



Unveiling Efficiency Through Flexibility: A New Paradigm for Business Performance at PT Bukit Asam

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Abstract: *This study aims to evaluate the effect of Operational Efficiency Level, Organizational Flexibility Level, and Process Innovation Level on Total Business Performance at PT Bukit Asam (Bengkulu Branch). Multiple regression analysis conducted to examine the effect of Operational Efficiency Level, Organizational Flexibility Level, and Process Innovation Level on Total Business Performance at PT Bukit Asam (Bengkulu Branch) resulted in important findings. Operational Efficiency and Organizational Flexibility significantly and positively influence Total Business Performance, indicating their potential to improve overall business performance. However, Process Innovation did not show a significant influence at the time of analysis. The regression model explained about 65.7% of the variance in Total Business Performance, emphasizing the collective significance of these variables. Nonetheless, about 34.3% of the variation remained unexplained, suggesting the presence of additional influential factors beyond the scope of the model. These findings highlight the importance of prioritizing Operational Efficiency and Organizational Flexibility strategies to improve business performance. The findings also underscore the need for further exploration or broader context consideration of Process Innovation to comprehensively improve business performance. This study assists management in formulating more effective strategies, recognizing the critical factors that impact business performance while acknowledging the complexity in determining the whole.*

Introduction

In this ever-evolving era, a company's resilience in the face of global market dynamics is crucial. PT Bukit Asam (Bengkulu Branch) is an integral part of Indonesia's leading mining

company, PT Bukit Asam Tbk. The branch plays an important role in the coal mining industry in the Bengkulu region, contributing significantly to the local economy as well as the surrounding communities. Its operations include the exploitation and production of quality coal, along with various efficiency improvement activities and continuous process innovation. As part of PT Bukit Asam's overall strategy, Bengkulu Branch also focuses on developing organizational flexibility. This includes not only adaptation to rapid market changes, but also efforts to improve responsiveness to customer needs and industry dynamics. PT Bukit Asam (Bengkulu Branch) has demonstrated a strong commitment to sustainable practices and social responsibility, ensuring that its operations are in line with responsible environmental principles. Through these efforts, Bengkulu Branch continues to strengthen its position as a key player in the mining industry while achieving optimal business performance, illustrating its ongoing dedication to efficiency, flexibility and innovation.

The phenomenon that emerged in the context of "Efficiency Through Flexibility: A New Paradigm of Business Performance at PT Bukit Asam (Bengkulu Branch)" illustrates the transformation that is taking place in the midst of a rapidly changing mining industry. Key variables such as Level of Operational Efficiency, Level of Organizational Flexibility, and Level of Process Innovation are taking center stage in response to increasingly complex market demands. The company is engaged in ongoing efforts to not only optimize operational performance, but also adjust its organizational structure to facilitate rapid adaptation to industry dynamics. Not only that, PT Bukit Asam (Bengkulu Branch) also focuses on process innovation to bring creative and efficient solutions in its daily activities. All these aim to support the achievement of sustainable Total Business Performance, creating a new paradigm that prioritizes the synergy between efficiency, flexibility and innovation in responding to inevitable market changes. This phenomenon reflects a strategic evolution that is changing the way companies view business performance and highlights the importance of integrating these variables in the achievement of competitive advantage amidst the continuous flow of change.

Total Business Performance (KBT) is a concept that encompasses a comprehensive evaluation of a company's achievement of its overall business objectives (Paramarta et al., 2023). More than just focusing on financial aspects, KBT encompasses dimensions such as operational performance, customer satisfaction, product or service innovation, efficiency in resource use, and social and environmental impact (Marfuin & Robin, 2021). A KBT evaluation incorporates a range of metrics and indicators to measure a company's effectiveness in managing its resources and processes to achieve its long-term goals (Mutiah et al., 2019). KBT reflects not only strong financial performance, but also a company's ability to adapt to market changes, maintain competitive advantage, and respond to changing consumer demands (Riantani et al., 2020). In the context of PT Bukit Asam (Bengkulu Branch), KBT may include operational efficiency in coal production, organizational flexibility in adjusting to changes in regulation or market demand, and process innovations that improve productivity and minimize environmental impacts. It is important to remember that KBT is not just about quantitative numbers, but also involves a qualitative evaluation of the various aspects that affect the overall health and performance of a company. By comprehensively understanding and measuring KBT, companies can identify areas for improvement and strengthen their strengths to achieve sustainable growth and long-term success.

Operational Efficiency Level refers to the ability of a company to carry out its business processes with an optimal level of resource utilization (Wildan & Yulianti, 2021). This includes efficiency in the use of labor, equipment, time, and materials required in the various stages of production or operations (Idris et al., 2023). An organization that has a high level of operational efficiency is able to achieve its desired output at a lower cost or in less time compared to its competitors (Ariani, 2021). Factors that influence operational efficiency include careful planning, use of appropriate technology, continuous monitoring of internal processes, and supply chain optimization (Sifki & Dalimunthe, 2022). For example, PT Bukit Asam (Bengkulu Branch) can improve its operational efficiency by adopting modern technology in the coal extraction process, redesigning workflows to minimize waste, or investing in employee training to improve skills and productivity. High operational efficiency not only helps improve the company's profitability, but also enables the company to be more responsive to market changes and challenges (Fahriani, 2022). By optimizing operational efficiency levels, an organization can create a strong competitive advantage, improve customer satisfaction, and strengthen its position in the industry in a sustainable way (Herli Setyowati, 2019).

The level of Organizational Flexibility refers to the ability of a company to adapt to changes in the internal and external environment without compromising efficiency or quality of performance (Ardhani & Bramayudha, 2021). This includes an organization's ability to adjust its strategy, operational processes, structure, and work culture to respond quickly and effectively to changes in markets, technology, regulations, or customer needs. Organizational flexibility is crucial in meeting the challenges of rapid change in the business world (Shabuur & Mangundjaya, 2021). A flexible company can adapt to changing market needs, see new opportunities, and implement changes quickly (Nursiani, 2020). PT Bukit Asam (Bengkulu Branch) can improve its level of organizational flexibility by implementing a more adaptive structure, promoting a culture of innovation and collaboration, and facilitating effective communication among its business units. Organizational flexibility is not only about response to change, but also about the ability to predict upcoming changes and adapt proactively (Laser, 2021). In a constantly changing business environment, organizational flexibility provides an edge in responding to new opportunities and managing the risks associated with those changes (Ni et al., 2021). Companies that have a high level of organizational flexibility tend to be more innovative, adaptive, and able to maintain their competitiveness in the long term.

The Process Innovation level refers to a company's ability to continuously improve, change, or create new ways of carrying out its operational or business processes (Hasan, 2020). This includes the development and application of creative ideas and new technologies that can improve the efficiency, productivity, quality and value of existing processes. In the context of PT Bukit Asam (Bengkulu Branch), the level of process innovation may manifest in the use of the latest technology in coal exploration and production, the development of more efficient and environmentally friendly extraction methods, or the redesign of logistics processes to optimize the supply chain (Alim et al., 2022). Process innovation also involves involving employees in identifying and implementing improvements or changes to their work processes, promoting an innovation-based culture, and leveraging knowledge and experience from different parts of the organization (Hakim & Sugiyanto, 2018). Process innovation is not just about creating new products, but also about how a company manages its processes more efficiently and effectively

(Rahmawati et al., 2023). The ability to continuously improve and innovate at the process level enables companies to remain competitive in a changing industry. By integrating process innovation into its business strategy, PT Bukit Asam (Bengkulu Branch) can generate added value, improve product and service quality, and create sustainable competitive advantage.

There are several objectives that are the focus of research on "Efficiency Through Flexibility: A New Paradigm of Business Performance at PT Bukit Asam (Bengkulu Branch)". First, the research aims to investigate the extent to which the company's level of operational efficiency, particularly in the mining industry, affects overall business performance. Second, the research aims to understand how the level of organizational flexibility in the face of external and internal changes can affect the level of process innovation that occurs at PT Bukit Asam (Bengkulu Branch). Another objective is to measure the influence and linkage between process innovation and the company's total business performance. This involves understanding whether improving process innovation can directly support the achievement of long-term business goals. Furthermore, the research also aims to identify the complex interactions between these variables-operational efficiency, organizational flexibility, process innovation, and total business performance-how they influence and contribute to each other in creating a new paradigm in business performance. The ultimate objective of this research is to develop strategic recommendations based on the research findings to help PT Bukit Asam (Bengkulu Branch) improve its business performance through a more efficient, flexible and innovative approach. Thus, this research not only aims to analyze the relationship between variables, but also provides a foundation for recommended actions that can be practically implemented by the company in the face of ever-changing market dynamics.

Research Methods

This research methodology is an attempt to investigate the effect of Operational Efficiency Level, Organizational Flexibility Level, and Process Innovation Level on Total Business Performance at PT Bukit Asam (Bengkulu Branch). This research uses a quantitative approach with a descriptive and correlational study design. The research sample consisted of 63 respondents selected through purposive sampling technique, namely those directly involved in the operational, management, or decision-making processes at PT Bukit Asam (Bengkulu Branch). Data was collected through the use of a structured questionnaire, which was distributed both physically and electronically to respondents who met the inclusion criteria. Data collection was carried out within a certain time span to ensure consistency. The independent variables studied include Operational Efficiency Level, Organizational Flexibility Level, and Process Innovation Level, while the dependent variable is Total Business Performance. The questionnaire instrument is designed to measure each variable through relevant indicators. The collected data will be analyzed using statistical techniques such as correlation and regression analysis. Statistical software such as SPSS or R will be used for data analysis, with the alpha significance level set at 0.05 to determine statistical significance. Ethical aspects of the study include ensuring voluntary participation of respondents and keeping their data confidential. This study has limitations related to the sample size and scope that might affect the generalizability of the results. The implications of this study are expected to provide valuable insights for the management of PT Bukit Asam (Bengkulu Branch) in improving

operational efficiency, organizational flexibility, and process innovation to improve its business performance. In addition, this study can also serve as a basis for further research in this area.

Result and Discussion

Multiple regression analysis is used to predict the value of the dependent variable on the independent variable, as shown in Table 1

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	12.169	5.883	.000
Operational Efficiency Level	.528	3.621	.001
Level of Organizational Flexibility	.478	2.190	.040
Level of Process Innovation	.009	.099	.922
F Square	45.415	.000	
R Square	.657		

In the context of the multiple regression analysis conducted, the Operational Efficiency Level variable shows a beta coefficient of 0.528 with a t-value of 3.621 and a significance level of .001. This indicates that the Operational Efficiency Level variable has a significant influence on the dependent variable being predicted, which in this case may be Total Business Performance. The beta coefficient value indicates how much a one unit change in the independent variable (Operational Efficiency Level) contributes to the change in the dependent variable (Total Business Performance). In this context, the beta coefficient of 0.528 indicates that each one unit increase in the Operational Efficiency Level is associated with an increase of approximately 0.528 units in Total Business Performance. The t-value of 3.621 indicates how significant the relationship between Operational Efficiency Level and Total Business Performance is. Generally, the larger the t value, the more significant the relationship. In this case, the significant t value (above 2.0 is generally considered significant enough) with a significance level of .001 indicates that the relationship between Operational Efficiency Level and Total Business Performance has high statistical confidence. Therefore, this finding suggests that Operational Efficiency Level has a strong and significant influence on Total Business Performance in the context of PT Bukit Asam (Bengkulu Branch). In practice, improving operational efficiency in a company's business processes will probably make a significant positive contribution to overall business performance. This could involve optimizing resource use, more efficient production-processes, or better operational management strategies to improve the company's business results.

In the multiple regression analysis conducted, the Level of Organizational Flexibility variable has a beta coefficient of 0.478, a t-value of 2.190, and a significance level of .040. This indicates that the Level of Organizational Flexibility variable has a significant influence on the dependent variable, which in this context is likely Total Business Performance. The beta coefficient indicates how much influence one unit change in the independent variable (Level of Organizational Flexibility) has on the dependent variable (Total Business Performance). In this case, the beta coefficient of 0.478 indicates that each one unit increase in the Level of Organizational Flexibility is associated with an increase of approximately 0.478 units in Total Business Performance. The t-value of 2.190 indicates the significance level of the relationship

between Level of Organizational Flexibility and Total Business Performance. Generally, a higher t value indicates a more significant relationship. In this context, the t value of 2.190 has crossed the threshold value (usually above 2.0) indicating that the relationship between the Level of Organizational Flexibility and Total Business Performance can be considered statistically significant. Thus, this finding indicates that the Level of Organizational Flexibility has a significant influence on Total Business Performance at PT Bukit Asam (Bengkulu Branch). In practice, efforts to increase organizational flexibility, such as adaptability to market changes or changes in the business environment, can contribute positively to overall business performance. This may involve developing a more adaptive organizational structure, promoting a work culture that is responsive to change, or a more dynamic management strategy to improve the company's competitiveness.

In the multiple regression analysis conducted, the Level of Process Innovation variable shows a beta coefficient of 0.009, a t value of 0.099, and a significance level of .922. These results indicate that the Level of Process Innovation variable does not have a significant influence on the dependent variable, which in this context is Total Business Performance at PT Bukit Asam (Bengkulu Branch). The beta coefficient reflects how much a one unit change in the independent variable (Process Innovation Level) affects the dependent variable (Total Business Performance). In this case, the low beta coefficient of 0.009 indicates that a one unit change in the Process Innovation Level only contributes very little, namely 0.009 units in Total Business Performance. The t-value of 0.099 signifies the significance level of the relationship between Process Innovation Level and Total Business Performance. In statistical analysis, a low t value indicates that the relationship between the variables is not significant. The high significance level value of .922 indicates that there is no statistical evidence to support a significant relationship between Process Innovation Level and Total Business Performance. Therefore, based on the results of this analysis, there is insufficient evidence to state that the Level of Process Innovation has a significant influence on Total Business Performance at PT Bukit Asam (Bengkulu Branch). While process innovation is important, in the context of this study, the findings suggest that, at the time of the analysis, improvements in the level of process innovation had not significantly impacted the overall performance of the company. Further efforts may be required to understand the extent to which process innovation can be optimized to improve business performance in the future.

The F Square value in multiple regression analysis is an F test statistic that indicates the overall significance of the regression model. It measures how well the independent variables together explain the variability in the dependent variable (Total Business Performance in this case). The higher the F Square value, the greater the likelihood that the regression model as a whole is significant in explaining the dependent variable. In the context of the results presented (F Square = 45.415), the significant value indicates that the regression model as a whole has a high level of significance. This indicates that at least one of the independent variables (Level of Operational Efficiency, Level of Organizational Flexibility, Level of Process Innovation) together have a significant influence on the dependent variable (Total Business Performance). In the context of these findings, a significant F Square value indicates that the regression model used is able to quantitatively explain and predict most of the variation that occurs in the Total Business Performance of PT Bukit Asam (Bengkulu Branch). It also indicates that at least one

of the independent variables used in the model has a significant contribution to the variability of Total Business Performance. However, the F Square value only provides information regarding the overall significance of the regression model and does not provide specific information about the contribution of each independent variable to the dependent variable. Therefore, although the overall model is significant, it is important to evaluate the relative contribution of each independent variable to the prediction of Total Business Performance.

The R Square value in multiple regression analysis is a coefficient of determination that measures how much of the variability of the dependent variable (in this context, Total Business Performance) can be explained by the independent variables used in the regression model. The R Square value ranges from 0 to 1, where a higher value indicates that the independent variables in the regression model are able to explain a larger proportion of the variation in the dependent variable. In the context of this study, the R Square value of 0.657 indicates that about 65.7% of the variation in Total Business Performance can be explained by the independent variables included in the model (Level of Operational Efficiency, Level of Organizational Flexibility, and Level of Process Innovation). This means that most of the variation that occurs in Total Business Performance at PT Bukit Asam (Bengkulu Branch) can be attributed to or explained by the independent variables used in the regression analysis. This indicates that the regression model used provides a significant picture of the factors that influence Total Business Performance. However, keep in mind that the R Square value does not indicate the true cause of the variation or whether the model is good enough. The R Square value of 0.657 also means that there is still about 34.3% of the variation in Total Business Performance that is not explained by the independent variables in the model. Therefore, although the model significantly explains most of the variation in Total Business Performance, there are still other factors outside the model that affect business performance that need to be considered. Further evaluation or the addition of other variables may be required to improve the model's ability to explain variations in Total Business Performance more comprehensively.

Conclusion and Recommendation

The results of multiple regression analysis evaluating the influence of Operational Efficiency Level, Organizational Flexibility Level, and Process Innovation Level on Total Business Performance at PT Bukit Asam (Bengkulu Branch) resulted in several important conclusions. First, it was found that Operational Efficiency Level and Organizational Flexibility Level have a significant and positive influence on Total Business Performance. This illustrates that efforts to improve operational efficiency as well as organizational flexibility in the company have strong potential to improve overall business performance. However, the second conclusion shows that the Level of Process Innovation did not have a significant influence on Total Business Performance at the time of the analysis. Although process innovation is an important factor in a dynamic business environment, this finding suggests that, at a certain point in time, improving process innovation has not had a significant impact on overall business performance at PT Bukit Asam (Bengkulu Branch). Furthermore, the regression model developed in this study was able to explain approximately 65.7% of the variation in Total Business Performance. This indicates that the independent variables used in the model (Level of Operational Efficiency, Level of Organizational Flexibility, and Level of Process Innovation) together can provide a significant description of the factors that affect business performance.

However, about 34.3% of the variability in Total Business Performance still cannot be explained by the variables in the model. This indicates that there are other factors outside the scope of the study that also play a role in determining the business performance of PT Bukit Asam (Bengkulu Branch). This conclusion provides a deep understanding of the factors that potentially affect the company's business performance. These results can assist management in formulating more effective strategies, underscoring the importance of focusing on operational efficiency and organizational flexibility, while also recognizing that process innovation needs to be considered further or in a broader context to improve overall business performance.

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