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Analysis of the Role of Interns in Achieving Company Performance Targets
(Case Study at PT Enerviro Rinata Adi)

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Abstract

This study aims to analyze the role of interns, the factors influencing their contributions, and formulate strategies to enhance their role in supporting performance target achievement at PT Enerviro Rinata Adi. The demand for operational efficiency in the environmental testing instrumentation industry requires optimal division of labor between permanent employees and interns. A descriptive qualitative approach was employed, with data collected through in-depth interviews, direct observation in the workshop area, and documentation studies involving nine informants comprising company leaders, managers, supervisors, permanent employees, and interns. The results show that interns play a strategic role as operational support personnel, capable of reducing permanent employees' technical and administrative workload by 30% to 70% through assembly, calibration, packaging, and project document management. Although interns initially face constraints regarding work procedure understanding and supervision dependency, their skills develop significantly through on-the-job training. Optimal achievement of company performance targets is realized through complementary synergy between permanent employees as quality controllers and interns as support task implementers. Based on SWOT matrix analysis positioned in Quadrant I (Growth Strategy), key strategies are formulated, including optimizing operational project involvement, extending initial technical orientation periods, providing concise visual SOP guidelines, and leveraging intern potential as a qualified talent pipeline recruitment scheme.

Keywords: *Intern Role; Performance Target Achievement; SWOT Analysis; Operational Efficiency; HR Management.*

INTRODUCTION

The dynamic transformation of the working world demands that every organization achieve its performance targets optimally. Achieving company performance targets serves as a primary benchmark in assessing operational success and business sustainability. The high level of inter-company competition drives the importance of effective and efficient human resource (HR) management. HR management focuses not only on the quantity of workforce but also on quality, competence, and adaptability in facing changing work environments.

Theoretically, the integration of interns into company operational structures is explained through the perspectives of Work-Based Learning (WBL) and Social Exchange Theory. Internship programs have shifted from merely fulfilling academic curriculum requirements to becoming strategic HR management instruments for building talent pipelines and increasing operational flexibility (Jerez Gomez et al., 2023; Tekbıyık, 2024). Previous research by Nazhari & Winarno (2023) and Febriyansyah et al. (2025) revealed that intern involvement can drive cost efficiency and assist in completing routine tasks. However, the majority of prior literature still examines internship programs in the financial services, hospitality, or general administration sectors (Irsyadi, 2025; Raditantri et al., 2024).

There is a scarcity of empirical studies that deeply analyze the contribution mechanics and task allocation of interns in the manufacturing industry of environmental emission testing instrumentation, which requires high technical precision. It is not yet explicitly known to what extent mentoring interactions and technical constraints in the field can escalate or hinder the achievement of operational key performance indicators (KPIs) within the applied engineering instrumentation

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ecosystem.

Successful achievement of performance targets is generally supported by permanent employees who possess work experience, procedural understanding, and high responsibility. However, high order volumes for environmental monitoring instruments trigger high workloads for permanent employees. At PT Enerviro Rinata Adi, interns are not merely placed as learning participants, but are integrated into the workshop operational ecosystem.

Based on initial observations conducted by researchers from October to November 2025 in the workshop and office areas of PT Enerviro Rinata Adi, concrete phenomena were identified. During the first 1–2 months, interns experienced technical adaptation constraints, such as inability to read wiring diagrams for Method 5 and Method 26 instrument assembly, delays in filling out calibration checklists, and high dependence on repeated supervision by the Technical Manager and Supervisor. These initial execution errors resulted in necessary rework by permanent employees, requiring an additional 1.5 to 2 hours per instrument unit.

This phenomenon indicates a gap between intern contribution expectations and initial technical readiness realities. Therefore, this study focuses on deeply analyzing the role of interns in supporting company performance target achievement, the internal and external factors influencing their contributions, and formulating strategies to enhance the role of interns based on SWOT matrix analysis at PT Enerviro Rinata Adi.

In the broader context of human resource management and employee performance, various foundational theories emphasize the critical role of structured training, motivation, and work discipline in driving organizational productivity (Afandi, 2018; Bintoro & Daryanto, 2017; Firmansyah & Mahardhika, 2018; Hasibuan, 2019; Robbins & Coulter, 2019; Sedarmayanti, 2020; Wibowo, 2021). Previous empirical findings across diverse industries further demonstrate that optimized work environments, leadership support, and knowledge management significantly enhance overall staff effectiveness (Adhari, 2021; Aksa et al., 2025; Amanda & Sutrisno, 2026; Ariyanti & Krisyanto, 2021; Limbong & Yughi, 2026; Pitaloka & Putri, 2021; Sulaeman et al., 2023; Veritia & Isnaeni, 2022; Wahyuningsih et al., 2025; Ying, 2024).

METHOD

Research Design and Unit of Analysis

This study utilized a qualitative approach with a descriptive single case study design. The case study design was explicitly chosen to deeply explore social interaction phenomena, task allocation mechanisms, and intern mentoring dynamics in their natural environment (Sugiyono, 2022). The unit of analysis in this research was the workshop operational and project administrative work units at PT Enerviro Rinata Adi, Ruko Boulevard Tekno BSD, Setu, South Tangerang City, Banten. The research period spanned 10 months, from October 2025 to July 2026

Informant Selection and Data Saturation

Informant selection employed purposive sampling based on the criteria: (1) holding authority in internship and operational management, (2) direct involvement in workshop technical mentoring, and (3) executing technical or internship duties. Determining nine informants was deemed sufficient as data saturation was reached, where interviews with the 8th and 9th informants no longer produced new information or themes.

Tabel 1. Profile and Characteristics of Research Informants

Code	Role/Title	Criteria & Experience	Role
INF-1	President Director	Responsible for company policy & strategy	Key Informant
INF-2	Production / Technical Manager	Oversees technical targets & project allocation	Main Informant
INF-3	Supervisor / Internship Mentor	Direct mentor for workshop operations	Main Informant
INF-4	Permanent Employee (Technician 1)	Main technical executor & quality tester	Supporting Informant
INF-5	Permanent Employee (Technician 2)	Assembly executor & project document logistics	Supporting Informant
INF-6	Intern 1	Technical / Assembly Student Intern	Supporting Informant

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Code	Role/Title	Criteria & Experience	Role
INF-7	Intern 2	Technical / Assembly Student Intern	Supporting Informant
INF-8	Intern 3	Technical / Assembly Student Intern	Supporting Informant
INF-9	Intern 4	Technical / Assembly Student Intern	Supporting Informant

Data Collection Techniques and Coding Procedures

Data were collected through three main techniques:

1. In-Depth Interview: Semi-structured interviews using an interview guide. Each informant was interviewed for 45–75 minutes across 1 to 2 sessions.
2. Direct Observation: Passive participant observation of wiring assembly, instrument calibration, packing, and report management activities in the workshop.
3. Documentation Study: Reviewing company profiles, assembly SOPs, QC Checklists, DLH & Unilab Project Reports, and Internship Evaluation Reports.

Qualitative data analysis adopted the interactive model of Miles, Huberman, and Saldana through the stages:

1. Data Reduction (Open Coding): Verbatim interview transcripts and field notes were decomposed into basic meaning units (214 initial codes extracted).
2. Categorization (Axial Coding): Initial codes were grouped based on substantive similarity into specific categories (e.g., *initial understanding limitations*, *workload reduction*, *daily supervision*).
3. Theme Formation (Selective Coding): Categories were integrated into core themes answering the research problems, such as *Operational Support System*, *Complementary Synergy*, and *Growth Strategy*.

Data validity was tested through source triangulation (comparing statements from key, main, and intern informants) and technique triangulation (comparing interview results, workshop observations, and project documents).

Formulating IFAS, EFAS, and SWOT Matrix Procedures

To formulate quantitative-qualitative strategy recommendations, SWOT analysis was conducted by constructing Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) indicators. Weighting and rating were performed using the Expert Judgment method involving three internal company experts (President Director, Production Manager, and Internship Supervisor). Weights for each factor ranged from 0.00 to 1.00 with the requirement that total weights $\sum = 1.00$. Ratings on a scale of 1-4 were assigned based on factor influence (1 = very weak/major threat; 4 = very strong/major opportunity). The final score was calculated by multiplying weight and rating (Score = Weight × Rating).

RESULTS and DISCUSSION

Results

The Role of Interns as an Operational Support System

Qualitative data analysis confirms that interns at PT Enerviro Rinata Adi hold a strategic role as an operational support system. The task division implemented does not place interns in strategic decision-making roles, but in executing repetitive technical and administrative support tasks.

Tabel 2. ***Evidence Matrix of Intern Roles and Performance Impacts***

Main Theme	Findings Category	Transcript / Interview Evidence (Informant Quotes)	Document & Observation Evidence
Operational Support System	Permanent Employee Workload Reduction (30%–70%)	*" The presence of interns is very helpful. For basic wiring and instrument packing, they can cut our work time allocation by 40% to 50%, and in project document administration up to 70%." (**INF-4**, Permanent Employee)*	Workshop Daily Log: Wiring assembly time allocation decreased from 8 hours to 3.5 hours per unit.
Adaptation Dynamics & Supervision	Initial Constraints & Learning Curve	*"In the first month, I was honestly confused reading instrument schematics because it differed from campus theory. But after daily OJT guidance from technicians, by the*	Monthly Intern Evaluation Sheet: Technical independence score increased from 2.0 (Month 1) to 3.6 (Month 4).

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		*second month I could assemble independently." (**INF-6**, Intern)"*	
Complementary Synergy	Work Quality vs Quantity	*"Interns accelerate physical output quantity, while permanent employees focus on QC and final precision testing. Thus, the DLH and Unilab projects were completed on time."* (**INF-2**, Production Manager)"	DLH Lampung Project Report (Completed 93% on schedule) & Unilab M17 Project Report.

Two main indicators of intern contributions identified include:

1. Technical Work Time Reduction: Panel wiring, light mechanical assembly, and instrument packing are delegated to interns under permanent employee supervision.
2. Project Administration Management: Calibration file compilation, packing lists, and preparing clearance documents for shipment are completed faster.

IFAS and EFAS Matrix Analysis

Based on Expert Judgment evaluations, the summary of internal and external factor evaluations is presented in Tables 3 and 4:

Tabel 3. IFAS Matrix (Internal Factor Analysis Summary)

No	Internal Factors (Internal Factors)	Bobot	Rating	Score
Strengths				
1	Interns help reduce technical & administrative workload of permanent staff	0,15	4	0,60
2	Accelerate quantity completion of workshop operational projects	0,13	4	0,52
3	High learning motivation and rapid skill adaptation	0,12	4	0,48
4	Improve task allocation effectiveness within technical teams	0,10	3	0,30
5	Actively contribute to assembly, wiring, calibration, and packing	0,10	3	0,30
Strengths Subtotal		**0,60**	**-**	**2,20**
Weaknesses				
1	Limited detailed technical SOP understanding early in the internship	0,10	2	0,20
2	Limited practical industrial experience in environmental monitoring instruments	0,09	2	0,18
3	Require intensive supervision and guidance in initial months	0,08	2	0,16
4	Hesitation and lack of confidence when executing technical issues	0,07	2	0,14
5	Uneven individual adaptation speeds among interns	0,06	2	0,12
Weaknesses Subtotal		**0,40**	**-**	**0,80**
Total IFAS Matrix		**1,00**	**-**	**3,00**

Tabel 4. EFAS Matrix (External Factor Analysis Summary)

No	External Factors	Bobot	Rating	Score
Opportunities				
1	Full support and mentoring commitment from field supervisors	0,15	4	0,60
2	Opportunity to gain real work experience in the instrumentation industry	0,13	4	0,52
3	Structured hard and soft skill development over 5 months	0,12	4	0,48
4	Recruitment scheme potential for qualified future permanent staff (talent pipeline)	0,10	3	0,30
5	Conducive work environment supporting collaboration and learning	0,10	3	0,30
Opportunities Subtotal		**0,60**	**-**	**2,20**
Threats				
1	Strict project deadlines limit available mentoring time	0,10	2	0,20
2	Supply chain delays for imported parts at customs hinder workflow	0,09	2	0,18
3	Initial assembly errors risk causing project rework	0,08	2	0,16

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No	External Factors	Bobot	Rating	Score
4	High workload of permanent staff reduces detailed supervision	0,07	2	0,14
5	Differences in academic backgrounds trigger productivity gaps	0,06	2	0,12
Threats Subtotal		**0,40**	**-**	**0,80**
Total EFAS Matriks		**1,00**	**-**	**3,00**

Based on IFAS and EFAS matrix analysis, an internal factor score difference of $+1.40$ and an external factor score difference of $+1.40$ were obtained. This positions PT Enerviro Rinata Adi in **Quadrant I (Growth Strategy)**.

In SWOT calculation methods, there are two common approaches to determining coordinate points:

1. **Pure Difference Approach (Absolute Value):**
   X-axis (Internal) = Total Strength Score - Total Weakness Score = 2.20-0.80 = +1.40
   Y-axis (External) = Total Opportunity Score - Total Threat Score = 2.20-0.80 = +1.40
   The coordinate point is located at $(+1.40; +1.40)$.

2. **Midpoint Approach / Axis Division (Symmetrical Scale 1/2):**
   $$\text{X-axis} = \frac{\text{Total Strength Score} - \text{Total Weakness Score}}{2} = \frac{2.20 - 0.80}{2} = +0.70$$
   $$\text{Y-axis} = \frac{\text{Total Opportunity Score} - \text{Total Threat Score}}{2} = \frac{2.20 - 0.80}{2} = +0.70$$
   The coordinate point is located at $(+0.70; +0.70)$.

Discussion

Theory Confirmation and Literature Contribution

The results of this study reinforce the frameworks of Work-Based Learning (WBL) and Social Exchange Theory (Jerez Gomez et al., 2023). Interns do not merely act as passive learners, but provide reciprocal productivity to the mentoring firm.

The task allocation implemented forms a Complementary Synergy:
Permanent Staff (Quality Controller) + Interns (Quantity Supporter)⟶Project KPI Achievement"

Permanent staff focus on high-risk functions such as precision testing, product improvement, and client relations. On the other hand, interns complete high-volume operational support tasks. This synergy model complements literature regarding intern utilization efficiency in precision instrumentation industries without degrading quality standards.

Managerial Implications and Operational Strategy Program

Based on Quadrant I (Growth Strategy), an Action Plan Matrix was formulated for PT Enerviro Rinata Adi management:

Tabel 5. SWOT Action Plan Matrix (Based on Quadrant I)

Code	Strategy Formulation	Priority & Executor	Implementation Time	Key Performance Indicator (KPI)
SO Strategy (Primary)	**Project Optimization & Talent Pipeline:** Integrate interns into strategic projects (*DLH & Unilab*) as an early recruitment scheme.	**Priority 1** (Production Manager & HR)	Month 1 to Month 5	30% top intern absorption into permanent staff (*talent yield*).
WO Strategy (Supporting)	**Technical Orientation & Visual Guides:** Extend initial orientation to 2 weeks and develop visual SOP modules (*wiring & assembly*).	**Priority 2** (Supervisor & Senior Techs)	Month 1 of internship	80% reduction in rework during month one of internship.
ST Strategy (Anticipatory	**Workload & Logistics Management:** Precise task allocation during project peaks to mitigate imported component delays.	**Priority 3** (Technical & Logistics Manager)	Conditional during peak projects	100% on-time project delivery (*zero delay due to rework*).

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Code	Strategy Formulation	Priority & Executor	Implementation Time	Key Performance Indicator (KPI)
WT Strategy (Mitigation)	**Workflow Sequence Understanding:** Educate on instrument logic sequence and adjust workload to individual adaptation speeds.	**Priority 4** (Internship Supervisor)	Routine (Weekly feedback sessions)	Average evaluation score increase.

Research Limitations

This study has several limitations:

1. **Single Location Focus:** Conducted solely at PT Enerviro Rinata Adi, requiring caution when generalizing findings to large-scale manufacturing contexts.
2. **Qualitative Subjectivity:** Workload reduction percentages (30%–70%) were estimated based on daily log comparisons and informant interviews, without formal time and motion studies.

CONCLUSION

Based on qualitative analysis and SWOT matrix processing, three main conclusions are drawn:

1. **Role of Interns:** Interns at PT Enerviro Rinata Adi execute a strategic role as an operational support system, reducing permanent employees' technical and administrative work time allocation by 30% to 70% through wiring, assembly, calibration, packing, and project documentation tasks.
2. **Task Division Synergy:** Performance target achievement is realized through complementary synergy between permanent staff as quality controllers and interns as quantity supporters. Initial SOP understanding constraints are effectively overcome via structured on-the-job training and daily supervision.
3. **Strategic Direction:** SWOT analysis places the company in Quadrant I (Growth Strategy) with coordinates $(+1.40; +1.40)$. Strategic focus centers on operational project involvement and talent pipeline development (SO Strategy), visual SOP guides and extended orientation (WO Strategy), logistics mitigation through task allocation (ST Strategy), and continuous adaptation tracking (WT Strategy)

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