

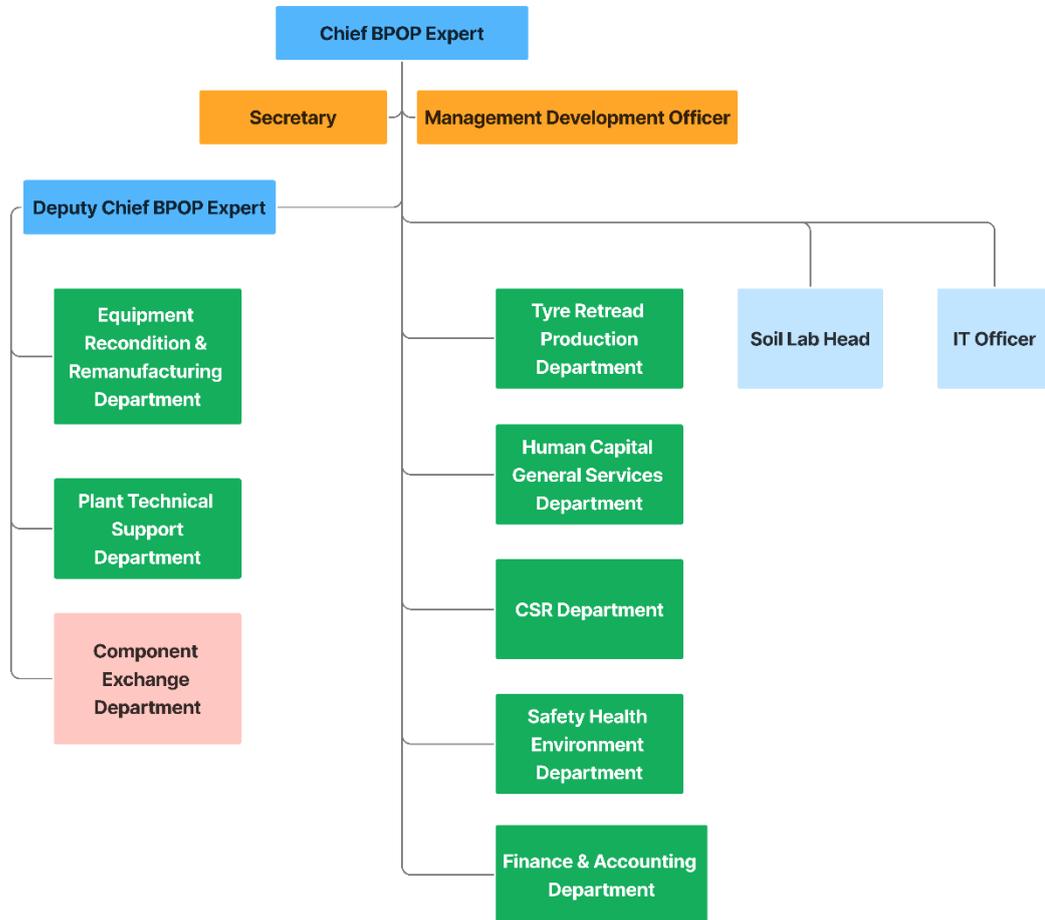
## **CHAPTER II**

### **OVERVIEW OF PT XYZ**

#### **2.1 Company Profile**

PT XYZ was initially established on 1993, as it used to be the Mining and Construction Division beforehand. PT XYZ has been holding the title as one of the largest coal mining contractor companies in the world for years. Holding that title, PT XYZ continually possesses extensive expertise and a deep understanding in the development and operation of coal mines. PT XYZ always gives the best to serve its clients in mining business to produce reliable mining product and energy by reliable services to gain best benefit for its customers and contribute to national prosperity. In performing its business, PT XYZ always keeps preserving natural balance, building harmony with the communities, and sustaining excellence in performance. PT XYZ surely prioritizes the quality of services it gives to its customers by holding the QCDSM principles (Quality, Cost, Delivery, Safety, and Morale).

## 2.2 Corporate Organizational Structure



**Figure 2. 1** PT XYZ Balikpapan Operation Corporate Organizational Structure

Source: PT XYZ (2024)

PT XYZ Balikpapan Operation is a support office owned by PT XYZ, purposed to support the site by carrying out the maintenance function of heavy equipment used at various sites owned by PT XYZ – especially in East Kalimantan). PT XYZ Balikpapan Operation itself is led by 1 chief, who is directly supported by the Management Development (MD) Officer. It also has 1 Deputy Chief who heads several departments, including the Component Exchange (Comex) Department.

The Comex Department itself has the main responsibility in ensuring that the quality of the components in the machine of each heavy equipment used at the mine site is in accordance with standards. In a sense, they are accountable for the overhauling activities of heavy equipment owned by PT XYZ.

The overhauling stages carried out by the Comex Department start from inspecting the engine components to be remanufactured, to ensuring that the engine components are in accordance with the standard and ready to be used again. In carrying out its daily business functions, the Comex Department is directly supported managerial by the Management Development officer there. This MD officer is the main scourge in ensuring all needs related to project management, PDCA Cycle, and other matters to ensure the effectiveness of the implementation of business functions carried out by the Comex Department.

The components handled by the Comex Department are very diverse – ranging from engines, control valves, ripper tilt cylinders, arm cylinders, to rear suspension. Each machine that is being repaired will be divided into several lanes according to the procedure – Receiving Inspection, Disassembling, Measuring and Recommendation Parts, Fabrication Request, Assembling, Performance test, Final inspection, Delivery inspection. Later, every machine that is being repaired will go through every stage of overhauling without exception. So usually, in 1 lane only 1 machine or part or component will be handled at the same time, which is crucial because there should be no process stalled – or can exceed the targeted lead time later on.

Later, both reporting on the process, updates, outputs, and achievement of project goals will be communicated to the upper management, as a consideration before making a decision. Therefore, it is important that every project carried out by the Comex Department will be a vital input for the top management to determine the project goals or improvements to be carried out next.

### 2.3 Key Informant Identity

No.	Name	Gender	Occupation	Position	Duration of Employment
1	YF	Male	PT XYZ Employee	Scrum Master PT XYZ Balikpapan Site	5-10 Years
2	AA	Male	PT XYZ Employee	Scrum Master PT XYZ Balikpapan Site	5-10 Years
3	ADR	Male	PT XYZ Employee	Management Development (MD) Officer PT XYZ Balikpapan Site	5-10 Years
4	RJ	Male	PT XYZ Employee	Department Head of Component Exchange	20 Years
5	GL	Male	PT XYZ Employee	Corporate Value Chain & Strategic Initiatives Officer	5-10 Years

#### Job Description:

##### 1. Scrum Master at PT XYZ Balikpapan Site

- Facilitate all Scrum ceremonies (Daily Stand-ups, Sprint Planning, Reviews, and Retrospectives).
- Guide the development team on how to apply Agile/Scrum practices effectively and iteratively.

- Remove impediments and support problem resolution to enhance team velocity and morale.
- Coordinate with the Product Owner and stakeholders to maintain a healthy and prioritized product backlog.
- Coach and mentor team members to build strong cross-functional Agile capabilities.
- Ensure timely data updates and daily review alignment across departments (e.g., Disassembly, Assembly).
- Foster a culture of accountability, speed, and responsiveness in a dynamic manufacturing/remanufacturing environment.

## 2. Management Development (MD) Officer PT XYZ Balikpapan Site

- Design and implement training programs to improve employee KSA (Knowledge, Skills, Attitude).
- Evaluate individual and team development needs and propose continuous learning solutions.
- Collaborate with Department Heads and Scrum Masters to align team development with project needs.
- Support Agile transformations by embedding agile principles and change management frameworks.
- Analyze performance data to identify trends and improvement areas in human capital effectiveness.

- Act as a bridge between HR, operational teams, and strategic initiatives to foster employee engagement and adaptability

### 3. Department Head of Component Exchange

- Lead the Comex department's strategic planning and operational execution.
- Ensure all activities operate with optimal thresholds based on demand forecasting.
- Coordinate with scrum masters, planners, and cross-functional leads to align workflows and sprint goals.
- Analyze KPIs related to throughput, quality, downtime, and remanufacturing output.
- Represent the department in steering committees and provide performance updates to top management.
- Ensure compliance with safety, quality, and environmental standards.

### 4. Corporate Value Chain & Strategic Initiatives Officer

- Facilitate and monitor the rollout of strategic programs (e.g., Scrum adoption, Lean initiatives, digitalization) across all PT XYZ sites
- Act as a central liaison between Head Office and site-level operations to ensure alignment in KPIs, strategic goals, and continuous improvement projects.

- Analyze value chain performance across business units (asset management, etc.) and identify areas for optimization.
- Provide strategic guidance and tools to help site teams enhance speed, flexibility, and competitive advantage in project delivery.
- Organize and lead coordination forums (e.g., Scrum Steering Committees, Best Practice Workshops) across sites to share learnings and harmonize implementation.
- Develop corporate-level dashboards and reporting systems for monitoring program impact and operational efficiency.