

## TABLE OF CONTENTS

TitlePage.....	i
Approval Page.....	ii
Preface.....	iii
Table of Content.....	iv
List of Table.....	vi
List of Figure.....	vii
List of Appendices.....	viii
Abstract.....	ix
CHAPTER I INTRODUCTION	
A. Background of The Study.....	1
B. Research Objective.....	4
C. Research Benefits.....	4
CHAPTER II THEORETICAL BACKGROUND	
A. Strategic Management.....	5
B. Human Resource Role.....	9
C. HR Strategy.....	16
D. Research Methodology.....	17
1. Population and Sample.....	17
2. Data Collection.....	18
3. Questionnaire.....	19
4. Variables and Measures.....	19
5. Data Analysis Method.....	21
CHAPTER III COMPANY PROFILE	
A. History.....	22
B. Vision, Mission, and Value.....	24



C. Business Strategy.....	24
D. Operation.....	25
E. Marketing.....	28
F. Human Resource.....	29
HR System.....	30
a. Recruitment and Selection.....	30
b. Training and Development.....	30
c. Performance Appraisal.....	31
d. Compensation.....	31

#### CHAPTER IV ANALYSIS AND DISCUSSION

A. General Description.....	34
B. External Alignment Analysis.....	35
1. Alignment Test of HR Deliverables with Strategic Drivers.....	38
a. Market oriented (V1, V2, V3).....	38
b. Operational Excellence (V4, V5, V6).....	39
c. Sales Force Strategy (V7, V8, V9).....	40
2. Alignment Test of HR System with HR Deliverables.....	40
a. Effective Leadership (V10, V11, V12, V13).....	41
b. Corporate Culture (V14, V15, V16, V17).....	41
c. Relationship (V18, V19, V20, V21).....	42
C. Internal Alignment Analysis.....	43
a. Recruitment and Selection (V22, V23, V24).....	43
b. Performance Appraisal (V25, V26).....	44
c. Compensation (V27).....	44
D. Strategic HR Management.....	44

#### CHAPTER V CONCLUSION AND RECOMMENDATION

A. Conclusion.....	48
B. Recommendation.....	49

## **LIST OF TABLE**

<b>Table 1</b>	Variables for External Alignment Analysis Step One	19
<b>Table 2</b>	Variables for External Alignment Analysis Step Two	20
<b>Table 3</b>	Variables for Internal Alignment Analysis	20
<b>Table 4</b>	Drug Capacity	25
<b>Table 5</b>	Total Drug Production 1998-2002	26
<b>Table 6</b>	Total Drug Sales 1998-2002	29
<b>Table 7</b>	Workforce Composition Based on Education Level	29
<b>Table 8</b>	Workforce Composition Based on Position Level	30
<b>Table 9</b>	Profile of Respondents	34
<b>Table 10</b>	External Alignment Analysis: Step One Results	37
<b>Table 11</b>	External Alignment Analysis: Step Two Results	40
<b>Table 12</b>	Internal Alignment Analysis Results	43
<b>Table 13</b>	Strategic Alignment Assessment Result	45

## LIST OF FIGURES

<b>Figure 1</b>	Strategic Management Process	7
<b>Figure 2</b>	Organization Structure	23
<b>Figure 3</b>	Production Flowchart	27
<b>Figure 4</b>	Performance Appraisal Form	32
<b>Figure 5</b>	Performance Appraisal Evaluation	33

## **APPENDICES**

- |                   |   |
|-------------------|---|
| <b>Appendix 1</b> | Data Recapitulaion                                    |
| <b>Appendix 2</b> | Scattered Diagram for External and Internal Alignment |
| <b>Appendix 3</b> | Questionnaire   |