Organization Performance Analysis by PM3 Maturity Level in Service Area Field Study PT. GBSI

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Article Info	ABSTRACT
	PT. GBSI is a company that operates in the security services business (outsourcing) and serves its customers based on work contracts per certain period (project), it's classified in Project Based Organization (PBO) category. Project Management Maturity Model (PM3) is a tool widely used to measure project management performance by looking more broadly at 10 knowledge areas in project management. This research aims to perform an analysis by PM3 maturity level in PT. GBSI. PM3 is used to measure PBO performance in the construction, IT, biotechnology sectors, and currently, it has begun used in service sector, education, and public administration, but there has been no research using PM3 in the provider of security services sector. This research tries to use qualitative approach through interview, document analysis, focus group discussion in diagnosing conditions at PT. GBSI, and use PM3 assessment analysis. The assessment results show the average maturity level achievement in all areas for project management organization is 30% from target maturity level 2. The assessment result can identify the maturity level in the organization and therefore identify development needs in 10 knowledge areas PM3, also provide alternative human processes, technostructure, and human resource interventions to cover the gap maturity level for organizational development.

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1. INTRODUCTION

The increasing industrial competition and competitive challenges encourage organizations and industries to improve their performance, either through change or development. Changes are made when individuals or organizations carry out evaluations and realize that existing conditions are no longer appropriate to current challenges. In an organization, operations are the area that spends the most costs compared to other areas, therefore every improvement in this area will significantly affect production costs. After the COVID-19 pandemic, based on BPS data, the Indonesian economy was contracting, even in 2020 data, Indonesia's economic growth reached -2,07 %. This forced the organization to make improvements due to economic pressure and competition.

PT. GBSI is a company engaged in the security services business whose operational activities are based on contracts for certain periods and conditions (projects), which was established in 2004, located in Tangerang. Management of PT. GBSI sees the need to carry out an evaluation and sees the need for improvement in its performance. They flasback the company performance by historycal trend of customer loss, mean stop the project before project finished, show in Tabel. 1.

Table 1. Customer loss trend

Year	2016	2017	2018	2019	2020
Customer	53	60	56	77	76
Customer loss	2	11	5	12	20
Balance	51	49	51	65	56
%	4%	18%	9%	16%	26%

The Project Management Maturity Model (PM3) is one of the widely used methods to evaluate the performance of project-based organizations by looking more broadly at the domain area (knowledge area)[1]. This assessment allows to use Project Management Maturity (PMM) which allows the structuring of practices from the early and premature level to the level of maturity to stand out in the market [2]. Organizational evaluation is a key factor and indispensable part of organizational management and is important for the organization's development [3],[4]. The use of PM3 method is currently not only used in the construction sector, even now it is also widely used in the sector, of IT, health, education, public services, government, education, and others [5]. This is in line with previous research which stated that PM3 techniques are very appropriate to be used to assess overall project-based organizations [6]. In this study, the researcher is interested in using the PM3 assessment method to measure and analyze the performance of company organizations in the service sector, in this case, PT. GBSI. In organizations with a Project Organization (PBO) system, the way to know whether their performance is good or bad is to know how they manage the project, further, this can be known by measuring the level of maturity in project management which is represented in five-level maturity [7]. Measuring the maturity of the project management implementation is considered to help provide a valuable framework to improve organizational performance [8]. The goal is to know the maturity level of project management performance will be easier to use in identifying knowledge areas that need to be improved to improve the company's organizational performance, in this study the object is PT. GBSI.

Previous research shows that similar research related to the use of PM3 assessment in the service sector is still rare, based on the results of the research also show that the maturity level of an organization is linear with the level of organizational performance. The higher the maturity level the indicates the company's performance better. Assessment of the maturity level of project management makes it possible to diagnose and determine the level of readiness for effective activities based on the project approach. A high maturity level will reduce the negative impact of human factors, improve the quality of the project management process, and reduce unproductive costs. [9]. Previous research related to the implementation of maturity models in project management includes the identification of the implementation of EPM2 and PMI methodologies in European companies. [10], the researcher said that designing PM3 framework and tools that are easier to use, in the form of proposal and tools methods [11], exploration of the influence of web-based projects and project competency and performance management [12], a case study of PBO companies, stated the maturity in the procurement department in public sector companies with PM3 [13] , a case study of PM in a biotechnology company, the reciprocal relationship between maturity and Sustainable PM [14], a case study of project maturity assessment measurement in engineering and design office [15], case study risk project maturity on construction projects (Bandung) [16], develop PMO indicators to evaluate the effectiveness of IT company activities [17], evaluation of maturity levels in PM, and PMO implementation, to identify barriers to PMO implementation in manufacturing [18], measurement of Project *Portfolio Performance* (PPP) using System Dynamic [19], implementation of

project management tools in engineering services companies [20], assessment of quality maturity level in university libraries using Prince2 Maturity Model project management [21]. This research uses the PM3 framework to analyze organization performance in the service area, further as a diagnostic tool to identify the organization development needed, the analysis table relates research project management maturity model represented in **appendix1.**

2. LITERATURE REVIEW

2.1 PM3 assessment analysis

Organization Project Management is used to measure performance in an organization[22]. Project Management Maturity (PM3) is a model that focuses on the development stage of project management practices that uses quantitative assessment of fixed values with identification of maturity levels in project management [23]. The concept of Organizational Project Management Maturity (OPMM) refers to the progressive improvement of project, program and portfolio management throughout the organization [24]. The Project Management Maturity Model is used by companies to understand the possibility of failure so that it needs to be improved to obtain positive benefits in delivering the desired results, on time, according to budget. In a study, PM solutions can increase the level of project management maturity of an organization which results in significant performance in terms of satisfaction [2]. Organizational performance is influenced by the maturity of time, cost and quality management [25]. n the organization, the role of project management plays a major role in standards, methods and practices of project management [26]. Organizations that have High Maturity have the ability to manage projects better than organizations that have Low Maturity[27]. When assessing a company, the first step is to determine the maturity assessment model adopted, this depends on the resources available and the needs of the organization, then the maturity level of the organization is found and the level to be achieved in the future is determined. In practice, there is no organization with a high level of maturity in practice, to achieve the desired level of maturity requires historical data analysis and understanding of important sub-processes to gain knowledge and set appropriate organizational improvement goals for these sub-processes [2], [28]

3. METHODS

In this qualitative research, the research plan has three outline stages, there are 1) the Preparation stage, 2) the Implementation stage, and 3) the Data processing stage for reporting. [29]. The research phase is described in Figure 1.
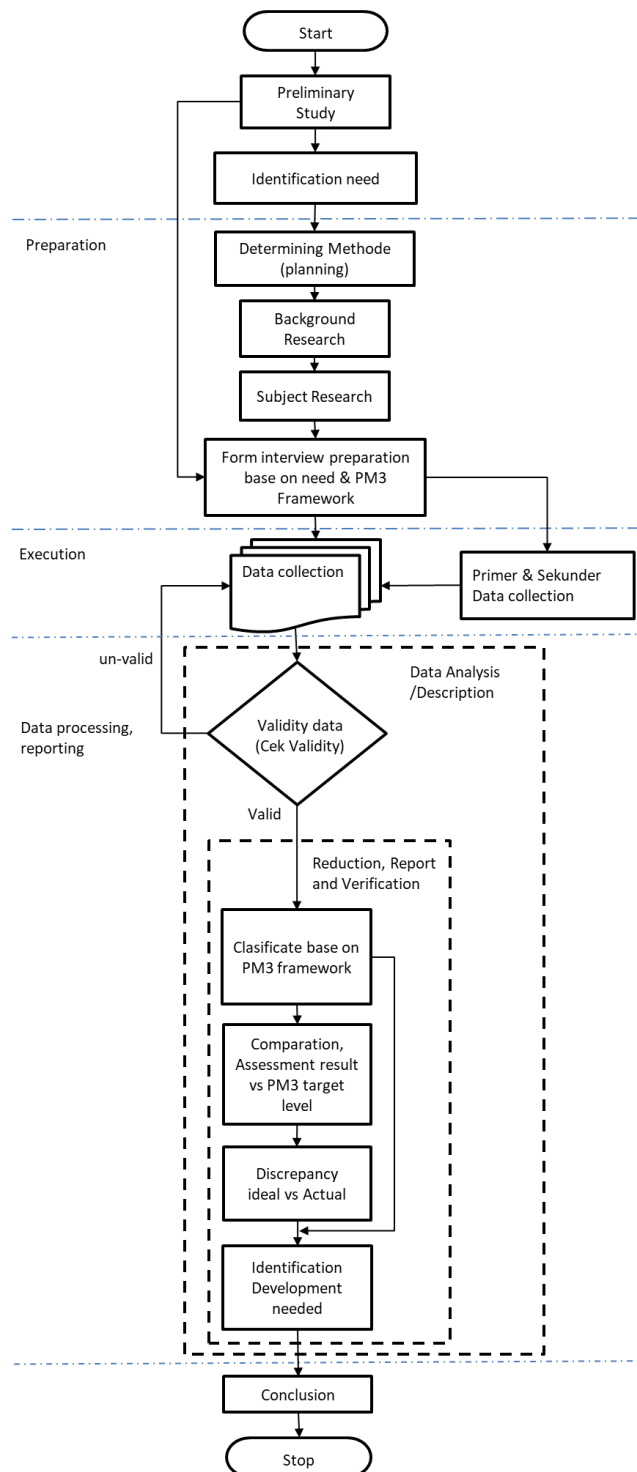
Figure 1. Research phase

3.1 Preparation stage

a. Determining Research Method

This research uses qualitative research methods that are used in various disciplines that aim to explore and understand the phenomenon of social phenomena in depth, by involving data collection, such as interviews, observations, and document analysis. The qualitative method is used to understand unclear, gray, or dark issues, to understand the meaning behind the apparent data, to understand the existing social interactions with interviews, to ensure the correctness of the data information, and to

examine the history of its [30]. In this case, to diagnose and identify the organizational development needs of PT. GBSI follows the actual reality as the characteristics of qualitative research. The results of qualitative research are generally presented in the form of narration supported by citations, or examples from data. The goal is to provide a coherent research report and detailed context. The findings of qualitative research can be information on the development of theories, policies, and practices.

b. Background Research

PT. GBSI is a company engaged in security services, providing a workforce with excellent and quality services to security service users' or partners' requirements. Located in Tangcity Business Park, Tangerang District. This research started on March 18, 2021, and is estimated to be completed by February 2022.

c. Subject Research

Subject research refers to individuals and organizations of PT. GBSI which is the focus of the research. In qualitative research, the accuracy of data is highly dependent on where the source of the information or data is obtained or the subject of the research. The research subject must be a person who has long experience participating in the activities or events being researched and has enough time to be asked for information, the research subject is a data source if the method used is a questionnaire or interview to dig up data, then it is called a respondent, namely an individual who responds and answers the researcher's questions oral or written.

In exploratory qualitative research, the selection of research subjects becomes critical, because the research focuses on a deeper and more exploratory understanding of a particular phenomenon or topic. Research subjects are needed who have the flexibility and openness to explore the different dimensions of the phenomenon, by avoiding strict restrictions on certain characteristics.

d. Research Equipment Preparation

Formulate the tools needed during the research, permits, schedules, and stationery, including a list of research questions that are open and allow for in-depth exploration. The researcher collects data according to the planned method, both primary and secondary data, this involves interviews, observations, document collection, and other methods. The researcher conducted an interview based on agreement with the subject according to the agreed time and place.

3.2 Execution stage

3.2.1 Data Collection Techniques

Based on the data source, there are two types of data sources:

a. Primary data, which is research data obtained directly from the source, is provided directly to data collectors without linkages or intermediaries.

b. Secondary data is research data obtained indirectly through intermediaries, either through documents or through other people. Meanwhile, based on the method of data collection, is interviews, observations, questionnaires, documentation, or a combination of the four methods. In this study, the data was obtained from interviews, observations, documentation, and documents of PT. GBSI.

3.2.2 Interview

Is a data collection method commonly used in qualitative research to obtain information and in-depth insights and points of view of the respondent. Research interviews involve one-on-one interaction between the researcher (interviewer) and participants (interviewee) and are designed to explore experiences, opinions, behaviors, or behaviors related to the topic being researched. Interviews can be conducted in a structured, unstructured, direct, or indirect manner by asking

questions, and participants provide answers to the questions, either in direct talk or in writing, and the researcher will write or record the answers from participants. The interview was conducted with questions and answers, dialogues with the research subject in a summary structure related to his or her work tasks and the involvement of the participants in a project, which started from a brief explanation of the identity, description of the situation, the order of each job, the equipment that supports the work and the ups and downs in carrying out the work. In this study, interviews and observations were carried out almost simultaneously, to explore information, the questions in the interview started with general questions, then to dig deeper, interviews were carried out as well as deeper observations to understand the real phenomenon.

3.2.3   Observation

Is a technique used in qualitative research to obtain complete data and information related to the phenomena that occur. Observations can be made on participants or non-participants, depending on whether the subject is actively involved with the observed. Unstructured observations are made with observations made without structured clues and recorded freely and enriched based on the observed conditions.

3.2.4   Focus discussion on the topic of the problem in a group

Is to explore the opinions of participants or participants in the discussion, their behaviors, viewpoints, and experiences on a specific topic. This allows researchers to gather in-depth insights and facilitate group dynamics that occur by expressing viewpoints and differences together. It can also be used by researchers to understand the focus of the problem being studied and avoid misinterpretations, as well as to avoid subjective meanings by researchers. In the FGD, the problem or theme discussed becomes the focus of the discussion and the results are poured into a meeting minutes or minute meeting form as a joint decision.

3.2.5   Study Document,

Document Study, conducted on qualitative research methods in data collection and data analysis from documents or other written materials. Such documents can be text, images, notes, reports, letters, or other written materials that have relevance to the research topic. This method helps researchers to understand the context, history, or development of a particular phenomenon or topic.

3.3 Data processing and reporting

Writing a qualitative research report requires special attention to present the findings clearly and convincingly. Qualitative research reports are usually words and behaviors of people in the context of time and place. The context shows the situation and social system in which a person functions (Firman, 2018) in [29].

3.3.1   Data Analysis

Qualitative data analysis techniques are an interpretive process to understand and explore the meaning of qualitative data obtained from interviews, observations, document studies, and others. From the process of systematically searching and compiling field notes and other materials collected, researchers can find findings. [29]. The data analysis in this study by explaining the process of tracing and organizing, interview records, observation findings, and other sources obtained for the researcher to make a report on his findings. In qualitative research of case studies, the data analysis used includes:

a.   Descriptive analysis is the process of summarizing, managing, and displaying data so that it is easy to understand without interpreting its meaning or making more

in-depth conclusions. The stages of descriptive analysis in qualitative research include understanding the context, classifying data, and presenting findings. By finding a common thread from the results of the analysis, it is possible to arrange a 'build construction' of the social situation or the object of research that was previously dark or grey, and after the research is continued, it becomes brighter and clearer.

b. Theme analysis is a qualitative analysis approach used to identify, organize, and give meaning to the main themes or patterns that emerge from qualitative data. This helps researchers understand and detail what the participants revealed and forms the basis for drawing more in-depth conclusions. Theme analysis is based on the assumption that every culture is nothing more than the sum of scenes that is a system of meanings integrated into larger patterns. Principles that exist and recur in several domains, implicit or explicit, and apply as a relationship between subsystems (Spradley, 2016) in [29].

c. Assertion Analysis, in qualitative research involves identifying, understanding, and interpreting assertions or key statements found in qualitative data.

3.3.2 Data validation test

In this study, the validity test of the data that can be carried out is the credibility test, namely testing with extended time, increasing research accuracy, and triangulation test, there are three triangulation tests; source triangulation test, technical triangulation test, and time triangulation test. Furthermore, the data credibility test used in this study is intended to test the confidence in the data of the research results which can be carried out by:

a. Extension or increase of research time, by this extension the researcher has to back to the research object again and conduct interviews, and observations with previous subjects or data sources even with new sources. This will make the interaction with the data source closer, allowing the information obtained to be closer and more detailed to what is researched.

b. Increasing perseverance, the meaning is to increase the meticulousness in observation. To get certainty the sequence of events can be documented with a trace. By enriching references and literature of previous research related to similar research

c. Triangulation is a test of credibility by examining various sources in various ways and times

3.3.3 Data Reduction

In the exploration of information sources and data, the data obtained is compound, therefore the data needs to be reduced, by making a summary of the data obtained, focusing on the context related to the problem being studied, classifying it, and discarding biased information data and organizing it to be systematic and obtain a conclusion. The data obtained through observation, interviews, and document review are collected, selected, and grouped and then concluded by not eliminating the value of the data [30].

3.3.4 Data presentation

The presentation of data is preceded by data classification which is a process of classifying data that has been reduced, through synchronization with the literature obtained, in this case, synchronization with the PM3 assessment framework.

3.3.5 Verification and drawn conclusions

The data that has been prepared, (reduced to eliminate bias data, grouped, and compiled systematically) that follow the framework and PM3 assessment is concluded, by comparing the results of the assessment with the PM3 level, so that the actual maturity level of the organization (gap actual level) is known, in this way the meaning of the data displayed can be understood, and used as a reference to identify organizational development needs at PT. GBSI, to achieve effective organizational management

The research method in the article text describes the type of research, the subject and object of the study, the time and location of the research, the research instrument, the sampling method, data collection, and data analysis.

4 RESULTS AND DISCUSSION

4.1 Identification of ideal condition project management

PMI gives a guide on how to organize and manage projects through PMBOK, each knowledge area assesses the performance by maturity level. Generally followed: Level-1, area assessment in the initiate stage. Organizations understand and recognize management projects but operation standard practices are not documented. Level 2, when the area that assessed, there is a documentation process documented, many process project management without considering organizational standards, or management support implementation but understanding and involvement are consistent. Level 3, at this level, the area assessed has a project management process, used as a standard organization, and possible to duplicate the process. Level-4 To achieve this level, an organization's project management process standards and supporting systems must be integrated with other company processes and systems Level-5, the area that is assessed at this level has implemented continuous improvement and innovation. In perfect conditions, of course, each component is expected to reach the highest level of maturity (level-5) or the level of optimization with continuous improvement, improvement, and innovation, the organization in level-5 is the organization at the best level in setting the standards of project management discipline in each sector. An organization that optimizes its performance will increase the efficiency of its operation. [31]. It should be understood that many factors affect the maturity level in each area assessed, and if refer the maturity of project-based companies or organizations in Indonesia, the average project-based company in Indonesia is at level 2, where the organization has set standards and structured processes, but it is only used for large projects. [32].

4.2 Identification result PT. GBSI expectation

Based on the results of interviews and brainstorming with owners who are in positions as commissioners, several complaints and expectations were obtained and when compared in the PM3 framework, it is included in six knowledge areas, there is project integration management, project cost management, project quality management, human resource management, project communication management, and project risk management. Identification result in the expectation of organization management is in level-2, details of the identification of PT. GBSI expectation is in **Appendix 2.**

4.3 Preparation stage

Identification results are achieved by data collecting through interviews, observation, brainstorming, and document text analytics, or culture that gives new insight related phenomena of PT. GBSI. By pointing out how to manage the project, the subject of the research is individuals involved in the process of receiving management orders until the service project is distributed and delivered to consumers. The parties who are the subject of this research include, the commissioner of PT. GBSI and its employees, including the president director, department heads, staff, squad commanders, admins, and employees/members, are attached to the list of data sources in **Appendix 3.** To support data collecting need to prepare a form template, among others: a. Interview form relates job what they do (they refer to owner expectations and job description data from the human resource department). b. PM3 assessment form, refer to PM3 framework (PMBOK from Project Management Institute and Project Management Solution). c. Provide catalog mapping for guidance maturity level assessment. (refer to summary assessment method PM3 4th edition, Project Management Solution). d. Form note to assessment record and result of identification.

4.4 Execution stage

Based on an exploration of information from data sources, represent the organizational structure of PT. GBSI, the organizational structure in this study is needed, which is to see and explore problems in the organization and the potential that causes it. The organizational structure of PT. GBSI is depicted in Figure 2 below.
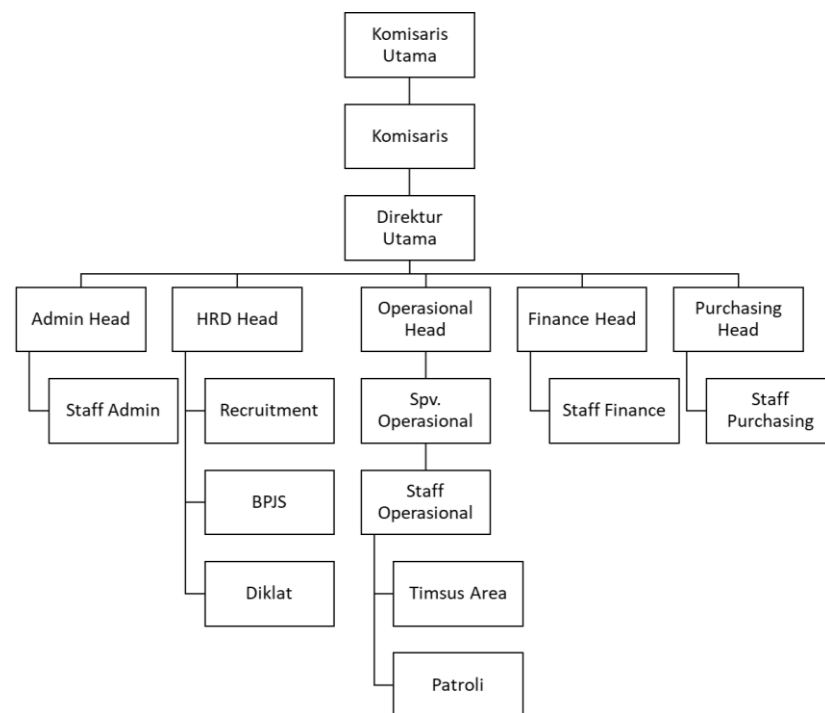
Figure 2. Organization Structure

On organization structure chart above, showed functional structure practice on PT. GBSI, however in actual practice adaptation hierarchy structure. There is an admin department, HRD, operational, finance, and purchasing department. Each department has its functional head of section, but in practice, the organization is organized in a hierarchical form, with a line of control from top to bottom. From the existing organizational structure, interviews and observations of processes and documents were developed to find out the business process flow of PT. GBSI starts with how to get an order or order opportunity, then

it is processed and a job is sent or handed over to the consumer. From this step, the condition of Actual Project Management Practice was obtained. An overview of the flow of the organization's operating process is depicted in the flow or business process flow below.
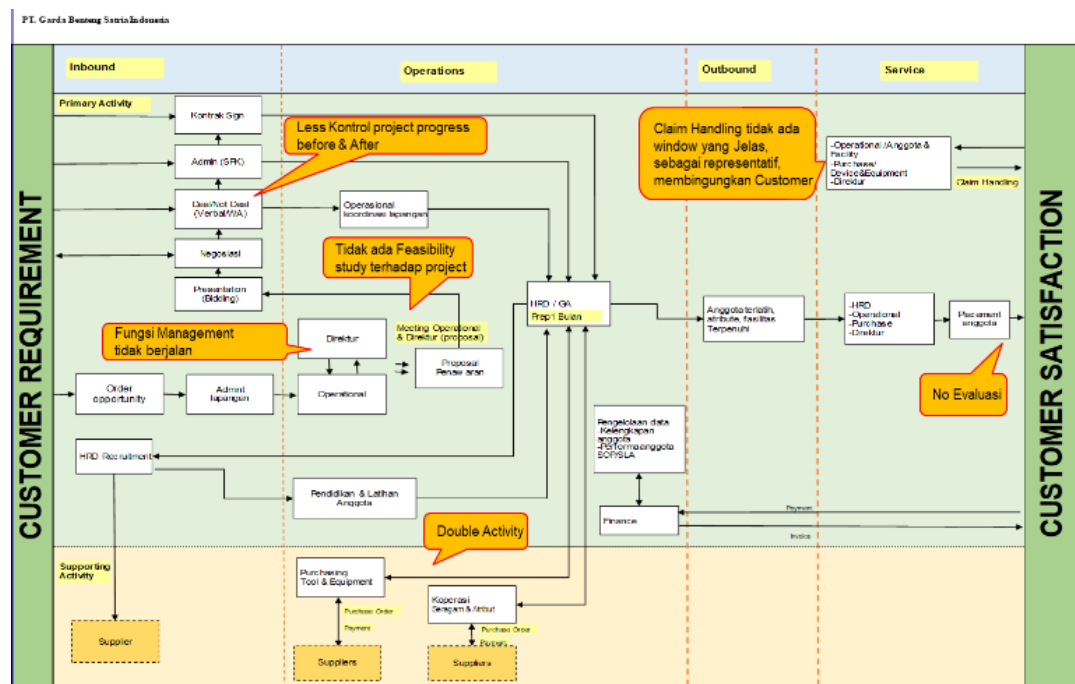

Figure 3.

Figure 3. Flow process actual practice project management PT. GBSI

The head of operations discusses with the director to decide whether to take a project or not, if it is decided to take it, it will make a bid proposal. Here, the director and head of operations will participate in the tender with the consumer and negotiate the price or value of the proposed project. The information will be forwarded to the HR department and ask consumers for one month to prepare the necessary human resources, tools, and facilities. While waiting to get a work order (SPK), HRD will start recruiting prospective members and then be given education and training, along with that HRD will ask the procurement department to prepare the equipment and facilities needed for the project, also ask the "cooperative" department to prepare uniforms and attributes needed in the project, the output is trained members, attributes, as well as facilities are met. Once the contract is signed and the SPK is received HRD, Operational, Purchase, and Director will jointly hand over the placement of members to consumers. When there is a discrepancy in the product in the consumer, they will contact the employees at PT. GBSI that they know, they sometimes contact the purchasing, operational, and administrative departments or even directly to the director. There is no marketing department, when receiving information about an order opportunity for a project, the president director and the operational department hold a meeting together and make a proposal for price and service proposals, here the management function can be called not running because the director is still making proposals for an offering, while administratively there are other parts that should be tasked with doing so, and are useful for fostering a sense of shared responsibility for a project. There is no evaluation process after handover (Process Release) when a project starts running in consumers, evaluation is needed to find out whether the service products provided are by the standards set by consumers, so that consumers are satisfied with the products and services provided. When there is a discrepancy in the service provided in a project, there is no clear representative as a customer window, which is a little confusing for consumers,

another effect is that it is very possible to take responsibility for a problem and raise a claim customer. From secondary data or company documents, a list of documents owned to support its activities is obtained.

4.5 *Data Processing (reporting)*

Results of identification of expected project management maturity, outlined in the PM3 framework, then in each knowledge area described in the organization of PT. GBSI as stated in **Appendix 4**. This is to see the compliance of 10 knowledge areas in the PM3 framework.

On PM3 assessment 10 knowledge area and condition measured of management performance in five maturity levels, these conditions are followed in levels one, two, three, four, or five. The results of this assessment consist of 3 sheets of **appendix 5**. The assessment result carried out most of the areas measured are at level-1 there are six areas, in practice PT. GBSI already has a project management approach, but it is carried out informally and does not yet have a clear standard for managing projects. Following the PM3 framework, to assess the maturity level of the organization as a whole, the results of the maturity assessment of each of the 10 knowledge areas use the lowest level value as a representation of the maturity level of the organization. [1]. The guidance to measure maturity level in each area used a matrix map (this refers to PMBOK and PM Solution research), mentioned in **Appendix 6**.

The maturity level assessment result for all knowledge areas is represented in the spider chart in Figure 4.
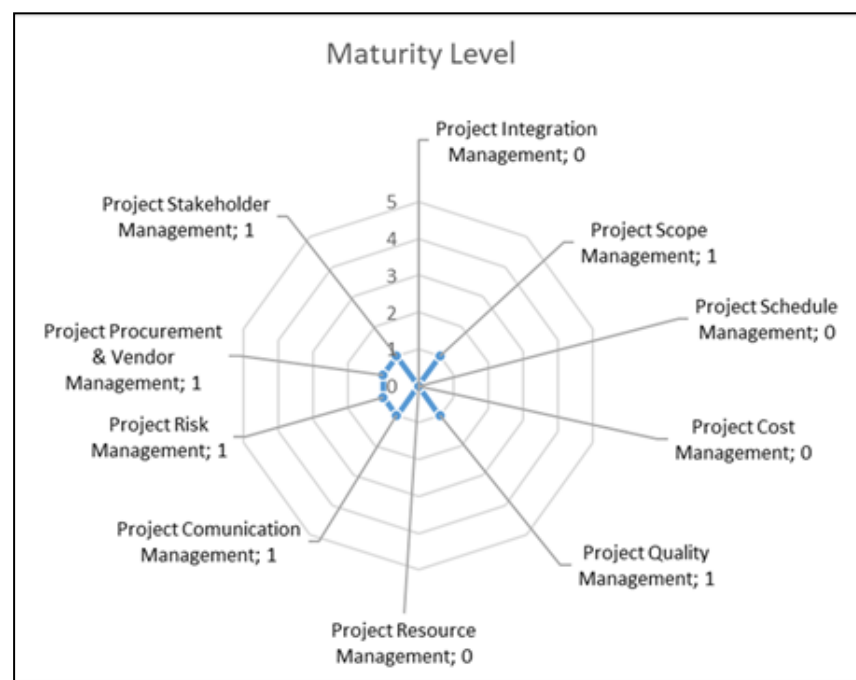
Figure 4. Spider chart maturity level PT. GBSI in 10 knowledge areas

From the spider chart, we can see multivariable data, in this case, 10 levels of knowledge areas for project management at PT. GBSI. If we follow target level 2 (based on the identification of management expectations and the company's maturity level based on projects in Indonesia), the organization has set standards and structured processes, but only used for large projects [32]. All the knowledge areas have not yet reached the level-2 target. The six areas that have been on leve l, that is illustrate that the organization at that level understands the project management process in the organization, but does not have standardization in its implementation practices, each project manager has his standard understanding in carrying out his work, documentation of standards and the

implementation of activities are not paid attention to and are based on the needs of the team only. Organizational management is aware of the definition of a project and they can accept the current process and realize the need for better project management.

4.6 *Discrepancy analysis and identification development are needed.*

The maturity level measurement result by following the target expectation (level 2) is shown in Table 1. Achievement maturity level project management organization from target expectation level, averaged in the entire area is approximately 30% based on the expected target.

Table 2. Discrepancy of actual level vs target

No	Knowledge Area	Actual Level	Target Level	%
1	Project Scope Management	1	2	50%
2	Project Quality Management	1	2	50%
3	Project Communication Management	1	2	50%
4	Project Risk Management	1	2	50%
5	Project Procurement & Vendor Management	1	2	50%
6	Project Stakeholder Management	1	2	50%
7	Project Integration Management	0	2	0
8	Project Schedule Management	0	2	0
9	Project Cost Management	0	2	0
10	Project Resource Planning	0	2	0
			Average	30%

That table is used in general terms to illustrate the discrepancy between the actual level and the target goal of the expected level, this is to make it easier to describe the actual condition. This grouping is used to make it easier to consider and determine areas that will be points of concern for improvement. In particular, the output to be achieved at the organizational level is organizational effectiveness, performance, and productivity increase also organizational goals can be achieved. Identification of each area and the need to close the gap between actual level and expectation are in **Appendix 7**. From the identification result and summary of organizational development needs above, it can be seen that three types of interventions are used, there is:

1. Type of intervention human process, in the development of organizational confrontation meetings.
2. The type of technostructural intervention is the development of work design, quality management, and organizational design.
3. The type of human resource management (HRM) intervention focuses on performance management development and talent development.

Three types of interventions can be carried out by adjusting, compiling, and establishing work procedures as standards that must be followed to ensure work quality, then conducting an in-depth job analysis to tidy up and compile the main tasks and functions of each position, and finally readjusting and compiling the job description so that the procedures that have been made can be carried out to achieve organizational goals.

The results of the study describe the main findings of the study. The presentations in the results and discussions are written in a systematic manner, only the results of data/information related to the research objectives. The discussion in the research article explains the results obtained from the research (10 pt).

The author compiles, analyzes, evaluates, interprets and compares the results of the latest findings with existing research findings. The author must pay attention to the consistency of the article from the title to the bibliography (10 pt).

Existing tables or figures are presented with sufficient explanations and by including numbers and titles. Complete the existing tables and figures by writing the source under each table/figure. The table is created without a vertical border. Example table.

5 CONCLUSION

Based on performance analysis by PM3 maturity level in PT. GBSI could identify organization development needs as follows:

1. The maturity level of project management at PT. GBSI is based on the PM3 framework in 10 knowledge areas, six areas are at maturity level one, there are; Knowledge area Project Scope Management, Project Quality Management, Project Communication Management, Project Risk Management, Project Procurement & Vendor Management, and Project Stakeholder Management. Meanwhile, the four areas that have not reached level 1 are Project integration management, in the sub-area of project charter development, Project schedule management, in the sub-area of schedule management, Project cost management, in the sub-area of budget determination, and Project resource planning, in the sub-area of team development. According to the PM3 assessment maturity level assessment standard (refer to Project Management Solutions and the knowledge area level assessment from the Project Management Institute), the lowest level value in the assessment is the organizational maturity level, then the maturity level of PT. GBSI is at level 0

2. Identification result and summary of organizational development needs above, it can be recognized that three types of interventions are used to close the maturity level gap at PT. GBSI, there are:
   a. Type of intervention human process, in the development of organizational confrontation meetings.
   b. The type of technostructural intervention is the development of work design, quality management, and organizational design.
   c. Type of human resource management (HRM) intervention focuses on performance management development and talent development.

These interventions can be carried out by adjusting, drafting, and establishing work procedures as standards that must be followed to ensure the quality of the work process, the development of standard procedures is needed to ensure that the provisions in the knowledge area requirements are met, ensuring that there are standard guidelines, consistent organizational operations, consistency of the quality of work of products and services, increasing efficiency through clear and structured procedures so that work faster, help identify and manage risks related to operations, improve compliance with applicable standards, as a means of employee training, and as a basis for evaluating performance and improving existing processes.

Conduct job analysis to tidy up the main tasks and functions related to positions to be more structured, by clear job descriptions, determination of compensation according to duties and responsibilities, assist in the recruitment and selection process, assist in employee performance evaluation, assist in designing training and development needs.

For the procedures to be made smoothly run, the job description needs to be adjusted, in each position function can change due to organizational needs, technological changes, employee development, and the need for changes in the organizational structure.

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