

CHAPTER V

CONSLUSION AND SUGGESTION

5.1. Conclusion

Based on the results of the discussion about the research, the conclusions that can be drown are as follow:

The time and motion study proves that it is the most suitable method for this research because every elements in the time and motion study can be applied perfectly to the manual loading process in warehouse of PT. X where in the daily basis the human labor force is still one of the biggest source that operates the activities in the warehouse and there is no standard time on the manual loading process yet.

The expectancy theory shows that the more incentives that will be given to the workers will make the workers motivation to get higher and will work harder. With the use of standard time, a new incentive system can be developed by giving more in amount or values if the workers finished the manual loading process below the standard time and will be given punishment or penalty or even lower amount of incentives. Hence, it will

make the workers to focus more on the works rather than the incentives.

The results from the standard time setting will be applied to eliminate the deviation in the output of the manual loading process in the warehouse of PT. X to improve the accuracy of scheduling in the supply chain.

From the expectancy theory, it can not be denied that the motivation to works is positively related with rewards. In the matter of PT. X one of the causes on the deviated output is in the remuneration system, the idea to design the most suitable rewards for the blue collar workers should be developed by PT. X to eliminate the deviated output by still boosting the motivation of the workers.

5.2. Suggestion

5.2.1. Academic Suggestion

For the next researcher that wants to do a similar research can implement the time and motion study to another area in a company such as in the production department where human power is still used and need to be standardized.

And for the next researcher, a research about the remuneration system that is more detailed in data and source can be done to completely understand the nature of the rewards and working behavior of workers especially in warehouse.

5.2.2. Practical Suggestion

An opening to automation might bring no harm for PT. X, especially in the warehousing activities. The trend in this globalization era is going toward the development and the use of modern warehouse in every business industry, where modern warehouse is supported with very sophisticated equipment that will make the process a lot easier than before. PT. X warehouse is really suitable to adapt to this change since the idea of its warehouse as a direct stage where consumers get the goods from the manufacturer and the JIT (Just In Time) strategy that is well applied is the kind of requirements that a modern warehouse needs excluding the sophisticated technology.

The warehouse of PT. X can also start to study about pick to light strategy, where the idea is to use a light indicator and barcode technology to improve the accuracy of warehouse process. One of the example of pick to light implementation can be done in the order picking process, the loading permit document can be included with barcode that can be scanned in

the loading docks, and the light indicator will be turned on in the designated section where the goods should be taken from, and stops when the quantity ordered is already fulfilled, and the warehouse officer can manually check the goods quantity loaded to be more accurate.

Implementation of automated warehouse has been proven successfully by many MNCs (Multi-National Company) all around the world. The automation should be adopted as an evolution rather a revolution so that PT. X can carefully observe how it will bring changes to both efficiency and effectiveness of warehouse process.

The initial cost of adopting automation can be relatively high, but to see how it will benefit the operational cost and overall cost in the long run. Since the longevity of a company and quality improvement is moving on the same line, it will bring more of advantages than disadvantages to a big company like PT. X.

Also by understanding those propositions in the expectancy theory, the best way to solve the remuneration problem with the blue collar workers behavior in the warehouse of PT. X is to keep the remuneration portion intact because that is one of the best motivational tool for the workers to keep up their performance also the second portion of the remuneration

system have become some kind of “culture” in the workplace and will give a performance shrinkage if this to be completely eliminated. The best solution is to create a slight modification to eliminate the picky behavior, by setting a clear amount of tips that can be given to the workers and to penalize the workers that purposely hold the manual loading process, hopefully with that new remuneration portion every workers will treat any trucks equally and eliminate their picky behavior.

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