

**USULAN PERBAIKAN EFEKTIVITAS KINERJA KARYAWAN
PRODUKSI GENTENG BERDASARKAN *ROOT CAUSE ANALYSIS* DI
PT. UNICON SEJAHTERA MANDIRI YOGYAKARTA**

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INTISARI

Latar Belakang: PT. Unicon Sejahtera Mandiri Yogyakarta, adalah perusahaan manufaktur beton pracetak yang memproduksi genteng. Berdasarkan observasi, produksi tidak mencapai target akibat rendahnya efektivitas kerja karyawan.

Tujuan: Penelitian ini bertujuan untuk memberikan rekomendasi perbaikan pada proses produksi genteng untuk meningkatkan efektivitas kerja karyawan produksi melalui evaluasi menyeluruh terhadap kinerja karyawan produksi menggunakan metode *Overall Labor Effectiveness* (OLE).

Metode Penelitian: Metode yang digunakan adalah kombinasi dari pendekatan kuantitatif dan kualitatif. Pertama, dilakukan pengukuran nilai OLE berdasarkan tiga elemen utama: *Availability*, *Performance*, dan *Quality*. Setelah itu, analisis akar penyebab dilakukan menggunakan *Root Cause Analysis* (RCA) dengan tools *Fishbone* dan *5-Whys Analysis*. Selanjutnya, *Failure Mode and Effect Analysis* (FMEA) digunakan untuk menentukan prioritas permasalahan berdasarkan nilai *Risk Priority Number* (RPN). Terakhir, rekomendasi perbaikan dirumuskan menggunakan metode 5W+1H secara sistematis.

Hasil: Hasil penelitian menunjukkan bahwa *aspek availability* menjadi yang terendah yaitu 71%, yang disebabkan tidak adanya *preventive maintenance* mesin dan perbaikan yang masih bersifat reaktif. *Performance* mencapai 82%, cukup baik namun masih dipengaruhi kelelahan tenaga kerja dan keterbatasan alat bantu. *Quality* relatif tinggi (99,2%) yang menandakan produk cacat rendah. Analisis FMEA menempatkan faktor mesin sebagai prioritas utama dengan RPN 438,75, diikuti material (259,78) dan manusia (175,00).

Kesimpulan: Penelitian ini menunjukkan bahwa rendahnya efektivitas kerja dipengaruhi oleh faktor mesin, material, dan manusia. Perbaikan difokuskan pada penerapan *preventive maintenance*, penyusunan SOP persediaan bahan baku, serta pelatihan operator, yang diharapkan dapat meningkatkan efektivitas kerja, mengurangi *downtime*, dan mendukung pencapaian target produksi.

Kata kunci: *OLE, RCA, FMEA, 5W+1H, Efektivitas Kerja*

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**PROPOSED IMPROVEMENTS TO THE PERFORMANCE
EFFECTIVENESS OF ROOF TILE PRODUCTION EMPLOYEES BASED
ON ROOT CAUSE ANALYSIS AT PT UNICON SEJAHTERA MANDIRI
YOGYAKARTA**

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ABSTRACT

Background: PT. Unicon Sejahtera Mandiri Yogyakarta is a precast concrete manufacturing company producing roof tiles. Based on observations, production targets were not achieved due to the low effectiveness of production workers.

Purpose: This study aims to provide improvement recommendations in the roof tile production process to enhance labor effectiveness through a comprehensive evaluation of production employees' performance using the Overall Labor Effectiveness (OLE) method.

Research Method: A mixed-methods approach was applied. First, OLE was calculated based on Availability, Performance, and Quality indicators. Root Cause Analysis (RCA) was conducted using the Fishbone diagram and 5-Whys analysis to explore causal factors. The Failure Mode and Effect Analysis (FMEA) determined problem prioritization based on the Risk Priority Number (RPN). Finally, improvement proposals were structured using the 5W+1H method.

Results: The results indicate that the Availability aspect recorded the lowest value at 71%, caused by the absence of preventive maintenance and the dominance of reactive repairs. Performance reached 82%, which is relatively good but still affected by worker fatigue and limited supporting equipment. Quality was relatively high at 99.2%, reflecting low defective products. FMEA analysis identified the machine factor as the highest priority with an RPN of 438.75, followed by material (259.78) and human factors (175.00).

Conclusion: the study reveals that the low effectiveness of production labor is mainly influenced by machine, material, and human factors. Improvements should be focused on implementing preventive maintenance, establishing standard operating procedures (SOP) for raw material inventory management, and providing continuous operator training. These measures are expected to enhance labor effectiveness, reduce machine downtime, and support the achievement of the company's production targets.

Keywords: OLE, RCA, FMEA, 5W+1H, Labor Effectiveness

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