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Enhancing Operational Efficiency through Business Process Improvement: An Internship at SBU-CM PT KPdP

Iim Irmawati¹

¹ State Administration Program, Pamulang University

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CORRESPONDING AUTHOR

*E-mail: Iw28004@gmail.com

ABSTRACT

The increasing complexity of industrial operations requires organizations to continuously improve internal business processes to maintain operational excellence and organizational competitiveness. During the internship at the Strategic Business Unit–Central Maintenance (SBU-CM) of PT KPDP, several challenges were identified in the coordination of operational activities, particularly involving the Commercial, Procurement, and Human Resources (HR) divisions. These challenges affected workflow integration, administrative efficiency, and the timeliness of operational support. This study aims to examine how business process improvement contributes to enhancing operational efficiency within the organization. A qualitative descriptive approach was employed through participatory observation, direct involvement in daily operational activities, interviews, and documentation review conducted over a 30-day internship period. The findings indicate that streamlining business processes, improving cross-functional coordination, and clarifying work procedures contribute significantly to reducing administrative delays, improving communication among divisions, and supporting more effective operational performance. The internship also demonstrates the importance of continuous process evaluation in strengthening organizational effectiveness and ensuring that maintenance and supporting activities are carried out in a timely and coordinated manner. These findings highlight the value of business process improvement as a practical approach to achieving sustainable operational efficiency in industrial organizations.

1. INTRODUCTION

In today's highly competitive industrial environment, organizations are required to continuously improve their operational performance to remain competitive and sustainable. Operational efficiency has become one of the key factors influencing organizational success, as it enables companies to optimize resource utilization, reduce unnecessary activities, and deliver services more effectively. (Heizer & Render, 2022)

Achieving operational efficiency requires not only technological advancement but also well-structured business processes that support coordination across organizational units. It is commonly acknowledged that improving business processes is a successful strategy for raising organizational performance. Organizations can find inefficiencies, cut out unnecessary processes, and enhance departmental collaboration by examining and improving current workflows. Additionally, efficient business process management guarantees that organizational goals are met more

quickly, improves coordination, and facilitates quicker decision-making. As a result, companies that regularly assess and enhance their business procedures are better equipped to handle operational difficulties and shifting customer needs. (Siagian, 2020)

Through its Strategic Business Unit–Central Maintenance (SBU-CM), PT KPDP contributes significantly to operational and maintenance services. Coordinating several operational tasks including the Commercial, Procurement, and Human Resources (HR) divisions is the unit's responsibility. Effective collaboration and linked workflows are crucial to ensuring the seamless execution of operational tasks since these functions are highly intertwined. However, observations made throughout the internship showed that a number of business procedures still needed to be improved in order to improve administrative efficiency and coordination. (Dwiyanto, 2021)

During the internship, a number of operational issues were discovered, such as inconsistent workload distribution, overlapping administrative procedures, and communication gaps across divisions. These circumstances may impede the

completion of tasks, decrease the effectiveness of processes, and have an impact on the performance of the entire company. Even if these difficulties did not substantially interfere with day-to-day operations, they do point to chances for ongoing development through improved cross-functional collaboration and business process management. The internship gave me the chance to see organizational procedures firsthand and take part in operational tasks pertaining to human resource assistance, contract administration, and procurement procedures (Robbins & Judge, 2021).

The identification of current workflow patterns and the assessment of chances to increase operational effectiveness through business process improvement were made possible by this hands-on experience. Thus, the purpose of this research is to examine how SBU-CM PT KPDP's operational efficiency might be improved through business process improvement. It is anticipated that the results will offer useful information for enhancing workflow integration, bolstering interdepartmental cooperation, and promoting ongoing organizational development. Additionally, this internship experience shows how operational issues in a professional industrial setting can be addressed by applying academic knowledge in organizational management and public administration. (Hasibuan & Al Buqhuri, 2025)

2. MATERIALS AND METHODS

In order to investigate business process improvement procedures at PT KPDP's Strategic Business Unit–Central Maintenance (SBU-CM), this internship used a qualitative descriptive technique. Over the course of a 30-day internship, the intern actively participated in day-to-day operations and observed current business procedures as part of the study. Because it allows for a thorough understanding of the organizational practices, coordination systems, and operational variables that affect operational efficiency, the qualitative method was chosen..

2.1 Program Approach

The internship program was implemented in four stage:

- a. Problem Identification:** Conducted through direct observation and discussions with employees to identify challenges in business processes, workflow integration, and operational coordination..
- b. Program Planning:** Conducted through direct observation and discussions with employees to identify challenges in business processes, workflow integration, and operational coordination..
- c. Program Implementation:** The intern participated in operational activities within the Commercial, Procurement, and Human Resources (HR) divisions while observing and supporting business process improvement initiatives
- d. Monitoring and Evaluation:** Evaluation was conducted through field observations, discussions with supervisors, and analysis of operational practices based on business process management concepts..
- e. Follow-Up:** Recommendations were proposed to improve workflow integration, strengthen interdepartmental coordination, and enhance operational efficiency at SBU-CM PT KPDP and capacity building.

2.2 Location, Time, and Partner

This The internship was conducted at the Strategic Business Unit–Central Maintenance (SBU-CM) of PT Krakatau Perawatan dan Perbengkelan (PT KPDP), located at Jl. Australia II, Kav. M.2, Kawasan Industri Krakatau, Kelurahan Warnasari, Kecamatan Citangkil, Kota Cilegon, Banten 42443. SBU-CM is one of the company's strategic business units responsible for providing maintenance services, equipment maintenance, and industrial asset management to ensure the reliability and continuity of operational activities for both the company and its clients. The internship was carried out over a period of 30 working days following the company's regular working hours. The internship focused on three main functional divisions within SBU-CM: the Commercial, Procurement, and Human Resources (HR) departments. During the internship, the activities involved observing and participating in contract administration,

procurement of goods and services, and human resource management processes. These functions play an essential role in supporting business process improvement, strengthening cross-functional coordination, and enhancing operational efficiency within SBU-CM, in line with the objectives of this internship. This subsection should explain where and when the program was conducted and who the partner or target community was..

2.3 Program Stages

The internship program was implemented in four stage:

- a. Problem Identification:** Conducted through direct observation and discussions with employees to identify challenges in business processes, workflow integration, and operational coordination..
- b. Program Planning:** Conducted through direct observation and discussions with employees to identify challenges in business processes, workflow integration, and operational coordination..
- c. Program Implementation:** The intern participated in operational activities within the Commercial, Procurement, and Human Resources (HR) divisions while observing and supporting business process improvement initiatives
- d. Monitoring and Evaluation:** Evaluation was conducted through field observations, discussions with supervisors, and analysis of operational practices based on business process management concepts..
- e. Follow-Up:** Recommendations were proposed to improve workflow integration, strengthen interdepartmental coordination, and enhance operational efficiency at SBU-CM PT KPDP and capacity building.

a. Problem Identification

1. The business workflow within PT KPDP's Central Maintenance division is not yet functioning optimally; consequently, there are still work processes that are time-consuming and inefficient to execute.
2. Coordination and integration across departments regarding operational activities remain suboptimal, potentially hindering the smooth flow of information and the completion of tasks.
3. A restructuring of the business workflow is required to enhance operational efficiency, ensuring that work processes become more structured and effective while supporting the company's smooth operations.

2.4 Techniques of Program Implementation

The internship program was implemented through participatory observation and direct involvement in daily operational activities at SBU-CM PT KPDP. The implementation included observing business processes, assisting administrative tasks in the Commercial, Procurement, and Human Resources (HR) divisions, participating in discussions with supervisors and employees, and reviewing operational documents to identify opportunities for business process improvement.

2.5 Data Collection and Evaluation Instruments

Data collection during the internship was supported by several instruments to obtain comprehensive information regarding business process implementation at SBU-CM PT KPDP. Direct observation was used to examine operational activities, workflow implementation, and coordination among the Commercial, Procurement, and Human Resources (HR) divisions. Semi-structured interview guidelines were utilized to gather insights from supervisors and employees concerning work procedures, operational challenges, and coordination practices. In addition, a daily internship logbook was maintained to document activities, assigned tasks, and observations throughout the internship period. Supporting data were also obtained from company documents, including Standard Operating Procedures (SOPs), organizational structure, administrative records, procurement documents, and other operational reports. The collected data were evaluated by comparing field findings with business process management concepts to identify opportunities for improving operational efficiency.

2.6 Data Analysis

The collected data were analyzed using a qualitative descriptive approach to provide an in-depth understanding of the business processes implemented at SBU-CM PT KPDP. The analysis began by organizing and classifying data obtained from observations, interviews, and company documents, followed by interpreting the information to identify operational issues and workflow patterns.

The findings were then examined to determine the factors influencing coordination among the Commercial, Procurement, and Human Resources (HR) divisions, as well as the effectiveness of existing business processes. Finally, the results were interpreted using the concepts of Business Process Management (BPM), the Planning, Organizing, Actuating, and Controlling (POAC) management functions, and organizational effectiveness to formulate recommendations for improving operational efficiency through business process improvement.

2.7 Indicators of Program Success

The success of the internship program was assessed based on several indicators aligned with its objectives. These indicators included: (1) the intern's understanding of business processes and operational coordination within the Commercial, Procurement, and Human Resources (HR) divisions of SBU-CM; (2) the ability to perform administrative and operational tasks in accordance with company procedures; (3) active participation and consistency in supporting daily operational activities throughout the internship period; (4) the capability to identify business process inefficiencies and propose practical recommendations for workflow improvement; (5) positive evaluations from field supervisors regarding the intern's performance, responsibility, and contribution; and (6) the completion of an internship report that provides systematic analysis and relevant recommendations for enhancing operational efficiency at SBU-CM PT KPDP.

3. RESULT AND DISCUSSION

3.1 Organizational Profile of PT KPdP SBU-CM

The Strategic Business Unit–Central Maintenance (SBU-CM), formerly known as the Central Maintenance Division, is one of the strategic business units operating under the Directorate of Infrastructure & Business Support of PT Krakatau Steel (Persero) Tbk. The unit is responsible for providing centralized maintenance services to support the operational continuity of various industrial sectors. Equipped with modern workshop facilities and supported by skilled professionals, SBU-CM is committed to delivering reliable maintenance, repair, and technical support services.

In September 2023, the Central Maintenance Division was officially integrated into PT Krakatau Perawatan dan Perbengkelan (PT KPDP) as part of PT Krakatau Steel's business transformation initiative aimed at improving efficiency, strengthening organizational synergy, and expanding integrated engineering services. Following this integration, the unit was re-established as the Strategic Business Unit–Central Maintenance (SBU-CM), providing engineering services, technical support, maintenance, and project management solutions. As a strategic business unit, SBU-CM plays an essential role in ensuring effective and efficient operational processes. Strong coordination among the Commercial, Procurement, Human Resources (HR), and other operational divisions is necessary to support seamless business operations. Therefore, continuous business process improvement and workflow optimization are implemented to enhance service quality, improve operational efficiency, and meet customer expectations. In addition to serving companies within the Krakatau Steel Group, SBU-CM also provides engineering and maintenance services to external clients across Cilegon and other regions in Indonesia.

3.2 Business Process Implementation at SBU-CM PT KPDP

The internship program at the Strategic Business Unit–Central Maintenance (SBU-CM) of PT Krakatau Perawatan dan

Perbengkelan (PT KPDP) provided an opportunity to gain practical experience in understanding business processes, administrative procedures, and organizational coordination within an industrial environment. Through direct participation, field observations, and document reviews conducted over a 30-day internship period, the intern was able to examine how different departments collaborate to support maintenance operations and engineering services. The observations revealed that operational activities at SBU-CM rely on close coordination among the Commercial, Procurement, and Human Resources (HR) divisions. The Commercial division is responsible for managing customer requirements and coordinating project administration, Procurement ensures the availability of materials and services needed for operations, while the HR division supports workforce planning and administrative functions. Although established procedures have been implemented, several operational challenges were identified, including communication delays, multiple administrative stages, and coordination gaps that may affect the efficiency of work processes.

Based on the analysis, improving business processes is essential to enhance operational efficiency within SBU-CM. Strengthening communication among divisions, streamlining administrative procedures, improving workflow integration, and clearly defining responsibilities can help optimize operational performance. These improvements are expected to support faster decision-making, more efficient work execution, and higher-quality maintenance services provided by PT KPDP.

Table 1. Perational Efficiency through Business Process Improvement: An Internship at SBU-CM PT KPdP

Stage	Before Program	After Program
Commercial Process	Managing customer requests, contract administration, and work planning (Commercial Division)	Commercial Division
Procurement Process	Processing procurement requests and ensuring the availability of materials and services (Procurement Division)	Procurement Division
Human Resources Administration	Managing employee attendance records, overtime administration, and workforce documentation (Human Resources (HR) Division)	Human Resources Division
Business Process Evaluation	Reviewing workflows and identifying opportunities for business process improvement SBU-CM	All division
Coordination and Monitoring	Monitoring work progress and coordinating among related division	Commercial, Procurement, HR, and Operational Divisions

3.3 Achievements of the Internship Program

The internship at the Strategic Business Unit–Central Maintenance (SBU-CM) of PT Krakatau Perawatan dan Perbengkelan (PT KPDP) provided valuable learning experiences by allowing the intern to participate directly in the company's daily operational activities. Through involvement in the Commercial, Procurement, and Human Resources (HR) divisions, the intern developed a broader understanding of how

business processes are managed to support operational efficiency. During the internship, the intern gained practical knowledge of the coordination required among different divisions to ensure that operational activities run effectively. The Commercial Division manages customer requirements and administrative processes, the Procurement Division supports the availability of materials and services, while the HR Division is responsible for workforce administration, including attendance and overtime management. This experience demonstrated that efficient business processes rely on effective communication and collaboration across departments.

The internship also enhanced the intern's technical and administrative skills. Various responsibilities, such as processing attendance and overtime records, organizing company documents, maintaining administrative data, and assisting in operational reporting, improved the intern's accuracy, organizational ability, and understanding of workplace procedures. In addition, the use of digital administrative systems strengthened the intern's ability to manage data efficiently. Beyond technical competencies, the internship contributed to the development of professional attitudes, including discipline, responsibility, adaptability, teamwork, and effective communication. Working in an industrial environment enabled the intern to understand professional standards and the importance of maintaining accuracy, confidentiality, and accountability in supporting business operations. Overall, the internship successfully connected academic knowledge with practical experience, particularly in the application of business process improvement to enhance operational efficiency at SBU-CM PT KPDP.

3.4 Analysis of Business Process Improvement Based on POAC and Business Process Management

The implementation of business process improvement at SBU-CM PT KPDP can be analyzed using the *Planning, Organizing, Actuating, and Controlling (POAC)* management framework together with the principles of *Business Process Management (BPM)*. These concepts help explain how coordination among the Commercial, Procurement, and Human Resources (HR) divisions contributes to achieving greater operational efficiency. From the planning perspective, each operational activity begins with identifying customer requirements, determining the scope of work, and preparing the necessary resources. This stage requires effective communication among related divisions to ensure that project needs, materials, and workforce availability are properly planned before implementation. The organizing function is reflected in the clear distribution of responsibilities across departments. The Commercial Division manages customer communication and contract administration, the Procurement Division is responsible for acquiring materials and supporting services, while the HR Division manages workforce administration, including attendance records and overtime arrangements. This division of responsibilities allows each unit to perform its duties while supporting the overall operational process. During the actuating stage, collaboration among departments becomes essential for ensuring that work activities are carried out according to schedule and operational objectives. Continuous coordination enables information to flow efficiently and helps minimize delays that may affect project execution.

The controlling function is implemented through routine monitoring of operational activities, administrative verification, and performance evaluation. These control mechanisms allow management to identify operational issues, monitor workflow effectiveness, and determine areas requiring improvement.

From the perspective of Business Process Management, continuous evaluation of existing workflows is necessary to eliminate unnecessary administrative steps, improve interdepartmental coordination, and strengthen communication. These improvements support faster decision-making, better resource utilization, and more efficient operational performance.

Therefore, integrating POAC principles with business process improvement provides an effective approach to enhancing operational efficiency at SBU-CM PT KPDP.

3.5 Challenges and Constraints

During the internship, several challenges related to business process implementation were identified at SBU-CM PT KPDP. One of the main issues was the coordination among the Commercial, Procurement, and Human Resources (HR) divisions. Although each division performed its responsibilities according to established procedures, the exchange of information was not always timely, which occasionally affected the continuity of operational activities. Another challenge involved administrative processes that required multiple verification and approval stages. While these procedures are necessary to ensure accountability and compliance with company standards, they may increase the time required to complete operational tasks, particularly when projects require immediate action. The internship also revealed that some administrative activities were still supported by partially manual processes, including attendance management, overtime administration, and document handling. This condition may reduce the efficiency of information management and increase the possibility of administrative inconsistencies.

These findings indicate that continuous business process improvement remains necessary to support better operational performance. Strengthening communication among divisions, simplifying administrative workflows where appropriate, and optimizing the use of integrated digital systems can help improve coordination, reduce processing time, and enhance overall operational efficiency at SBU-CM PT KPDP.

4. CONCLUSION

The internship conducted at the Strategic Business Unit–Central Maintenance (SBU-CM) of PT Krakatau Perawatan dan Perbengkelan (PT KPDP) provided comprehensive practical experience in understanding the application of business processes within an industrial organization. Through active involvement in the Commercial, Procurement, and Human Resources (HR) divisions, the internship demonstrated how interdepartmental coordination plays a crucial role in ensuring the continuity and efficiency of operational activities. The results of the internship indicate that business process improvement is an important factor in enhancing operational performance. Well-structured workflows contribute to better coordination among departments, faster information flow, and improved accuracy in administrative processes. In practice, the integration of business processes across divisions helps minimize operational delays and supports more effective decision-making in daily activities.

However, the internship also identified several operational challenges that may affect efficiency. These include communication gaps between departments, administrative procedures that require multiple stages of approval, and partial reliance on manual systems for data processing and documentation. These conditions may lead to longer processing times and reduce overall workflow efficiency if not addressed properly. To improve operational effectiveness, SBU-CM is encouraged to continuously strengthen coordination mechanisms among the Commercial, Procurement, and HR divisions. In addition, simplifying administrative procedures without compromising control functions can help reduce unnecessary delays. The optimization of digital systems and data integration is also essential to ensure faster, more accurate, and more transparent information exchange across departments.

Furthermore, continuous evaluation of business processes should be implemented as part of organizational improvement efforts. This includes regular monitoring of workflow performance, identification of bottlenecks, and development of standardized procedures to support consistency in operations. Such initiatives are expected to enhance responsiveness and improve overall

service quality within the organization. Overall, the internship successfully connected academic theories with real industrial practices, particularly in the context of business process management and operational efficiency. This experience not only improved the intern's technical and analytical skills but also provided a deeper understanding of how effective coordination and structured workflows contribute to achieving organizational objectives at SBU-CM PT KPDP.

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