitiveness.

Foster a diverse and inclusive workforce to enhance employee satisfaction and performance.



Technological

Utilize technology for production, logistics, and employee training to improve operational efficiency.

Ensure data security and privacy in technological implementations to maintain trust and compliance.



Legal

Ensure compliance with legal frameworks concerning food safety, labor laws, and business operations.

Protect intellectual property rights for innovations and brand assets to enhance competitiveness.



Environmental

Embrace sustainable practices in food production and environmental stewardship to meet societal expectations and regulatory requirements.

Address potential impacts of climate change on agriculture, fisheries, and supply chain resilience for long-term sustainability.

SWOT Analysis



Strengths

Established Food Holding

PT Rajawali Nusantara Indonesia (Persero) has a strong foundation as a State-Owned Enterprises (SOEs) Holding focused on the food industry.

Brand Recognition

The corporate brand name, ID FOOD, enhances visibility and market presence. This can be an advantage to attract and maintain top talent to join RNI.

Diverse Business Activities

Engages in Agriculture, Agroindustry, Livestock, Fisheries, Trade, and Logistics, leveraging Indonesia's natural resources comprehensively.

National Support

Aligned with government objectives, supporting national food security and sovereignty.



Opportunities

Indonesia's Labor Force Advantage

By tapping into a diverse and promising talent pool, PT RNI can boost innovation and competitiveness globally.

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.

Technological Advancements and Human Capital Advancements

Leveraging technology for production, logistics, and employee training can enhance efficiency and competitiveness.

Innovation in Product Offerings

Developing high-quality products and diversifying offerings can capture new market segments and consumer preferences.



Weakness

Low Employee Satisfaction

Low levels of employee satisfaction may indicate internal challenges affecting morale and performance.

Career Development Issues

Lack of clear career development opportunities may lead to demotivation and stagnation among employees.



Threats

Competitive Landscape

Facing competition from other players in the local and international food industry, especially in terms of skilled workforce, has intensified.

Regulatory Changes

Adapting to evolving government regulations and policies regarding food production, trade, and environmental standards.

Economic Factors

Fluctuations in the economy, currency exchange rates, and market demand may impact business operations and profitability.

TOWS Matrix



Market Expansion

Leverage ID FOOD's brand for new market exploration.



Employee Development Programs

Create training programs for career advancement: **MT for juniors, internal rotations for mid-level, and executive education for seniors.**

Technological Integration

Invest in technology for operational efficiency.

Innovative Product Offerings

Invest in innovation for new product paths and employee involvement. This means RNI should also invest more in employee training.

Utilize Brand Recognition to Acquire Talent

Utilize ID Food brand advantage to attract and maintain top talent in the market.



Competitive Positioning

Use established brand strength and quality focus to counter competitor threats with unique offerings and continual enhancement especially in technological training



Internal Improvement Initiatives

Improve internal weaknesses like low satisfaction and career development to prepare for external threats, ensuring a resilient and adaptable workforce.

Regulatory Compliance

Navigate regulatory changes effectively by leveraging industry expertise for compliance and growth opportunities.

Risk Management

Develop risk management strategies to counter potential threats from economic shifts or regulatory changes, prioritizing resilience.

Analysis - VRIO



Value

Valuable

- ID FOOD's brand recognition in the food industry offers a competitive marketing edge.
- Diverse business activities provide operational flexibility.



Rare

Semi-Rare

- Alignment with government regulations and national support is a rare advantage.
- Expertise in the food industry may not be unique unless leading to distinctive employee development strategies.



Imitable

Semi-Imitable

- Competitors may struggle to replicate underlying strategies for employee satisfaction and development.
- Acquiring industry expertise is feasible but integrating it into effective employee-focused strategies may be challenging.



Organized

Semi-Organized

- Organizational processes for employee development may need improvement, including clearer career paths and training opportunities.
- Internal collaboration and communication regarding employee development may require enhancement for program success.

Kotter's 8-Steps Change Management



Create a Sense of Urgency

- **Problem Identification:** Low employee satisfaction and unclear career development pathways are negatively impacting organizational effectiveness.
- **Step Implementation:** Communicate the urgency of addressing these issues to key stakeholders, highlighting the potential risks of continued dissatisfaction and lack of growth opportunities.



Form a Powerful Coalition

- **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.
- **Step Implementation:** Convene a task force comprising these stakeholders to lead the change effort, ensuring diverse perspectives and strong leadership support.



Create a Vision for Change

- **Vision Definition:** Develop a clear and compelling vision statement that articulates the desired state of higher employee satisfaction and well-defined career paths.
- **Step Implementation:** Conduct workshops and brainstorming sessions to collaboratively create and refine the vision, ensuring alignment with organizational goals and values.



Communicate the Vision

- **Communication Strategy:** Develop a comprehensive communication plan to effectively convey the vision, rationale for change, and expected outcomes to all employees.
- **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.

Kotter's 8-Steps Change Management



Remove Obstacles



Create Short-Term Wins



Build on the Change



Anchor the Changes in Corporate Culture

- **Identify Barriers:** Identify and address barriers that hinder employee satisfaction and career development, such as outdated policies, lack of resources, or resistance to change.
- **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.
- **Quick Wins:** Implement quick and visible changes that demonstrate progress and build momentum, such as launching new management trainee programs and/or conduct internal rotation..
- **Step Implementation:** Celebrate and communicate these early wins to employees, reinforcing the positive impact of the change efforts and garnering support for further initiatives.
- **Continuous Improvement:** Continuously assess and refine the change initiatives based on feedback, data analysis, and evolving organizational needs.
- **Step Implementation:** Establish feedback mechanisms, conduct regular reviews, and adapt strategies as necessary to sustain improvements in employee satisfaction and career development.
- **Cultural Integration:** Integrate the desired changes into the organization's culture, values, and daily practices to ensure long-term sustainability.
- **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.

Gap Analysis



Issue



Current State



Desired State



Gap in Employee Satisfaction



Gap in Career Development Opportunities

- The project identifies **low employee satisfaction** as a significant issue within PT Rajawali Nusantara Indonesia.
- This is evidenced by **feedback, surveys, or performance metrics indicating dissatisfaction among employees.**
- Employees at PT Rajawali Nusantara Indonesia encounter a **death of clear career development opportunities.**
- This may result from the **absence of structured growth paths, limited training programs, limited internal rotations, and/or ambiguous promotion criteria.**

- The goal is to cultivate a **satisfied, motivated, and engaged workforce aligned with the company's vision of becoming a leading national food production and distribution company.**
- This requires ensuring both **contentment and productivity among employees.**
- The desired state involves **establishing transparent career paths for employees.**
- This includes **providing training, mentorship, and advancement opportunities.**
- The aim is to **nurture talent, boost retention rates, and align individual career goals with organizational objectives.**

Porter 5 Forces



Threat of New Entrants

Moderate



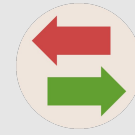
Bargaining Power of Buyers

Moderate-High



Bargaining Power of Suppliers

Moderate



Threat of Substitute

Moderate-High



Intensity of Competitive Rivalry

Moderate-High

Potential new firms with superior work environments may **pressure PT RNI to enhance conditions**, affecting employee satisfaction and performance.

Dissatisfied employees may demand **higher salaries** or **better benefits**, increasing costs and reducing productivity.

Strong ties with educational institutions aid **talent acquisition**, while **weak connections** may **hinder it**.

Employees may leave if **career expectations aren't met**, impacting satisfaction and performance.

Few attractive work environments **lessen rivalry**, while many competitors intensify it.

Conclusion

For Research Question 1

How can PT RNI increase employee satisfaction and performance through career development programs?



Develop personalized career paths tailored to individual employee needs and aspirations.



Set clear goals, milestones, and opportunities for skill development, mentorship, and continuous learning.



Provide employees with a roadmap for growth within the organization to enhance job satisfaction and motivation, leading to improved performance.

For Research Question 2

What steps can be taken to provide a clearer career development path?



Communicate openly about available career paths, job openings, and promotion criteria.



Ensure fairness and equal opportunities for all employees, fostering a culture of internal mobility and advancement.



Establish mentorship programs and conduct regular performance evaluations to guide employees and provide feedback for improvement.

Recommendations

For The Organization



Tailored career programs: MT for juniors, rotations for mid-level, executive education for seniors.



Foster a culture of continuous learning and professional growth.



Enhance transparency in communication about career paths and promotions.



Implement performance evaluations and feedback mechanisms.



Recognize and reward employee contributions and achievements.

For The Industry



Advocate for industry-wide standards and best practices.



Collaborate with peers to share resources and knowledge.



Participate in industry events to stay updated.



Support initiatives promoting diversity and equal opportunities.

For The Business



Align business strategies with employee development goals.



Invest in technology for employee training and performance management.



Regularly review and update career development programs.



Encourage cross-functional collaboration and knowledge sharing.

For Customers



Communicate the organization's commitment to employee satisfaction.



Solicit customer feedback to identify areas for improvement.



Implement customer-centric training programs for employees.



Incorporate customer feedback into employee recognition programs.

Project Limitations



Resource constraints

Time, workforce availability, and budget limitations may affect project depth and timeline.



Data availability and quality

Incomplete or biased data could hinder precise analysis and recommendations.



Stakeholder engagement

Limited participation may impede implementation and organizational buy-in.



Organizational change

Resistance to restructuring or cultural shifts may hinder solution implementation.



External factors

Regulatory shifts, economic changes, or geopolitical events can impact strategy execution.



Impact evaluation

Challenges in measuring project success and attributing outcomes solely to interventions.



Decision-making complexities

Balancing conflicting interests and navigating organizational structures may slow progress.

Future Project Suggestions



Continuous Improvement Program

Cultivates a culture of innovation, empowers employees to identify and implement solutions, enhancing operational excellence.



Robust marketing and branding strategies

Amplifies brand visibility and differentiation, attracting a larger customer base.



Product and service innovation

Introduces offerings aligned with customer preferences, unlocking new revenue streams.



Supply chain optimization

Reduces costs, improves delivery times, enhances customer satisfaction.



Strategic partnerships

Accesses additional resources, fosters innovation, strengthens market positioning.



Information technology (IT) solutions

Streamlines operations, increases productivity, enables better decision-making.



Market expansion and portfolio diversification

Explores new markets and products for sustainable growth.

References

Akbalik, M., & Çitilci, T. (2019). The Importance of PESTEL Analysis for Environmental Scanning Process. In A. Birkan, & S. Sönmez (Eds.), *Handbook of Research on Decision-Making Techniques in Financial Marketing* (pp. 336-357). IGI Global. <https://doi.org/10.4018/978-1-7998-2559-3.ch016>

Akhtar, W., & Sultan, M. (2023). VRIO Analysis Framework in Project Management (PM): Comprehensive Approach. *International Journal of Business and Management Invention (IJBMI)*, 12(2), 57-72. <https://doi.org/10.35829/ijbmi.12025772>

Bandhu, D., Mohan, M., Nittala, N. A. P., & Jadhav, P. (2024). Theories of motivation: A comprehensive analysis of human behavior drivers. *Acta Psychologica*, 244(1999), 104177. <https://doi.org/10.1016/j.actpsy.2024.104177>

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Strategic Management Journal*, 5, 171-180.

Dar, S., & P. Sakhivel. (2022). Maslow's Hierarchy of Needs Is still Relevant in the 21st Century. *Journal of Learning and Educational Policy*, 02(05), 1-9. <https://doi.org/10.55529/ijep.231.9>

Dobrović, Ž., & Tomičić Furjan, M. (2020). SWOT Analysis in the Strategic Planning Process - Meta-modelling Approach. *IEEE 10th International Conference on Intelligent Systems (IS)*. <https://doi.org/10.1109/IS48319.2020.9199983>

Fitriani, E. (2022). TOWS Analysis on Recissbar to Increase Its Competitiveness. *Revista CEA*, 6(16), 1876-1890. <https://doi.org/10.22430/24223182.1876>

Iberaheem, M. (2023). The Role of Business Analysis in Strategic Planning: Discuss How Business Analysis Contributes to the Strategic Planning Process in Businesses. *East Asian Journal of Multidisciplinary Research*, 2(7), 2709-2730. <https://doi.org/10.55827/eajmr.v2i7.5174>

Katharina, L. P. P., & Dewi, A. A. S. K. (2020). The effect of career development on employee performance through work satisfaction as a variable of mediation. *International Journal of Business, Economics and Law*, 22(1), 1-12.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 430-437.

Memon, A. H., Khahro, S. H., Memon, N. A., Memon, Z. A., & Mustafa, A. (2023). Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan. *Sustainability*, 15(11), 8699. <https://doi.org/10.3390/su15118699>

Miles, M. C., Richardson, K. M., Wolfe, R., Hairston, K., Cleveland, M., Kelly, C., Lippert, J., Mastandrea, N., & Pruitt, Z. (2023). Using Kotter's Change Management Framework to Redesign Departmental GME Recruitment. *Journal of Graduate Medical Education*, 15(1), 98-104. <https://doi.org/10.4300/JGME-D-22-00191>

Owusu, K. P., Abubakar, N. A., Ocloo-Koffie, D., & Sarpong, R. (2021). Career development and challenges of employees in the petroleum industry of Ghana: The case study of ENI. *Journal of Human Resource and Sustainability Studies*, 9(4), 123-137. <https://doi.org/10.4236/jhrss.2021.94041>

Paramadita, S., & Hidayat, D. (2022). Industry Competitiveness Analysis Using Porter's Five Forces: Indonesian Multi-Industry Study Case. *ARBITRASE: Journal of Economics and Accounting*, 3(2), 317-322. <https://doi.org/10.47065/arbitrase.v3i2.465>

Poniwati, A., Novindari, I., Kusumo, R. B., & Pratama, D. J. (2022). SWOT analysis in improving marketing strategies in Circle K Gunawangsa Surabaya. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(1), 648. <https://jurnal.stie-aqs.ac.id/index.php/IJEBAR>

Porter, M. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York, NY: The Free Press.

PT Rajawali Nusindo. (2024). Retrieved February 24, 2024, from <https://nusindo.co.id/>

Rojas, M., Méndez, A., & Watkins-Fossler, K. (2023). The hierarchy of needs empirical examination of Maslow's theory and lessons for development. *World Development*, 165, 106185. <https://doi.org/10.1016/j.worlddev.2023.106185>

Rozaki, Z. (2021). Food security challenges and opportunities in Indonesia post COVID-19. *Advances in Food Security and Sustainability*, 6, 119-168. <https://doi.org/10.1016/bs.afs.2021.07.002>

Schunk, D., & Dibenedetto, M. (2020). Self-efficacy and human motivation. *Advances in Motivation and Achievement Studies*. <https://doi.org/10.1016/bs.adms.2020.10.001>

Surianugraha, W., Syaikat, Y., & Rachmina, D. (2020). Gap Analysis and Strategy of PT. Transportasi Jakarta in Improving Its Services Performance. *Indonesian Journal of Business and Entrepreneurship (IJBEE)*, 6(2), 146. <https://doi.org/10.17358/ijbe.6.2.146>

Tarigan, J., Cahya, J., Valentine, A., Hatane, S., & Jie, F. (2022). Total reward system, job satisfaction and employee productivity on company financial performance: Evidence from Indonesian Generation Z workers. *Journal of Asia Business Studies*, 1558(7894).

Tatar, A. (2020). *Impact of Job Satisfaction on Organizational Commitment*. *Lambert Academic Publishing*, 9, 9-29. ISBN: 978-620-0-48272-3.



Total

23



Journals

20



Websites

1



Books

2



Insights

The references contribute valuable insights for PT RNI's project essential information & continuity of the project



Thank you!