

# Organizational Development at Human Resources Department of Export-oriented Semiconductor Manufacturing Company

Wanda Abubakar<sup>1</sup> and Yudo Anggoro<sup>2</sup>

<sup>1</sup>Human Resource Department, PT. Infineon Technologies Batam, Indonesia

<sup>2</sup>School of Business and Management, Institut Teknologi Bandung, Indonesia

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**Abstract:** 2020 was a challenging business year. Pandemic was unprecedented situations required speedy and well-thought actions in managing business with upholding health and safety of the employees as company's utmost priority. The Human Resources (HR) Department plays critical role to sustain employees' safety and health as well as their motivation. Despite many achievements, to stay relevant in the future, HR must continuously evolve. This paper will firstly identify categories of high-performing HR organization which enable organization to achieve sustainable performance. In addition, this paper will also propose and select best-fit solutions from identified organizational alternatives. The author elaborates conceptual framework of 5-Star model from Jay Galbraith as reference in Organizational Development (OD) initiatives. The author combines the framework with the 7-steps approach to systematically develop the framework. The author initiates OD with business analysis conducted during the departmental review. The result of workshop is presented in the SWOT analysis format. To confirm the SWOT, author conducts quantitative and qualitative survey to internal and external organizational stakeholders. Once the focus category is clarified, the organization alternatives are developed and selected. Lastly, after confirming the best-fit solution, work-packages on how to improve each category are developed and prioritized as executable actions.

## 1 INTRODUCTION

The semiconductor manufacturing company in Batam Island produces outputs with export-oriented market. The operation is subjected to global supply and demand curves. When world economy slow-down due to trade-war between USA and China followed by COVID-19 pandemic in the late 2019 to 2020, the company experienced significant contraction which hindering its further growth. Challenges were multiplied when prolonged pandemic created new-ways of doing things, then followed by emergence of regulatory restrictions which impacted everyone personally and professionally. However, things were rapidly changing in 2021 as endorsed by Semiconductor Industry Association (SIA) on World Semiconductor Trade Statistics (WSTS) in Spring 2021 global semiconductor sales forecast, which projects the industry's worldwide sales will be \$527.2 billion in 2021, a 19.7% increase from the 2020 sales total of \$440.4 billion (Dan, R., 2021).

It is important to note that high performing companies are putting their people first as the key success factors to strive in the business competition. While the business leaders are working feverishly to manage companies' profitability, however, pandemic situation creates critical needs for leaders to invest in protection of their employees as prerequisite of organization's long-term survival (Gabsa, R., & Rastogi, S., 2020). It is also found that an organization whose mission combines revenue growth with the need to respect and support its environment and stakeholder network including its employees will be successful (Deloitte, 2020).

Therefore, Human Resource (HR) organization played pivotal role in the company during such challenging and unprecedented period. The tasks include enabling company to adapt with situations through proactively policies review on safe workplace and ensuring both operations and employees' services platforms updated to meet latest requirements. The platform adjustment was expected to contribute to company's performance and

operational sustainability by fostering more flexible and agile workforce during and post-pandemic period. The digitalization was also introduced in many areas including performance management and learning. These were clear example of achievements of HR Department in this tough period.

Despite many achievements, there were still business expectations unable to fulfil by HR organization. Reflection was made on those gaps revealed 3 (three) main area of concerns from the business leaders which were mainly deduced from the following areas: availability of right-fit product needed by business, effective & efficient functions and transparent processes & structures. All those dimensions are typical topics to be addressed in Organizational Development.

With strong mandate to sustain and enable employees for company's further growth, HR Department in the semiconductor manufacturing company in Batam, has critical role to shape the future of the company. The Organizational Development at HR Department will ensure sustainable performing organization in both present and future especially when business is ramping up.

This paper has 2 (two) objectives. Firstly, it aims to analyse which category of organizational model need further intervention to make HR Department as high-performing organization. This analysis is important so that the author could make further refinement in the existing setup to achieve sustainable performing organization. Secondly, the paper aims to identify best possible organizational alternatives for HR Department to continuously deliver results.

## 2 THEORETICAL FRAMEWORKS

Organization Development (OD) approaches developed continuously with many theories behind contributed to this field since 1950s when Kurt Lewin came with the ideas of group dynamics and action research which underpin the basic of OD process. Several theories have been identified to explain the basis on which the OD was developed. These theories have been presented in three major categories: the individual approach, T-group approach and the total system approach (Gallos, 2006). In principle, OD involves ongoing, systematic process of implementing effective organizational change. In other word, the changes through OD are properly planned, incremental and participative where

outcomes are focused on the improved effectiveness of the organization.

Organizational Development's focus is within the workplace where primary implementation of humanistic ideals at work emphasizing values including personal development, interpersonal competency, participation, commitment, satisfaction, and work democracy (Austin & Bartunek, 2003). The improvement is designed based on action research, long-term focus and emphasis on changing the attitudes and behaviour of the people. In OD, change should benefit not just only the organization but the people who are in the organization. It is clear that OD is aligning organization with its business objectives striving to improve overall organizational effectiveness.

Star model is adopted in this paper as methodological basis for conducting standardized OD initiative in the company. The model which is referred as structured mental model on key dimensions of OD, interlinked all elements in organizational building blocks and form a star-like formation. Originally developed in the 1960s, the "Star Model" from Galbraith has been regularly updated with latest findings from academic research and lessons learned from practical use at various organizations.

Star model includes five categories, each representing one point of the star: strategy, structure, people, rewards, and processes. Culture is not included amongst the factors of the Star Model since the managers usually are not in direct control to the culture. However, managers could change culture through the other categories (Galbraith, 2014). In Galbraith's model, strategy refers to the mission or overall goals of the organization, while structure pertains to placement of people, authority and functions within the organization. Processes address the way in which information flows across the organization and the formal and informal means of decision-making and interaction. Rewards or incentives deal with reward structures, and people include the policies and cultural aspects of the organization that stimulates the way in which people within the organization perform. Galbraith asserted that depending on the specific goals of an organization, the five points of the star could be manipulated to minimize the shortcomings and maximize the strengths of any one organizational design.

The Galbraith's Star Model was adopted as methodological basis for OD in the company with addition on culture category. The company believes

that the Culture forms the centre of the supporting building categories. The culture concerns on the common values and behaviour acceptable to the organization for example the quality mindset, compliance or agile culture. As such, OD framework in the company offers both “hard” and “soft” categories of an organization. As depicted in the following Figure 1, Organizational Development requires a strategy which is already defined and needs to be deployed in the organization.

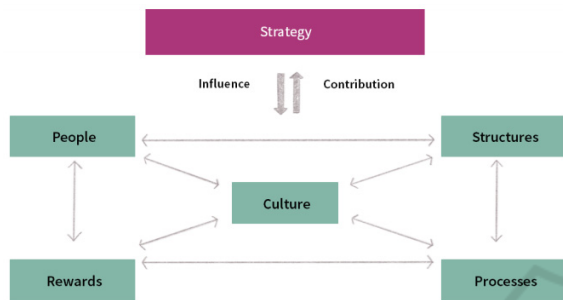


Figure 1: Company’s adaptation to Star Model with their Interdependencies

### 3 METHOD

In order for OD initiatives are properly executed, structured approach would be adopted. The Figure 2 describes 7-steps process which give guidance along the full OD initiatives’ lifecycle. The strategy to be deployed should be defined and clarified. Next, the specific context and situation (“As-is”) including certain boundary conditions need to be recognized thoroughly. Using an analogy of designing a house, the first step is to decide what the purpose of the house is (e.g. to have single or multi-storey house, how much is the budget, will there be any specific requirement such as earth-quake resistance etc.); then the architect can design and the builders and carpenters can deliver it which fit to the specific purpose. Therefore, iterative refinement between defining objective and understanding “As-Is” analysis are important steps. Once finalized, design criteria will be selected as in step 3. It is important to note that each organizational design includes certain trade-offs which need to be considered and decided during designing criteria phase.



Figure 2: 7-steps approaches in OD

Step 4 and 5 are developing and detailing future organization concept based on the elements of the “Star Model”. In the step 6 explains details required to implement the future organization including sizing estimating how many staffs and particular competencies required (sizing) and recruiting activities (filling) to close potential gaps and reconfigure the essential elements accordingly. Long term implementation of future organization concept in a sustainable way is at the core of Organizational Development and would be achieved after completion of step 7. In the company, change management as well as project management are essential throughout the whole OD process.

### 3.1 SWOT Analysis

The author conducted departmental review through virtual workshop in October 2020 involving all HR leaders to review organizational performances, contributions and areas for improvement. The team assessed internal and external challenges compared to today baseline. Through author’s facilitation and dialogues, the team summarized factors of Strengths, Weaknesses, Opportunities and Threats as described in Figure 3.

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Adaptability during pandemic</li> <li>• People focus approach.</li> <li>• Cost consciousness</li> <li>• Increasing compliance culture</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Capturing all strategies into HR actions</li> <li>• Right fit of HR products</li> <li>• Cover relevant and future core topics</li> <li>• Efficient and effective resource management</li> <li>• Clear Governance</li> <li>• Clear roles and responsibilities</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Strong HR functional support.</li> <li>• Further streamline &amp; digitalize processes.</li> <li>• Sustenance of HR Connect solutions.</li> <li>• HR branding and recognitions.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Fragile Union-HR relationship.</li> <li>• Revision of Labor Law.</li> <li>• Dynamic economy situations: abrupt contractions and recovery.</li> <li>• Leaders capability to handle people-topics</li> </ul>

Figure 3: SWOT matrix of HR Department

### 3.2 Organizational Design Criteria

Alignment on what are the required criteria to shape future of HR Department organizational set-up was made. In principle, design criteria are established based on contribution to the strategy-driven change needs. Design criteria are statements that simplify the process on how the target model will be shaped and provide sufficient clarity to shape the design. However, they are not an attempt to articulate the solution. These represent the principles applied when considering design decisions where once choice has been made there is no possibility of resorting to any other option.

The identified criteria were derived from SWOT analysis mainly from “Weaknesses” quadrant of the SWOT. The “Strengths” were purposely not included as team assessed that “Strengths” are inherent value of the organization now. The criteria are then group into three OD pillars.

Table 1: Design criteria of future organization.

Design criteria	OD Pillars
We capture all strategies into HR actions	Customer centric & business need driven (Right fit products)
We have the right fit of HR products	Effective and efficient HR functions (fast and agile)
We cover relevant and future core topics	Simple clear and transparent processes and structures
We aim for HR Excellence including efficient and effective resource management	
We have clear HR Governance	
We have clear roles and responsibilities	

### 3.3 Assessment to Design Criteria

In February 2021, in order to gauge perception of HR Department members and company’s business leaders towards HR organizations, to obtain pulse check for any HR initiatives and to identify areas of improvements linked to Organization Development initiatives, a survey was conducted.

In this survey, the author used quantitative and qualitative methodologies to assess condition of future organizational Design Criteria and define the basis of Organizational Development efforts in Department. The quantitative method questionnaires to both internal and external respondents consisted of 24 multiple-answer statements with 5 rating-scales: “Strongly disagree”, “Disagree”, “Neutral”, “Agree”, “Strongly agree”. Those statements were derived from OD pillars of Design criteria.

The survey’s target groups were external (represented by Head of Departments with total 14 respondents) and internal (all HR employees with also 14 respondents) stakeholders with target minimum 70% participation rate from each party. The survey was conducted between 21st to 25th February 2021. Participation rate for both internal and external stakeholders were 90% and 72% respectively, hence, the author concluded the survey results were valid.

The quantitative method’s rating utilized share of positive evaluations in percentage to determine level of acceptance from respondents. The survey was only accepting respondents’ selection “Agree” and “Strongly-agree” when respondents were evaluating certain statement. For example, if 8 out of 10 respondents checked the selection “Agree” or “Strongly-agree”, the ratio of positive evaluations is 80%. This is to ensure the feedbacks received is free of inherent noises generated from “neutral” answers. The list of statements asked to all target participants are listed in the following Table.

Table 2: List of indexed statements during HR Survey.

OD Pillars	Survey statements
Customer centric and business need driven	1.1 HR knows the business strategy of company and our respective department.
	1.2 HR translates the business strategy of company and our department into HR topics.
	1.3 HR actively addresses megatrends (e.g. demography or digitalization).
	1.4 HR is an appreciated advisor in people related decisions (e.g. key talents, problematic employees).
	1.5 HR provides alternative viewpoints.
	1.6 HR provides user-friendly HR IT solutions (e.g. STEPS, ATS, Career Projections, eLeave, DHS, eKiosks, LinkedIn Learning, PAF etc).
	1.7 HR actively shapes the company culture.
	1.8 HR is a trusted partner / HR is perceived as a trusted partner.
Effective and efficient IFBT HR function	2.1 HR processing times are reasonable compared to the complexity of the issues.
	2.2 HR has enough time for all customer requests.
	2.3 HR continuously improves its services.
	2.4 HR adapts quickly to changed requirements.
	2.5 HR is competent in its respective area of responsibility.
	2.6 The quality of HR support is high.
	2.7 HR plans its resources effectively.
Simple, clear, and transparent processes and structures	3.1 The different HR functions (e.g. BP, POE, TAS, CB, ER) are well aligned.
	3.2 HR has a fast decision-making.
	3.3 Employees know whom to contact within HR depending on their issue.
	3.4 The organizational structure of HR is clear and understandable.
	3.5 HR acts globally consistent.
	3.6 HR has a transparent decision-making process.
	3.7 HR has well defined roles and responsibilities .
	3.8 HR follows clear policies and processes.
Overall	Overall I am satisfied with the HR services and support / Overall I believe HR provides satisfying services and support*

In addition, through qualitative method, 3 open-ended questions to both internal and external respondents on what HR Department should start doing, stop doing and continue doing were asked.

#### 3.3.1 External Assessment

Overall approval rating reflected from overarching statement, “Overall I am satisfied with the HR services and support” was 68% sharing positive evaluation. There was no strong disagreement while about 32% of respondents were giving strong agreement to that statement.

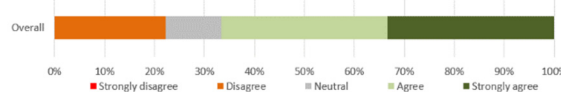


Figure 3: HoD’s over-arching statement.

In general, the overall satisfaction result from the external assessors were positive towards HR organizational performance.

Deeper analysis to HoD’s responses distribution revealed that 3 statements were rated 100% positive evaluation. That means all respondents agreed or strongly agreed that HR organization delivered these statements. Those statements are HR continuously improves its services (2.3), HR has well defined roles and responsibilities (3.7) and HR follows clear



policies and processes (3.8). However, the author captured 3 bottom statements rating which indicated that effort should be focused in that area, namely HR has a fast decision-making (3.2), HR actively addresses megatrends (e.g. demography or digitalization) (1.3) and different HR functions (e.g. BP, POE, TAS, CB, ER) are well aligned (3.1).

When author did a closer look into those low ratings responses, about 40% of respondents of each low-rated statement selected “neutral” answers as their perspective to statements about HR. This uncertain population might have experienced different level of satisfaction on those specific statements from what HR delivered in the past. Thus, one of the topics to be reviewed would be how to have consistency in the organizational performance.



Figure 4: HoD's responses distribution

### 3.3.2 Internal Assessment

The internal group assessment for over-arching statement, “Overall I believe HR provides satisfying services and support” was rated 69%. It is in the same level of external view to overall satisfaction level.

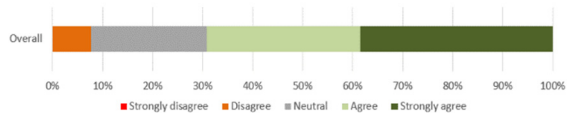


Figure 5: HR members' over-arching statement

HR members' response distribution revealed interesting facts. Firstly, HR members were proud of statements: we translate the business strategy of company into our HR topics (1.2) and we are a trusted

partner (1.8). These 2 statements displayed high confident level that the organization were listening to customers' voices, thus, becoming trusted partner. Secondly, the following statements: We have enough time for all customer requests (2.2), We are competent in its respective area of responsibility (2.5) and the different HR functions (e.g. BP, POE, TAS, CB, ER) are well aligned (3.1) were among the lowest rating statements. Lastly, compared to external respondents, internals were more critical to each statement as there were numbers of disagreement and strong disagreements to certain statements.

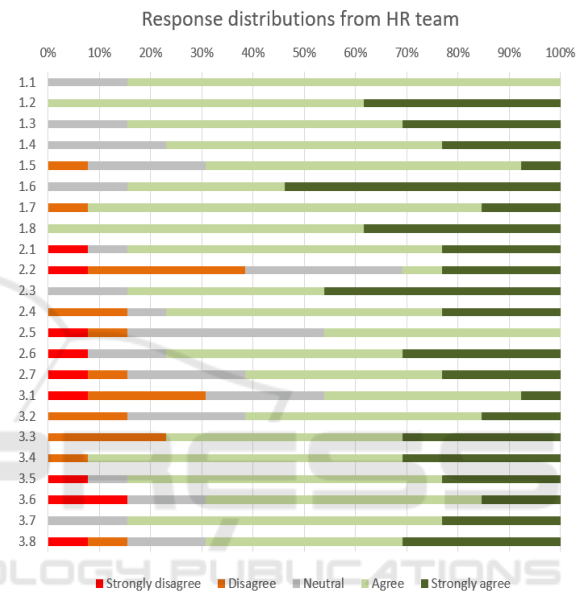


Figure 6: HR members' responses distribution

### 3.3.3 Differential Analysis

In order to make sound decision on which statements need to be focused, differential analysis was conducted. In investment term, the differential analysis is focusing on the future costs and benefits that differ between the alternatives. In this OD context, differential analysis was performed to see what are differing views from both internal and external perspectives. From each dimension, the author derived 3 groups of opinions identified, namely: significant gaps, strongest links and weakest links.

The significant gaps contrasted statements from external and internal perspectives with more than 30% gaps. These gaps might be created due to different understanding and expectations from of statements, expectation on statements. Next, strongest links were identified when both external and internal perspectives agreed the statements with rating more than 80%. Lastly, the weakest link

occurred when both perspectives gave statements rating below 50%.

Using share of positive evaluation, data was plotted into spider-web charts according to respective OD pillars identified in the design criteria. From the first dimension, author identified 3 significant gaps and 2 strongest links. The following statements: HR translates the business strategy of company and our department into HR topics (1.2), HR actively addresses megatrends (e.g. demography or digitalization) (1.3) and HR actively shapes the company culture (1.7) were rated high by HR members, however, rated low with gaps more than 50% by HoDs. In addition, both parties have similar positive views on statements HR provides user-friendly IT solutions (e.g. STEPS, ATS, Career Projections, eLeave, DHS, eKiosks, LinkedIn Learning, PAF etc) (1.6) and HR is a trusted partner (1.8).

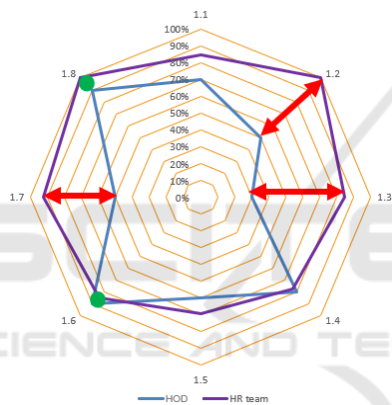


Figure 7: 1st dimension's differential analysis, Customer centric and business need driven.

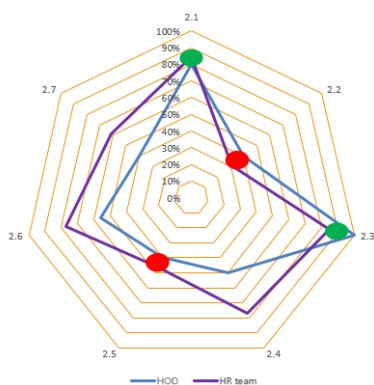


Figure 8: 2nd dimension's differential analysis, Effective and Efficient IFBT HR functions.

From the second dimension, the author deduced 2 strongest links and 2 weakest links. The strongest

links were HR processing times are reasonable compared to the complexity of the issues (2.1) and HR continuously improves its services (2.3). However, the weakest links were HR has enough time for all customer requests (2.2) and HR is competent in its respective area of responsibility (2.5).

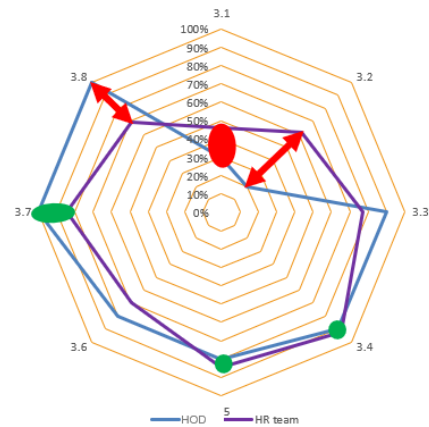


Figure 9: 3rd dimension's differential analysis, Simple, clear and transparent process and structures

From the third dimension, the author deduced 2 significant gaps, 1 weakest link and 3 strength links. The identified gaps were HR has a fast decision-making (3.2) and HR follows clear policies and processes (3.8). The external was more critical on speed of HR team making the decisions and it had perception gap with internal respondents. Most likely, it was due to the impact of speedy decision to the external's own processes. On the contrary, internal was more critical on the clarity of policies and processes compared to the external as most probably the internal was the one who lived with those policies and processes every day. The weakest link identified was different HR functions (e.g. BP, POE, TAS, CB, ER) are well aligned (3.1). This statement was particularly highlighted as lowest in approval rating statement in both internal and external assessment results section. Finally, the strongest links identified were The organizational structure of HR is clear and understandable (3.4), HR acts globally consistent (3.5) and HR has well defined roles and responsibilities (3.7).

### 3.3.4 Commentary Analysis

To complement quantitative analysis made from section 3.3.1 to 3.3.3, the commentaries of respondents were obtained from 3 open-ended questions as qualitative inputs.

The external respondents' commentaries to HR organization were crystalized into 3 areas of concerns

namely: requirement to be more fast and agile in the responses, costumer centric solutions and request to continue clear and transparent processes. On the other hand, the internal respondents' commentaries were mainly on the competency building and improvement collaboration within HR.

### 3.3.5 OD Category for Further Intervention

The author with HR leadership team mapped substance of both quantitative and qualitative analysis into the Star model in order to understand which area of organization would be the main concerns in OD initiatives. The mapping was done and presented in the following figure.

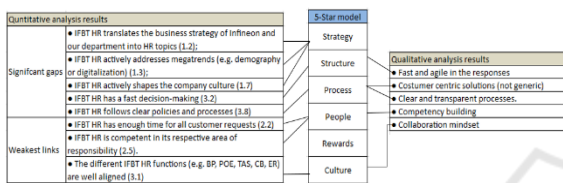


Figure 10: Mapping of analysis results to blocks of Star model for OD initiatives.

Therefore, from Star model perspectives, there were 5 categories contributed as root-causes which hindering Organizational Development i.e. “Strategy”, “Structure”, “Process”, “People” and “Culture”. These categories in HR organization would be further fine-tuned and intervened to enable HR Department to sustainably performing with more dynamics and challenging requirements in the future.

### 3.4 Solution Alternatives

Having concluded the assessment, first action to do was to ensure re-alignment of Strategy. The author discussed the relevance of the Corporate HR Strategy with local management and found it is still acceptable. In addition, local management explicitly demanded deliverables as indicators if HR organization has achieved its desired maturity level. These expectations shall be converted into executable action items during OD implementation.

#### 3.4.1 Define Parameters for Alternatives

To develop new alternatives of organizational setup, the author established distinct options based on categories highlighted during the Survey, namely: “Structure”, “People”, “Process” and “Culture”. Based on discussion and brainstorming within the team, there were parameters identified that could be used as indicators to determine success

implementation of new organization. Index (from -3 to 3) were assigned for each possible scenario from unfavourable, neutral and favourable outcomes.

Table 3: Parameters for Organizational success.

Category	Parameters	Index	Unfavorable	Neutral	Favorable
		-3	0	3	
Structure	Decision speed	Slower	Remain as status quo	Faster	
	Delegation efficiency	Complex	Remain as status quo	Lean	
People	Personnel resources	HC transfer out	Remain as status quo	HC transfer in	
	Filing new position, if any	Tough	Remain as status quo	Easy	
	Learning efficiency	Slow	Normal	Fast	
Process	Process quality	Worst	Remain as status quo	Better	
	Process cost	More expensive	Remain as status quo	Cheaper	
Culture	Resistance	High	Medium	Low	
	One-HR culture	Low	Medium	High	

### 3.4.2 Develop Alternative Solutions

Alternatives solutions are compared to existing organization (status-quo) with its brief characteristics illustrated in the table 4.

Table 4: Characteristics of New organization alternatives.

Alternatives	Characteristics
1	<ul style="list-style-type: none"> <li>Focus on findings in HR Survey with no structural changes.</li> <li>This alternative will only focus to existing strength of local HR resources without too much functional organization supports.</li> <li>Step-by-step competency development which require much time.</li> </ul>
2	<ul style="list-style-type: none"> <li>Apply centralization of all critical services to other organizations. This will enable rapid adoption of uniform processes.</li> <li>Major revamp to existing organization in HR.</li> <li>Some job scopes cannot be centralized and require local expertise e.g. Union handling, business partnering etc.</li> </ul>
3	<ul style="list-style-type: none"> <li>Consider SWOT and improve efficiency of routine jobs.</li> <li>Centralized certain topics in HR Service Center.</li> <li>Empower HR organization for local specific topics.</li> </ul>

Subsequently, the author and HR leadership team continued to do selection of organizational design alternatives which enable it to meet challenging requirements in the upcoming future. The team examined each alternative and arbitrarily assign numbers based on projected favourability levels of each alternatives to any parameters. All results from all parameters from the same categories were made average. The exercise was documented as follow.

Table 5: Favourability impacts of each Organizational alternative.

Parameters	Status quo	Organizational Alternative 1	Organizational Alternative 2	Organizational Alternative 3
Decision speed	0	1	3	2
Delegation efficiency	0	1	2	3
<b>A. Average for "Structure"</b>	<b>0</b>	<b>1.00</b>	<b>2.50</b>	<b>2.50</b>
Personnel resources	0	0	-3	-1
Filing new position (if any)	0	-2	1	0
Learning efficiency	0	-3	1	3
<b>B. Average for "People"</b>	<b>0</b>	<b>-1.67</b>	<b>-0.33</b>	<b>0.67</b>
Process quality	0	1	3	3
Process cost	0	0	-2	-1
<b>C. Average for "Process"</b>	<b>0</b>	<b>0.50</b>	<b>0.50</b>	<b>1.00</b>
Resistance	0	3	-3	0
One-HR culture	0	0	2	2
<b>D. Average for "Culture"</b>	<b>0</b>	<b>1.50</b>	<b>-1.50</b>	<b>1.00</b>

### 3.4.2 Selection of Alternative

Prior selection of most feasible alternative, the author and the team decided on the level of importance of each OD category. The company put emphasize on correct “Structure” and “Process” as most important, followed by “People” and “Culture”. The weightage distribution for “Structure”, “People”, “Process” and “Culture” were assigned 30, 25, 30 and 15 respectively.

Multiplying results of favourability assessment into weightage of each OD category, the author obtained the following selection table.

Table 6: Selection matrix of alternative.

OD block	Structure	People	Process	Culture	Total
Weightage	30	25	30	15	100
Status quo	0	0	0	0	0
Organizational alternative 1	1	-1.67	0.5	1.5	25.75
Organizational alternative 2	30	-41.75	15	22.5	74.25
Organizational alternative 3	2.5	-0.33	0.5	-0.5	136.75
	75	-8.25	15	-7.5	
	2.5	0.67	1	1	
	75	16.75	30	15	

## 4 RESULTS

It is now important for the author and team to link back the new organization with the local management’s expectations. Work-packages were derived in consideration of short and long-term expectations; thus, they are distributed and assigned to 2 Phases accordingly. The Phase 1 has shorter duration of time with concrete deliverables while Phase 2 has longer duration with more intangible aspects. The following table describes the identified work-packages to show-case new organization.

Table 7: Work-packages list.

Phases	Work Packages on Structure Optimization and Process Enhancement [Phase 1]		Work Packages on People Competence & Enabling Culture [Phase 2]	
Category	Structure Optimization	Process Enhancement	People Competence	Enabling Culture
Work-packages	1. Review HR functions with clear RACL job description and how its operate (including meeting structure etc)	2. Talent Pool initiatives 3. Review Talent Management framework 4. Retention schemes 5. Extended Service Center support	6. Build desired competency to sustain working structure	7. Empowered, motivated and self-initiatives team with right-mindset

Upon selection of organizational alternative, the next step would be Detailing of future concept followed by Sizing and Filing. In detailing of future concept, any structural implications for organizational levels, job descriptions, grading, new or changing interfaces will be reflected and defined. In addition, the need for associated processes adaptations, workflows and working relations will

also be considered. Scenario thinking will be drafted to get precise picture of the future concept through constructing the future state as close as possible with all affected aspects and trying to see things from that new perspective.

In sizing and filling, the number of required staffs will be finalized. The number could be either the same, more or less. In addition, filling refers to the actual filling of vacancies / jobs to implement the future organization. Therefore, implication towards workforce planning (quantitative and qualitative) have to be considered as well. For example, requirement to hire new employees or start people development measures to acquire necessary competencies for crucial position.

## 5 CONCLUSIONS

This paper had deliberately explained the organizational development process in HR Department of export-oriented semiconductor manufacturing company and successfully identify categories for further interventions. The first step was crystalizing sustainable performing HR organization as the objective of the organization development (OD) initiative. It was then followed by workshops, discussions and alignment for SWOT analysis.

The selection design criteria were summarized into 3 OD pillars, namely: Costumer centric & business need driven (Right fit products), Effective and efficient HR functions (fast and agile) and Simple clear and transparent processes and structures.

The Star model comes very useful which finally helps the author through strategy re-alignment and found that intervention to “Structure”, “Process”, “People” and “Culture” categories were required. The level of intervention was designed in future concept where all parameters and alternatives were examined carefully. In the last stage before implementation, the organization detailing, followed by sizing and filling were included into the overall process and step five and six accordingly.

The author also identified best option from organizational alternatives to deliver sustainable results. The alternative selected was organization which incorporates certain level of centralization, continues strengthening processes, enhances efficiency and clarity, upgrades employees’ competency through development measures and creates supporting culture. These are the elements of high-performing organization which author and team believe will be able to achieve achievements in both short and long term.



The implementation of the change where step-by-step change management process required is not scope of this paper.

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