

***Analysis of Lean Service Implementation Using the VSM Method
for Process Improvement in Outsourcing Service Provision at
Staffinc Group in South Jakarta***

By Mercy Ivy Gabriella

Abstract

The process of providing outsourced labor at Staffinc Group, especially at the Sourcing stage, is the most crucial point and takes the longest time in the recruitment process. The complexity of client requests and quality candidates makes efficiency at this stage very important to improve. This study aims to analyze and improve the efficiency of the Sourcing process using the Lean Service approach with the Value Stream Mapping (VSM) method. The study was conducted with a qualitative approach through case studies. The research objects included seven sources consisting of Operations Support Managers, Project Managers, and Project Admins from various Staffinc Group project clients. Data collection techniques included in-depth interviews, limited observations, documentation analysis, and questionnaire distribution, with the support of Process Activity Mapping (PAM), Outsourcing (BCM), and NVivo 14. The results showed that the dominant waste in the Sourcing process was Unnecessary motion, Inappropriate Processing, and Waiting. With the study conducted by researchers through Future Value Stream Mapping (FVSM), there was a decrease in total process time from 10,645 minutes to 5,996 minutes, with a reduction of 43.7%, and lead time from 22,165 + ∞ minutes to 17,516 + ∞ minutes with a reduction of 21%. Recommendations for improvement include the formation of an R&D team, standardization of client requests, and integration of digital features such as automessages and AI Matching. This study concluded that the implementation of Lean Service through VSM is effective in reducing waste and increasing the efficiency of outsourcing recruitment services.

Keywords: *Lean Service, Recruitment, Sourcing, Staffinc Group, Value Stream Mapping, Waste*

Analisis Penerapan *Lean Service* Dengan Metode VSM untuk Perbaikan Proses Penyediaan Jasa *Outsourcing* Pada Staffinc Group di Jakarta Selatan

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Abstrak

Proses penyediaan tenaga kerja *outsourcing* di Staffinc Group, khususnya pada tahapan *Sourcing*, menjadi titik paling krusial sekaligus memakan waktu paling lama dalam proses rekrutmen. Kompleksitas permintaan klien dan keterbatasan kandidat berkualitas menjadikan efisiensi pada tahap ini sangat penting untuk diperbaiki. Penelitian ini bertujuan untuk menganalisis dan meningkatkan efisiensi proses *Sourcing* menggunakan pendekatan *Lean Service* dengan metode *Value Stream Mapping* (VSM). Penelitian dilakukan dengan pendekatan kualitatif melalui studi kasus. Objek penelitian mencakup tujuh narasumber yang terdiri dari *Operations Support Manager*, *Project Manager*, dan *Project Admin* dari berbagai proyek klien Staffinc Group. Teknik pengumpulan data meliputi wawancara mendalam, observasi terbatas, dokumentasi, dan penyebaran kuesioner, dengan dukungan analisis *Process Activity Mapping* (PAM), *Outsourcing* (BCM), dan NVivo 14. Hasil penelitian menunjukkan bahwa *waste* dominan dalam proses *Sourcing* adalah *Unnecessary motion*, *Inappropriate Processing*, dan *Waiting*. Dengan pengkajian yang dilakukan oleh peneliti melalui *Future Value Stream Mapping* (FVSM), terjadi penurunan waktu total *process time* dari 10.645 menit ke 5.996 menit, dengan pengurangan sebesar 43,7%, serta *lead time* dari 22.165 + ∞ menit ke 17.516 + ∞ menit dengan pengurangan sebesar 21%. Rekomendasi perbaikan meliputi pembentukan tim R&D, standarisasi permintaan klien, serta integrasi fitur digital seperti *automessage* dan *AI Matching*. Penelitian ini menyimpulkan bahwa penerapan *Lean Service* melalui VSM efektif dalam mengurangi pemborosan dan meningkatkan efisiensi layanan rekrutmen *outsourcing*.

Kata kunci: *Lean Service*, Pemborosan, Rekrutmen, *Sourcing*, *Staffinc Group*, *Value Stream Mapping*