SUMMARY

ANDREAS MURTI. The Improvement of Trade Operations Employee Performance Case Study Bank OCBC NISP with Gainsharing Productivity Approach. Supervised by MARIMIN and YANDRA ARKEMAN

As a foreign exchange bank, export and import transactions are one of main business of Bank OCBC NISP. Contribution and revenue target continues to increase along with the rapid growth of the export and import business transactions. The problem that arises is the capacity and readiness of trade operations in anticipation the increasing of transaction volume. Hence, trade operations performance should be improved so the increase in transaction volume can be handled accurately and according to the target time set in service level agreement (SLA). Improved performance is becoming more important with the Bank OCBC NISP management instruction of zero growth employees in operations. Improved performance can be done by improving operational processes and policies concerning human resources.

Trade Operations Bank OCBC NISP has three different working units, namely the export, import, and bank guarantees with the different flow of work. The method used to improve operational processes by looking at the flow of activities as well as to map the flow of production and information is by using Value Stream Mapping (VSM). VSM is one of the concepts in lean manufacturing which in this study is used to view and identify the activities carried out in the operational process of the LC issuance. VSM helps identify activities that non-value added and become waste such as over processing, waiting and motion in the LC issuance process. Based on the results of the current state map, it is known that the total lead time for the LC issuance is 86.37 minutes with the longest cycle time of 51.97 minutes. As a result, total number of LC issuance in one day is 8 LC or 160 LC per month. To achieve 200 LC per month as per 2016 target, LC issuance process needs to be improved.

Identification of waste carried out based on observation and mapping with the VSM method as well as results of questionnaires given to the expert. Based on the recommendations, it can be seen that eliminating the process of printing and checking LC draft, preparing checklist as a guidance for checking processes, filing documents in order and documents keeping layout improvements. The solution scenario is drawn on future state map which is then compared with current state map to get the result of increase in productivity that has been done. Under the future state map conditions, the number of LC issuance becomes 11 LC or 220 LC per month and the target can be achieved. After further observation, it was found that the number of LC issuance based on future state map could not be achieved. It requires further analysis of human resources parts.

The process of human resources policy is done using Analytic Network Process (ANP). The criteria specified in the ANP model of the improvement of trade operations employee performance consist of six criteria, namely: motivation, skills, technology, compensation, outstanding opportunities, and environment / working environment. Those criteria are the identified from several divisions at

Bank OCBC NISP using depth interview approach of selected respondents and compliance list which is then mapped into a ANP model. The analysis shows the implementation of productivity-based compensation system is a top priority with the priority weight 42.69%, while the increase in the working process is a second priority with the priority weight 36.72%. The last priority is the preparation of the appropriate target and key performance indicator (KPI) with the priority weighting of 20.57%. Based on these results, the implementation of productivity-based compensation systems provide the highest benefits and opportunities compared to the risks that may arise. Based on the analysis result, the gainsharing productivity scheme is proposed to be applied by management in order to get the optimum employee performance improvement

Analysis using the VSM can be applied to other operational processes both inside and outside the scope of the trade operations. Having obtained the optimal work process improvement, further analysis using green VSM method can be applied to analyze , reduce and even eliminate the waste related to the raw materials used in products and processes, pollution and other environmental factors .

Keywords : ANP, employee performance improvement, LC, gainsharing productivity, VSM