

ABSTRACT

This study aims to identify the Plan-Do-Check-Act (PDCA) cycle process that is implemented by the External Relations Division of PT Maruwai Coal and to identify the root causes of problems that arose during the creation of the 2022 Work Plan and Budget. This study was driven by the existence of bottlenecks in the process of making the 2022 Work Plan and Budget 2022. This study was conducted from August 2022 until November 2022 and was carried out qualitatively. Primary data were taken using interview techniques, while secondary data is taken from company documents regarding employees in the External Relations division of PT Maruwai Coal obtained from the Human Resources division. Interviews were conducted with four employees from the External Relations Division of PT Maruwai Coal—the director, division head, support section head, and obligation and government reporting officer—who have credibility in implementing the PDCA cycle within the division and credibility in making the 2022 Work Plan and Budget.

This study uses content analysis as a method to analyze data by reducing interview result data that have been carried out. Furthermore, the data obtained are categorized based on four stages of the PDCA cycle, namely Plan, Do, Check, and Act. The results of the study indicate that there are differences in the implementation of the PDCA cycle by the External Relations Division of PT Maruwai coal and the implementation of the PDCA cycle according to the literature. In addition, two root causes of problems in the process of making the 2022 Work Plan and Budget of PT Maruwai Coal were also found which were described using a fishbone diagram. The two root causes of the problem come from the aspect of labor and methods. Furthermore, the results of this study also discuss recommendations for the success of creating the Work Plan and Budget of PT Maruwai Coal in the next period.

Keywords: PDCA cycle, root causes of problems, fishbone diagram.

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi proses siklus Plan-Do-Check-Act (PDCA) yang diimplementasikan oleh Divisi Hubungan Eksternal PT Maruwai Coal dan juga mengidentifikasi akar penyebab masalah yang muncul pada saat pembuatan Rencana Kerja dan Anggaran Biaya (RKAB) tahun 2022. Penelitian ini dilaksanakan sejak bulan Agustus 2022 hingga November 2022 dan dilakukan secara kualitatif. Pengambilan data primer diambil dengan menggunakan teknik wawancara. Sementara data sekunder diambil dari dokumen perusahaan mengenai pegawai di divisi Hubungan Eksternal PT Maruwai Coal yang didapat dari divisi Sumber Daya Manusia. Wawancara dilakukan kepada empat karyawan dari Divisi Hubungan Eksternal PT Maruwai Coal—direktur, kepala divisi, kepala bagian pendukung, and *obligation and government reporting officer*—yang memiliki kredibilitas dalam pengimplementasian siklus PDCA dan pembuatan RKAB tahun 2022.

Analisis konten digunakan sebagai metode untuk menganalisa data dengan cara mereduksi data wawancara yang sudah dilaksanakan. Selanjutnya, data yang didapat dikategorikan berdasarkan empat tahapan siklus PDCA yaitu Plan, Do, Check, dan Act. Hasil penelitian menunjukkan bahwa terdapat perbedaan dalam pengimplementasian siklus PDCA pada Divisi Hubungan Eksternal PT Maruwai Coal dan pengimplementasian siklus PDCA menurut literatur. Selain itu, ditemukan juga dua akar penyebab masalah dalam proses pembuatan RKAB tahun 2022 PT Maruwai Coal yang digambarkan dengan menggunakan diagram tulang ikan. Dua akar penyebab masalah tersebut berasal dari aspek tenaga kerja dan metode. Selanjutnya, penelitian ini juga membahas rekomendasi untuk kelancaran pembuatan RKAB PT Maruwai Coal pada periode berikutnya.

Kata Kunci: siklus PDCA, akar penyebab masalah, diagram tulang ikan.