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Table of Contents

MESSAGE FROM THE APIEMS PRESIDENT ................................................................. i
MESSAGE FROM RECTOR OF BANDUNG INSTITUTE OF TECHNOLOGY .................. ii
MESSAGE FROM THE GENERAL CHAIR ................................................................. iii
COMMITTEE ........................................................................................................... iv

Production Planning & Control 1
ID289: A Comprehensive Analysis of an Operator Assignment Model on Reconfigurable Manufacturing Cells ................................................................. A1-1
ID140: Batch Scheduling in the First Stage for Hybrid Assembly Differentiation Flow Shop to Minimize Total Actual Flow Time .................................................. A1-13
ID002: Designing Standard of Belt Alignment Kit as Teaching Aid ............................. A1-20
ID088: Cellular Bucket Brigades with Worker Collaboration on U-Lines with Discrete Workstations .................................................................................. A1-25

Production Planning & Control 2
ID052: Design Production Schedule and Simulation of D Minus 1 Production Scenario Using Heaviside Function and Classical Control Theory: A Case Study of Hospital Beds Production ................................................................. B1-1
ID345: Non-Permutation Flowshop Scheduling with Dual Resources ........................... B1-7
ID284: Assemble to Order (ATO) Scheduling Problem in Backend of Precision Machine Manufacturing ................................................................................... B1-14
ID305: Iterative Algorithms for Loading and Scheduling for Flexible Manufacturing Systems with Controllable Processing Times ......................................................... B1-18
ID274: An Inventory Decision Model of Two Products with Vector Autoregressive Demand ... B1-24

Operation Research
ID161: A Statistical Model for Analyzing Fuel Efficiency Using Vessel Operation Data ........... C1-1
ID155: Applying An Optimization Model to Bus Scheduling Problems in Ho Chi Minh City, Vietnam .................................................................................. C1-8
ID089: Disease Prediction Considering Time Series Data of Health Examination .................. C1-22
ID010: Multi-period Optimization Model for Retirement Planning with Private Pension and Life Insurance ...................................................................................... C1-26
ID165: Hand Posture Classification using Depth Image Data with Convolutional Neural Networks .................................................................................. C1-32
**Logistics & Supply Chain Management 1**

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID278</td>
<td>Human Aspect on Chain of Custody (CoC) System Performance</td>
<td>D1-1</td>
</tr>
<tr>
<td>ID311</td>
<td>Retailer Supply Networks: An Analysis and Research Perspective</td>
<td>D1-6</td>
</tr>
<tr>
<td>ID110</td>
<td>Determine Optimal Nutritional Medicine Convenient Store Location with Consideration of Competitions and Consumer Walking Distance Using Set Covering</td>
<td>D1-12</td>
</tr>
<tr>
<td>ID203</td>
<td>Design of Closed-Loop Supply Chain Model with Various Transportation Methods</td>
<td>D1-18</td>
</tr>
<tr>
<td>ID212</td>
<td>Vendor-Buyer Integrated Inventory Model for Deteriorating Items with Imperfect Quality Considering Carbon Emission</td>
<td>D1-25</td>
</tr>
</tbody>
</table>

**Logistics & Supply Chain Management 2**

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID239</td>
<td>Development of Modified Particle Swarm Optimization Method for Multi-objective Logistics Problem Combined with Inventory Control in Multi-periods under Unsteady Demand</td>
<td>E1-1</td>
</tr>
<tr>
<td>ID062</td>
<td>Location Routing Problem with Transportation Mode Options</td>
<td>E1-7</td>
</tr>
<tr>
<td>ID039</td>
<td>Optimal Operation of Supply Chain with a Hybrid Production Mode considering Customers Utility for Product Prices</td>
<td>E1-13</td>
</tr>
<tr>
<td>ID187</td>
<td>Efficient Stowage Plan of Loading and Unloading Operations for Shipping Liners</td>
<td>E1-19</td>
</tr>
</tbody>
</table>

**Quality 1**

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID048</td>
<td>Measuring Sustainable Service Quality (SUSSERV) of Malaysian Water and Sewerage Companies</td>
<td>F1-1</td>
</tr>
<tr>
<td>ID332</td>
<td>Evaluating Government Policies on Technical Barrier To Trade: A Case Study In Indonesia</td>
<td>F1-7</td>
</tr>
<tr>
<td>ID362</td>
<td>Application Of Equipment Automatic Time Study For Uph Improvement of Orthodyne 7200 and 7200+ Aluminum Wire Bonder</td>
<td>F1-13</td>
</tr>
<tr>
<td>ID058</td>
<td>Automated Visual Inspection of Multicrystalline Solar Wafers Using Wavelet Discrimination Measure</td>
<td>F1-17</td>
</tr>
<tr>
<td>ID057</td>
<td>Proposition of A Continuous Improvement Activity Support System Using Iot for Small-To-Medium-Sized Enterprises</td>
<td>F1-24</td>
</tr>
</tbody>
</table>

**Operation Research & Optimization 1**

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID246</td>
<td>Effect of Simulation Cooperation on Optimal Placement Using Queuing Network</td>
<td>A2-1</td>
</tr>
<tr>
<td>ID306</td>
<td>Optimisation of Processing Conditions for Multi-Product Batch Production Lines with Series-Parallel Operations under Uncertainty on Demands for Finished Products</td>
<td>A2-7</td>
</tr>
<tr>
<td>ID136</td>
<td>Applying Data Clustering on Determining the Number of Hidden States of Hidden Markov Model</td>
<td>A2-19</td>
</tr>
</tbody>
</table>
Operation Research & Optimization 2
ID011: Ant Colony Optimization with Function of Autonomously Switching Rules of Route Selection
B2-1
ID172: A New Selection Criterion Considering Both Diversity and Accuracy in Ensemble Pruning
B2-7
ID008: Estimating Forward Looking Return Distribution with Generalized Recovery Theorem
B2-14
B2-20

ID018: Development of a Lost Sales Inventory Policy for the Growth Stage of Short Life Cycle Nondeteriorating Products
C2-1
ID038: Collaborative Planning between Supply Chain Members Considering Freezing MPS
C2-7
ID 317: Design Framework of Reverse Engineering (RE) and Rapid Prototyping (RP) for Development of Broken or Damaged Parts
C2-13
ID127: The Development of Sleep Support System for Children with Developmental Disorders
C2-19

Maintenance 1
ID112: A Framework for Constructing Control Chart for Unsupervised Data-driven Condition Monitoring
D2-1
ID091: Replacement First, Last and Overtime Policies with Shortage and Excess Costs
D2-8
ID302: Preventive Maintenance Considering OEE Threshold for Lease Equipment
D2-13
ID035: Optimal Preventive Maintenance Strategy for Leased Equipment under Limited Number of Maintenance Alternatives
D2-19

Modelling 1
ID195: Modeling and Simulation of Baggage Handling System in a Large Airport
E2-1
ID007: Generating the Dynamic Life Tables Modified by Subjective Indices for Retirement Planning
E2-7
ID233: A Mathematical Model for Flight to Carousel-based Unloading Zone Assignment Problem
E2-13
ID204: Simulation Application In Healthcare Services: A Case Study Of The Outpatient Clinic In The Hospital
E2-18

Sustainability 1
ID134: A Regional Initiative among Third Sector in Japan
F2-1
ID267: Development of Energy Saving Fountain Device Based on Archimedean Pump .................. F2-7
ID268: Basic Properties of Small Spiral Pump and its Application as Fountain Device .................. F2-13
ID132: Applying Least-Squares Support Vector Regression for Electricity Output Forecasting.......................................................... F2-18

Product Design 1
ID198: Application of Experimental Design Method to Design Antenna .................................. A3-1
ID254: The Ideation Effectiveness of a TRIZ-based Feature Extraction Design Approach .................. A3-7
ID263: Design and Development of Office Sports Seat .................................................. A3-12
ID190: Development of A Robot Based Rehabilitation Tool Which Can Estimate The Movement and Intent of The User .......................................................... A3-17
ID357: A Low Cost 3D Object Scanning System ......................................................................... A3-21
ID271: A Study on Sound Positioning for Three Vehicle Types : Luxury, Compact, and Sporty .......................................................... A3-25

Logistics & Supply Chain Management 3
ID245: Development of A Simulation Model for the Operations of Automated Container Transporter (Acts) Between Container Ports To Support Intermodal Transportation ........................................ B3-1
ID307: A Study of Napier Pakchong-1’s Supply Chain Management in Northeast Thailand ........... B3-7
ID063: Multi-type Electric Vehicle Relocation Problem with Consideration of Required Battery Charging Time ........................................ B3-13
ID028: Study on Collaborative Bargaining Solution for Contract Problem in Tandem Supply Chain Consisting of Three Members ........................................ B3-19
ID179: Designing of the Supply Chain of Purple Sweet Potatoes in Vietnam ................................ B3-25
ID337: On a Vendor-Buyer Supply Chain Model for Cold Items ........................................ B3-30

Maintenance 2
ID235: New Lease Contracts for New and Remanufactured Fleet of Dump Trucks .................... C3-1
ID070: Application of Object-Oriented Petri Net in Developing an Industry 4.0 Cyber Physical Production System .......................................................... C3-7
ID276: Product Lease Contractual Agreement: An Exploratory Study ........................................ C3-14
ID211: Extended Maintenance Overtime Policies for Database System with Notification of Maintenance .................................................................. C3-17
ID104: Cumulative Backup Policies for Database Systems with Oblivious Failures ....................... C3-22
ID154: A Computing Method for System Signatures of A Connected-(r,s)-out-of-(m,n):F Lattice System .................................................................. C3-28
Information System 1
ID051: Hybrid Indoor Positioning Method Using Both BLE and PDR .......................................................... D3-1
ID174: Relational Analysis Model of Weather Conditions and Sales Patterns Based on Nonnegative Matrix Factorization .......................................................... D3-7
ID163: A Model For Relational Analysis of Recommendation Articles and Reactions on Gourmet Service Site .......................................................... D3-13
ID171: Disease Trend Clustering Based on The Big Data of National Health Insurance Service .......................................................... D3-19
ID196: A Decision Support System for Cloud Computing Adoption .......................................................... D3-26
ID024: Cloud Based Manufacturing Systems- Issues, Challenges and Applications .......................................................... D3-32

Optimization 2
ID026: Improvement of Statistical Mechanics Model for Markovian Queueing Systems with Balking ........................................................................................................... E3-1
ID073: Traffic Line Analysis at Grooming Shops for Pets .................................................................................. E3-7
ID210: An Algorithm for Principal Points Considering External Criterion for Multivariate Binary Distributions ........................................................................................................ E3-15
ID354: Active Control of Base Pressure and Wall Pressure Flow Field at Supersonic Mach Numbers .................................................................................................................................. E3-22
ID145: An optimized Time Series Model of Bioelectric Potential Dataset .................................................................................. E3-28
ID023: Modeling Cross-Docking Using Probabilistic Discrete Event Simulation .................................................. E3-33

Engineering Economics 1
ID138: DCF Approach to Multi-Period Capital Budgeting Decision Making under Contingent Projects for Electricity Capacity Expansion .......................................................... E3-1
ID215: Impact of Technological Knowledge Diversification within A Group of Inventors on Patent Value .................................................................................................................................. E3-7
ID093: Analysis of The Correlation between Group Affiliates’ Returns in The Financial Market of South Korea ............................................................................................................ E3-12
ID180: Penalized Variable Selection and Its Application in Credit Risk Management .................................................. E3-17
ID009: Asset Allocation Model with Tail Risk Parity .................................................................................. E3-23
ID004: Study on Product Quality Design under The Effects of Feature Fatigue And Price Fairness Concerns: A Modeling Approach .................................................................................. E3-29

Logistics & Supply Chain Management 4
ID234: Goal Programming Approach for Multiple Objective Fresh Fruits Supply Chain Network Design in Southern of Vietnam .......................................................................................... A4-1
ID099: A Variable Neighborhood Descent Algorithm for the Location of Logistics Facilities with Mobile Resources ............................................................................................................ A4-13
ID153: The Bayesian Prediction Algorithm Using Logistic Regression .................................................. A4-19
ID096: A memetic algorithm for the Multi-Level Lot Sizing Problem .................................................. A4-25
ID188: Post-disaster Debris Logistics Network under Collection Time Minimization .......................... A4-31

Logistics & Supply Chain Management 5
ID017: Bidirectional Option Contract: The Case of Allowing Retailer to Order Higher than the Total of Initial Order Quantity and Option Quantity .......................................................... B4-1
ID019: Optimal Production Quantity Under Bidirectional Option Contract ........................................ B4-7
ID217: A Method to Determine Manufacturing Allocation in a Global Supply Chain ......................... B4-13
ID247: Design of a Framework for Strategic Supplier Evaluation Decision ........................................ B4-19
ID107: A Reactive GRASP Metaheuristic for the Capacitated Single Allocation p-Hub Median Problem with Multiple Capacity Levels ................................................................. B4-25

Logistics & Supply Chain Management 6
ID086: Lean, Agile and Leagile in Military Inventory Management .................................................. C4-1
ID318: Design A Supply Chain Network for Dalat Persimmon in Lam Dong Province ...................... C4-7
ID209: Supply Chain Risk Analysis on Oil and Gas Companies ......................................................... C4-15
ID192: A Comparative Study of Interaction Performance in Head Mounted Display and Stereoscopic Wide Screen Display ................................................................. C4-20
ID072: Partial Backorder Method to Determine the Optimal Lot Size with Exchangeable Imperfect Quality Item ................................................................. C4-26

Information System 2
ID066: Development of a Video Chat System Enabling Space Sharing and Haptic Communication ........................................................................................................ D4-1
ID071: Steganalysis against Stego Image with Different Rates of Message Bits in Two Least-Significant Bit Planes ............................................................................. D4-6
ID141: Characteristics of a Word Segmentation Method Based on a State-transition Model ........... D4-12
ID325: Using A Data-Analytic Approach to Identify The Key Determinants of User Satisfaction in Adopting CRM Systems ............................................................................ D4-18
ID042: Information-based Discretization for Mining Rare Association Rule in Cerebrovascular Disease Dataset .............................................................................................. D4-24

Technology Management 1
ID060: Organization Development through Value Chain and Technometric Model .......................... E4-1
ID170: Learning And Forgetting Model in Identical Parallel Machines with Multiple Product Considering Product Changeover And Set-Up Times Under Demand Uncertainty: A Research Framework ................................................................................ E4-6
ID199: Empirical Study on Technology Transfer from Japan to Indonesia .................................................. E4-13
ID283: Technology Transfer Model in Business Framework of Global Production Networks .................. E4-19
ID269: Lifting Property of Tube Type Archimedean Pump .......................................................................... E4-26

Engineering Economics 2
ID160: Optimal Multi-Criterion Contracting Framework for System-Support Service under Risk-Transfer Effect .................................................................................................................. F4-1
ID012: Dynamic Optimal Execution Models with Transient Market Impact And Downside Risk ........................................................................................................................................ F4-7
ID122: Optimizing Sectional Device Investment in The Power Distribution System of Electricite Du Laos ........................................................................................................................................ F4-13
ID014 : Method for Measuring Brand Image Using Reaction Time and Hierarchical Bayesian Model ..................................................................................................................................... F4-20
ID353: Proposal of A Low Cost Energy Control in A Meeting Room .......................................................... F4-26

Modelling 2
ID205: Specific Energy Consumption in Plunge-cut Surface Grinding of a Ductile Material with a Conventional Abrasive Grinding Wheel ........................................................................ A5-1
ID207: On Modelling Surface Roughness in Plunge-Cut Surface Grinding of a Ductile Material with a Conventional Abrasive Grinding Wheel .......................................................................... A5-7
ID175: Smart Factory in Industry 4.0 ........................................................................................................ A5-14
ID285: Tabu Search for Major League Baseball Scheduling .......................................................................... B5-7
ID295: Optimal Scheduling of Airport’s Operations A Case Study in Tan Son Nhat International Airport .............................................................................................................................. B5-13
ID049: Hybrid Air Navigation System for Unmanned Aerial Vehicles using a BLE Beacon ................. A5-21

Optimization 1
ID006: The Deep Neural Network Based Small Cap Stock Price Forecasting Model .................................. B5-1
ID285: Tabu Search for Major League Baseball Scheduling .......................................................................... B5-7
ID295: Optimal Scheduling of Airport’s Operations A Case Study in Tan Son Nhat International Airport .............................................................................................................................. B5-13
ID280: A Particle Swarm Optimization-based Clustering for NonMetric Data ........................................ B5-18
ID065: A Comparison of Hyper-parameter Optimization Methods .......................................................... B5-23

Quality 3
ID077: Using Model Selection In Mixture Polynomials To Construct The Nonlinear Profile Monitoring ............................................................................................................................... C5-1
ID300: The Study Of The Average Run Length (Arl) For Bivariate Normal Process Under Varied Variances ......................................................................................................................... C5-6
ID277: Remanufacturing Quality Control Strategies: A Literature Review and Proposed Conceptual Framework ......................................................................................................................... C5-12
ID097: Optimal Process Parameter Selection And Quality Improvement Under Price And
Quality Dependent Demand ................................................................. C5-19
ID087: Data Ming for Cell Process Monitoring in TFT-LCD Manufacturing with An
Empirical Study .................................................................................. C5-25

Information System 3
ID164: A Study on Extraction of Important Items Focused on Customer Growth Based on
Network Analysis .................................................................................. D5-1
ID124: Behavioral-Understanding Support System for Children with Developmental
Disorders Using “Radio Frequency Identifier” and “Global Positioning System” .......... D5-7
ID015: Activity Recognition Using Wearable Accelerometers ..................................... D5-11
ID227: The Collaborative Knowledge-Management ICT System for People with
Developmental Disorders .................................................................. D5-15
ID238: Exploration of Consumer Online Buying Behavior on Online Shopping Platforms by
extended TAM Theory ....................................................................... D5-20

Logistics, Supply Chain Management & Service System
ID084: Optimal Sales Strategies for Dual Channel under Cooperation and Competition
considering Customers’ Purchasing Preference and Delivery Lead Time of Product........ E5-1
ID083: Optimal Operation and Supply Chain Coordination in a Closed-Loop Supply Chain
with Loss Averse Attitude .................................................................... E5-7
ID266: Logistics Network Design: A case of Agricultural Products in Mekong Delta .......... E5-13
ID111: Design of Lightweight Intelligent Walker .................................................. E5-22
ID130: The Prevalence of Musculoskeletal Disorders’ Symptoms and Work Posture
Improvement Efforts Using Participatory Ergonomics Approach on Health Care .......... E5-27

Ergonomics 1
ID279: Events And Sounds That Hearing Impaired Persons Feel Dangerous ................... F5-1
ID162: Evaluation of Interactions Techniques and User’s Performances in Virtual
Environments ....................................................................................... F5-6
ID261: Promoting Imagination, Creativity, And Innovative Thinking Of Design Graduate
Students After A Course Training ......................................................... F5-12
ID075: A Study on Grip Span Measurement and Handle Profile Construction of Hand Tools .... F5-18
ID159: Design and Development of Mobile Luggage Case .......................................... F5-24

Maintenance 2 & Optimization 2
ID034: Optimal Group Preventive Maintenance Policy for Multiple Non-identical Leased
Devices with Weibull Lifetime Distributions ........................................... A6-1
ID055: Multivariate Weibull Distribution for Reliability Analysis Considering Common Cause Failures ................................................................. A6-7
ID158: A Study on Prediction Model of Selling Prices of Second-Hand Fashion Items ................................................................. A6-17
ID150: A Noise-Resistant K-Means Algorithm Based on Local Density Ratio ................................................................. A6-23
ID241: Solving an Aircraft Parking Scheduling Problem an Analytical and Simulation Approach ................................................................. A6-29

Quality 2
ID030: Process Controlling through Standardization ................................................................. B6-1
ID344: Data Mining Approach to Selection of Critical Steps for Semiconductor Wafer Fabrication ................................................................. B6-8
ID027: Variable Stage-Independent Double Sampling Plan with Screening for Acceptance Quality Loss Limit ................................................................. B6-14
ID051: Hybrid Indoor Positioning Method Using Both BLE and PDR ................................................................. B6-20
ID350: Developing Information System Based on Internet of Things and Persuasive Technology to Increase Users’ Awareness of Electricity Usage ................................................................. B6-26
ID312: A Six Sigma User Template for the Implementation in Services ................................................................. B6-32

IE Education 1
ID202: Development of Online Materials for Web Designing Lecture on ResponsiveWeb Design ................................................................. C6-1
ID340: Waste Reduction Using Lean Manufacturing Approach to Improve Flow of Production Line (Case Study at PT. X) ................................................................. C6-6
ID114: Analysis of The Relationship between Student’s Academic Performance and Practice Performance: A Case Study of Industrial Engineering and Management in Technology University ................................................................. C6-12
ID125: Behavioral Understanding Support System for Children with Developmental Disorders Using Natural Language Processing ................................................................. C6-15
ID230: Inventory Model Design Of Raw Material With Economic Order Quantity –Vendor Management Inventory - Consignment Approach ................................................................. C6-20
ID194: Detection and Classification of Dots in Braille Book by Image Processing Technique ................................................................. C6-27

IE Education 2
ID270: Promotion of The Human Resources Ecosystem of Inclusive Society for Engineers ................................................................. D6-1
ID214: Universal Design Mind Cultivation through Support System Development for Disabilities ................................................................. D6-6
ID129: Educational Support System of Switching Emotional Gears from Gustatory Organ ..................D6-10
ID128: Teaching Materials to Generate Behaviour and Cognitive Profiles by IoT ..........................D6-14
ID092: Braille Translation System in Japan -Past and Now- ..........................................................D6-24

Ergonomics 2
ID040: Safety Climate Investigation of Metal Manufacturing Workers ........................................E6-1
ID324: A User-Defined Gesture Vocabulary for Controlling a Treadmill System ..........................E6-7
ID333: The Effects of Acute Exercise and Task Load on Cognitive Performance during Simulated Night Shift Work ..........................................................E6-12
ID050: Supportive Bedroom Design for the Elderly ..........................................................E6-17
ID044: A Critical Study, on Human Factors Leading to Stresses, in Women at a Typical Garment Industry ..........................................................E6-20
ID146: Integration of Sound and Image Data for Detection of Sleep Apnea using Convolutional Neural Network ..........................................................E6-26

Sustainability 2
ID355: Green Manufacturing in Industries: A Review ..........................................................F6-1
ID264: Basic Property of Flow Distribution around Archimedeian Pump .....................................F6-7
ID032: A Conceptual Framework for Manufacturing Organization to Implement Green Manufacturing .............................................................................F6-12
ID046: E-Quality in C2C Online Buy and Sell Websites: Customer Differentiation Using Discriminant Analysis ..........................................................F6-24

Ergonomics 3
ID085: Effects of Leg Raise Angles in Supine Position on Blood Pressure and Heartbeat Rate ........................................................................................................A7-1
ID258: Predicting Exercise Intensity with Number of Squat Movement .....................................A7-7
ID320: Accident Causes For Fatal Occupational Falls In The Construction Industry ..................A7-11
ID080: Physical Ergonomics of Brand X, Y, and Z E-bikes: A Comparative Analysis and Product Re-design ..........................................................A7-17
ID189: Fundamental study of concentration using Electroencephalography and Electromyography ........................................................................................................A7-25
ID224: A Multi-year Field Study to Identify Contributing Factors for Neck and Back Postures of Workers in Automobile Assembly ..........................................................A7-30
Ergonomics 4

ID081: Development of Sleep Disorder Detection System using Pressure Distribution Sensor .................. B7-1
ID076: Legibility Comparison of left-right style and top-down style of Chinese characters .................. B7-5
ID126: An Environment to Relieve Stress Experienced by Children with Developmental Disorders .......................................................... B7-9
ID232: Economic Production Quantity Model for Multi-Deteriorating Items with Shortage .................. B7-15
ID031: An Ergonomic Intervention on Shovel to Reduce Musculoskeletal Disorders among Construction Workers .......................................................... B7-22
ID022: An Anthropometric and Postural Risk Assessment of Students in Computer Laboratories of a State University .......................................................... B7-28

Logistics & Supply Chain Management 7

ID296: Design and Management Fruit and Vegetable Supply Chain in Mekong Delta of Vietnam: A Holistic Research Framework .......................................................... C7-1
ID342: Vehicle Routing and Dock Scheduling in A Cross-Docking Platform for Fresh Grocery Distribution Center in Vietnam .......................................................... C7-11
ID329: Supplier Selection Method Using Analytic Hierarchy Process for A Car Seat Manufacturer in Thailand .......................................................... C7-20
ID216: Multi Objective Optimization Using Genetic Algorithm of a Pneumatic Connector .......... C7-26

Service System 1

ID281: Scheduling Outpatients in a Hospital with Multiple Service Points .................................................. D7-1
ID358: Design of Bandung Zoo Visitor Service Improvement .......................................................... D7-7
ID334: Competitive Advantages of Hair Salons in Japan for Foreign Residents .................................. D7-7
ID297: Integration of Lean Service and the Theory of Constraints to Reduce The Throughput Time: A Testing Laboratory Case in The Public Service of Indonesia .................................. D7-12
ID090: Applications of Energy Usage Data: A Literature Review .................................................. D7-14
ID043: e-Learning for Preventive Machine Maintenance Process of Toshiba BMC 80.5
Using SECI Method and ADDIE .......................................................... D7-30

Service System 2

ID351: Value in Online C2C Marketplace Construct Identification and Scale Development ........... E7-1
ID142: Integrating Omni Channel and Artificial Intelligence to Achieve Precision Marketing
– A Case Study of Sharing Economy Platform .......................................................... E7-7
ID 298: Measuring Organizational Competencies .......................................................... E7-13
ID133: Development of A Human Sensor Using Living Plant and Bioelectric Potential ............ E7-19
ID213: Research on Self-Awareness of One’s Aptitude for A Job by Means of Event-
Related Potential .......................................................... E7-23
Special Session 1 - Tourism

ID105: Tendency of foreign visitor in Kaga City ................................................................. F7-1
ID068: A Tour Recommendation System Based on Text Mining of Online Personal Reviews ................................................................. F7-7
ID067: Intelligent Image Resizing of Travel Photos to Proper Aspect Ratio .......................... F7-12
ID143: Function of Tourism Associations in Japan ................................................................. F7-17
ID256: Comparing People’s Intention to Visit Tourist Destinations .................................... F7-22
ID286: A Methodological study on Institutions of Tourism in Japan ..................................... F7-28
ID113: Towards Online Marketing In Tourism ................................................................. F7-33

Production Planning & Control 3

ID242: Determining Number of Workers for Front Office Using Shift Scheduling Considering Workload ........................................................................ A8-1
ID249: A Study on The Seat Setting of the Production Seat Booking System for the Make-To-Stock Manufacturing Process “In case of the Fixed Lot Size Production” ................................................ A8-7
ID253: Worker Coordination Policy for Self-Balancing Production Line with Worker and Station Dependent Speed ........................................................................ A8-13
ID265: The Research of Current Signal Analysis for Overall Equipment Effectiveness in Cyber-Physical System ........................................................................ A8-19
ID243: Development of Algorithm based on Particle Swarm Optimization for Process Design to Promote Levelization and Productivity on Large scale-Mix Production Line .................................................... A8-25

Ergonomics 5

ID117: Sedentary Chair Design ......................................................................................... B8-1
ID020: Risk Analysis for Information Technology in Financial Industry ............................ B8-6
ID021: Improvement Method of Taguchi Quality Engineering for Loss Function using Reliability Engineering ........................................................................ B8-10

Technology Management 2

ID047: Mutualism Effects between e-Commerce and Convenient Store Industries ................ C8-1
ID328: Current State of BIM Adoption in the Chinese Architectural, Engineering and Construction Industry ........................................................................ C8-7
ID037: Developing a Social Life Cycle Assessment Tool for Workers of Micro and Small Scale Jewelry Industry in the Philippines: in the Case of Meycauayan City, Bulacan .......... C8-12
Other
ID349: Demand Originated Reversible Lane Design for Transportation Networks ........................................................... D8-1
ID137: Improving AdaBoost by A Sliding Window Scheme ............................................................................................ D8-7
ID121: Management of Shared Learning Using Social Media Services ........................................................................... D8-13
ID248: Consignment Stock in a Three-Level Supply Chain System with Multiple-Suppliers and Multiple-Retailers with Deteriorating Item .................................................................................................................... D8-18
ID 359: System design of Raspberry Pi-Based cluster for building camera 360 degree .............................................. D8-24

Author Index ........................................................................................................................................................................... 221
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Determining Number of Workers for Front Office Using Shift Scheduling Considering Workload

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Abstract. This research is motivated by conflicting condition of satisfying forward rotation shift allocation and available workers constraint. Shift scheduling generally considers number of workers as input parameter that represents the demand especially for service industry. As consequence, shift workers will apply short rest time because of violation of forward rotation shift allocation to satisfy number of workers constraint. This condition could decrease workers satisfaction of their schedule and also influence workers performance. The proposed model has develop 2 stages procedure, i.e. (1) Shift schedule development using initial number of workers, (2) adjusting number of workers to minimize violation of soft constraint. Numerical example shows that the developed shift schedule results global optimal solution for small problem. It is better to adjust the number of workers by decreasing female worker and increasing male workers, because flexibility of male workers to be assigned in all shifts. However, the proposed model can recommend the composition of male and female workers to maintain the advantages of female workers.

Keywords: shift scheduling, number of workers, forward rotation shift allocation, workload

1. INTRODUCTION

Service industries compete in competitive environment caused by demand fluctuation. Service demand varies as function of time in day, week, or seasonally, with random arrivals. Moreover, service industry has to deal with the variability of customers requirements. There is direct interaction between customers and workers so that generally work activity in service industry is oriented toward people rather than toward things (Fitzsimmons & Fitzsimmons, 2004). Service industry operation strategy has to manage its workers in order to supply the fluctuating demand. Shift scheduling is an important staffing problem for many service organizations. The working time is arranged using shift scheduling to meet the demand. However, poor working arrangement in shift scheduling may influence workers performance (Chiang et al., 2010; Puttonen et al., 2010; Lee et al., 2011; Wittmer et al., 2015), and it will endanger the service delivery to the customers.

Researches in shift scheduling have been conducted by many researchers. The researches have focused on shift arrangement of workers to meet the demand. Therefore commonly procedure in developing shift scheduling is demand forecasting, demand to number of workers requirement conversion, and shift arrangement based on number of workers requirement. Conversion of demand to number of workers generally also has considered the labor cost. This approach is base on manager viewpoint. On the other hand, shift workers sometimes have problem with their social requirement because of unregular working hours. So that managing shift workers needs to consider working-life balance.

Shift scheduling developing has to consider fairness schedule to all workers by balancing the workload among workers. Researches in shift scheduling considering workload balance have been conducted in many parameters of workload. Shift scheduling considering workers workload balance in parameter of working hours or working days has been conducted by Kassa & Tizazu (2013), Rocha et al. (2014), Han & Li (2014), Todovic et al. (2015), and van Veldhoven (2016). Some of researches have considered shift allocation as workload balance, founded in Rocha et al. (2013), Dahmen & Rekik (2015), van der Veen (2015), Jafari & Salmasi (2015), Todovic et al. (2015), and Smalley & Keskinocak (2016). Besides the workload balance, many researches in shift scheduling have considered workers’ preference to accommodate schedule flexibility maintaining workers social life requirement, such as in Han & Li (2014), Labidi et al. (2014), Jafari & Salmasi (2015), Todovic et al. (2015), Jafari & Salmasi (2015), and van Veldhoven (2016).

Jockvom et al (2016), Silvania et al. (2017), and Herawati et al (2017) have developed shift scheduling
model for different departments in hotels, motivated by weakness identification of applied shift schedule of 20 observed hotels in Yogyakarta, Indonesia (Purnama & Yuniartha, 2014). The developed models have considered physical workload balance and workers’ preference. The workers physical workload has been measured using rating of perceived exertion (RPE) Borg’s Scale. Weaknesses of long working hours and inadequate rest hours in Purnama & Yuniartha (2014) has been eliminated by Jockvom et al (2016), Silvania et al. (2017), and Herawati et al (2017) using forward rotation shift allocation constraint. But this constraint may not be fully satisfied because of limited by available workers constraint. The objective of proposed model in this research is to determine number of workers as adjustment of available workers obtaining ideal schedule by considering workload balance and forward rotation.

2. MATHEMATICS MODEL

The proposed model in this research is modified the mathematics model in Silviani et al. (2017) to determine number of workers requirement for front office. Silviani et al. (2017) has developed shift scheduling model considering workers physical workload and worker’s preference in 0-1 Goal Programming. The Goal Programming model has 2 constraints, i.e. hard constrain and soft constraint. The hard constraint is not violated constraint, while soft constraint may be violated in minimum. The hard constraints in Silviani et al. (2017) have concerned the management rule to meet the demand and maintain labor cost, as well as maintain workers performance. The hard constraints of management rule have been minimum and maximum number of workers in each shift to meet the demand, minimum working days in a week, and number of available workers. The hard constraints to maintain the workers performance by giving adequate rest have been one shift allocation in a day and forward rotation shift allocation, i.e. not assign to morning shift after night shift the day before. The soft constraints in Silviani et al. (2017) have been forward rotation shift allocation, i.e. not assign to morning shift after afternoon shift the day before and not assign to afternoon after night shift the day before. These constraints have been considered as soft constraint because conflicting condition between the forward rotation against minimum workers requirement in each shift and number of available workers. The forward rotation will tend to require more workers compare to number of available workers. Other soft constraints in Silviani et al. (2017) have been balancing the physical workload and workers’ preference fulfillment. Balancing the physical workload will give fairness arrangement among workers to create workers satisfaction to their schedule. Considering workers’ preference will give schedule flexibility to accommodate workers social life requirement. The objective function of Silviani et al. (2017) shift scheduling model is to minimize violation of the soft constraints.

The objective of the proposed model is to determine the number of workers using the shift scheduling. The procedure consists of 2 stages; (1) Shift schedule development using initial number of workers, (2) adjusting number of workers to minimize violation of soft constraint. In the first stage, the proposed model has modified the shift scheduling model in Silviani et al. (2017). The soft constraints of forward rotation in Silviani et al. (2017) will be considered as hard constraints in the proposed model to generate more ideal shift arrangement for all workers by giving adequate rest time during the working period. Same as in Silviani et al. (2017), the proposed model has considered balancing physical workload and workers preference as soft constraints, in order to prioritize the management rule of minimum number of workers in a shift and minimum working days in a week.

The objective of the shift scheduling model in the first stage is to minimize violation of balancing the physical workload and workers’ preference fulfillment.

\[
\text{Min } Z = \sum_{j=1}^{J} (d_{1j}^+ + d_{1j}^-) + \sum_{k=1}^{K} (d_{2k}^+ + d_{2k}^-) + \sum_{j=1}^{J} (d_{3j}^+ + d_{3j}^-) + \sum_{j=1}^{J} \sum_{l=1}^{L} (d_{4lj}^+ + d_{4lj}^-) + \sum_{j=1}^{J} \sum_{l=1}^{L} (d_{5lj}^+ + d_{5lj}^-) + \sum_{j=1}^{J} \sum_{l=1}^{L} (d_{6lj}^+ + d_{6lj}^-)
\]

(1)

Notations, parameters, and variables:

- \(P_{Yi,j}\): 1 if male worker \(j\) is assigned in morning shift of day \(i\), 0 otherwise
- \(S_{Yi,j}\): 1 if male worker \(j\) is assigned in afternoon shift of day \(i\), 0 otherwise
- \(M_{Yi,j}\): 1 if male worker \(j\) is assigned in night shift of day \(i\), 0 otherwise
- \(P_{Xk,i}\): 1 if female worker \(k\) is assigned in morning shift of day \(i\), 0 otherwise
- \(S_{Xk,i}\): 1 if female worker \(k\) is assigned in afternoon shift of day \(i\), 0 otherwise
- \(P_{min}\): minimum number of workers in morning shift
- \(S_{min}\): minimum number of workers in afternoon shift
- \(M_{min}\): minimum number of workers in night shift
- \(P_{max}\): maximum number of workers in morning shift
- \(S_{max}\): maximum number of workers in afternoon shift
- \(M_{max}\): maximum number of workers in night shift

- \(i\): index for day, \(i = 1,2,...,J\)
- \(j\): index for male worker, \(j = 1,2,...,J\)
- \(k\): index for female worker, \(k = 1,2,...,K\)
- \(l\): maximum number of working days in a month
- \(n\): working days in a week
- \(w\): consecutive working days
a : RPE scale for morning shift
b : RPE scale for afternoon shift
c : RPE scale for night shift
FYj : physical workload of male worker in a month
FXk : physical workload of female worker in a month
g : average physical workload among all workers
QYij : 1 if male worker j ask for assigned in morning shift, 0 for ask off-day
RYij : 1 if male worker j ask for assigned in afternoon shift, 0 for ask off-day
OYij : 1 if male worker j ask for assigned in night shift, 0 for ask off-day
QXik : 1 if female worker k ask for assigned in morning shift, 0 for ask off-day
RXik : 1 if female worker k ask for assigned in afternoon shift, 0 for ask off-day

Constraints:
\[ \sum_{j=1}^{\infty} PY_{ij} + \sum_{k=1}^{K} PX_{ik} \geq P_{\text{min}} \quad \forall i \]  
(2)
\[ \sum_{j=1}^{\infty} SY_{ij} + \sum_{k=1}^{K} SX_{ik} \geq S_{\text{min}} \quad \forall i \]  
(3)
\[ \sum_{j=1}^{\infty} MY_{ij} \geq M_{\text{min}} \quad \forall i \]  
(4)
\[ \sum_{j=1}^{\infty} PY_{ij} + \sum_{k=1}^{K} PX_{ik} \leq P_{\text{max}} \quad \forall i \]  
(5)
\[ \sum_{j=1}^{\infty} SY_{ij} + \sum_{k=1}^{K} SX_{ik} \leq S_{\text{max}} \quad \forall i \]  
(6)
\[ \sum_{j=1}^{\infty} MY_{ij} \leq M_{\text{max}} \quad \forall i \]  
(7)
\[ PY_{ij} + SY_{ij} + MY_{ij} \leq 1 \quad \forall ij \]  
(8)
\[ PX_{ik} + SX_{ik} \leq 1 \quad \forall ik \]  
(9)
\[ MY_{ij} + PY_{(i+1)j} \leq 1 \quad \forall ij \]  
(10)
\[ SY_{jj} + PY_{j,(i+1)} \leq 1 \quad \forall ij \]  
(11)
\[ MY_{ij} + SY_{j,(i+1)} \leq 1 \quad \forall ij \]  
(12)
\[ SX_{kj} + PX_{k,(i+1)} \leq 1 \quad \forall ik \]  
(13)
\[ MY_{ij} + MY_{(i+1)j} + MY_{(i+2)j} \leq 2 \quad \forall ij \]  
(14)
\[ \sum_{i=1}^{\infty} PY_{ij} + \sum_{i=1}^{\infty} SY_{ij} + \sum_{i=1}^{\infty} MY_{ij} = n \]  
(15)
\[ \sum_{i=1}^{\infty} PX_{kj} + \sum_{i=1}^{\infty} SX_{kj} = n \]  
(16)
\[ \sum_{i=1}^{\infty} PY_{ij} + \sum_{i=1}^{\infty} SY_{ij} + \sum_{i=1}^{\infty} MY_{ij} = w \]  
(17)
\[ \sum_{i=1}^{\infty} PX_{kj} + \sum_{i=1}^{\infty} SX_{kj} = w \]  
(18)
\[ \sum_{j=1}^{\infty} aPY_{ij} + \sum_{j=1}^{\infty} bSY_{ij} + \sum_{j=1}^{\infty} cMY_{ij} = FY_{j} \]  
(19)
\[ \sum_{k=1}^{K} aPX_{kj} + \sum_{k=1}^{K} bSX_{kj} = FX_{k} \]  
(20)

Constraints (2) to (7) are management rule of minimum and maximum number of workers in each shift to meet the demand. Constraint (8) and (9) ensure ideal working hours, a shift in a day. Constraints (10) to (13) guarantee the forward shift allocation. Constraints (11) to (13) have been modified into hard constraints. Constraint (14) limits consecutive night shift allocation to avoid negative effect in health of working in night shift.
Constraints (15) to (18) arrange shift allocation to maintain working days according management rule. Constraints (19) to (21) calculate the individual and total physical workload. Constraints (22) and (23) balance the physical workload among workers. Constraints (24) to (28) are workers’ preference fulfillment.

In the second stage of proposed model, violation of soft constraint and number of workers allocation in each daily shift become the basis in adjusting number of workers by gender. Number of workers allocation in each daily shift will be compared to maximum number workers in each shift. The model will consider as excess workers if the number of workers allocation if in the shift equal to maximum workers in a shift. If the number of workers adjustment is only based on violation of soft constraints then the model will tend to increase number of workers until no violation. Increasing number of workers will decreasing violation of soft constraints but also increasing daily shift excess workers. It means that increasing number of workers only results in increasing labor cost and not for the schedule quality. The model will stop increasing number of workers when there is no significant improvement in violation of soft constraints and number of shift in maximum workers.

3. NUMERICAL EXAMPLE AND DISCUSSION

The proposed model has been evaluated using real data of shift scheduling parameter identified in Purnama & Yuniartha (2014). Table 1 shows shift scheduling parameter of the 3 hotels as numerical example to evaluate the proposed model. Table 2 to Table 4 shows results of the proposed model for the 3 hotels, respectively.

Table 1. Shift Scheduling Parameter of 3 Hotels

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Hotel A</th>
<th>Hotel B</th>
<th>Hotel C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td>4 Male 1 Female</td>
<td>4 Male</td>
<td>5 Male</td>
</tr>
<tr>
<td>Minimal worker in a shift</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Maximal worker in a shift</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Workstretch</td>
<td>6-1</td>
<td>5-1</td>
<td>No</td>
</tr>
<tr>
<td>Period</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>RPE scale of morning shift</td>
<td>7.1</td>
<td>8.0</td>
<td>8.9</td>
</tr>
<tr>
<td>RPE scale of afternoon/ night shift</td>
<td>7.4</td>
<td>7.8</td>
<td>8.2</td>
</tr>
</tbody>
</table>

Table 2. Results for Hotel A

<table>
<thead>
<tr>
<th>Workers</th>
<th>4 Male 1 Female</th>
<th>4 Male</th>
<th>5 Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical workload</td>
<td>Balance Average of 187</td>
<td>Balance Average of 187.63</td>
<td>Balance Average of 187, 32</td>
</tr>
<tr>
<td>Workers’ preference fulfillment</td>
<td>Ok</td>
<td>Ok</td>
<td>Ok</td>
</tr>
<tr>
<td>Number of shift in maximum workers</td>
<td>39 shifts</td>
<td>13 shifts</td>
<td>39 shifts</td>
</tr>
</tbody>
</table>

Table 3. Results for Hotel B

<table>
<thead>
<tr>
<th>Workers</th>
<th>3 Male 1 Female</th>
<th>4 Male</th>
<th>3 Male 2 Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical workload</td>
<td>Balance Average of 196,8</td>
<td>Balance Average of 196,8</td>
<td>Balance Average of 196,8</td>
</tr>
<tr>
<td>Workers’ preference fulfillment</td>
<td>Not Ok</td>
<td>Ok</td>
<td>Not Ok</td>
</tr>
<tr>
<td>Number of shift in maximum workers</td>
<td>10 shifts</td>
<td>10 shifts</td>
<td>35 shifts</td>
</tr>
</tbody>
</table>

Table 4. Results for Hotel C

<table>
<thead>
<tr>
<th>Workers</th>
<th>3 Male 3 Female</th>
<th>3 Male 2 Female</th>
<th>3 Male 1 Female</th>
<th>4 Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical workload</td>
<td>Balance Average of 212</td>
<td>Balance Average of 211,3</td>
<td>Balance Average of 211,3</td>
<td>Balance Average of 211,3</td>
</tr>
<tr>
<td>Workers’ preference fulfillment</td>
<td>Ok</td>
<td>Ok</td>
<td>Ok</td>
<td>Ok</td>
</tr>
<tr>
<td>Number of shift in maximum workers</td>
<td>60 shifts</td>
<td>36 shifts</td>
<td>10 shifts</td>
<td>10 shifts</td>
</tr>
</tbody>
</table>

Adjustment of decreasing number of male workers less than 4 results no feasible solution because violation of forward rotation, minimum consecutive night shift, and minimum consecutive working days (workstretch) constraint. For Hotel B and C, with male workers of less than 4 may result improving because number of consecutive working days is shorter or no workstretch. Adjustments of Hotel A by eliminate the only female workers results improving in number of shift with maximum workers. But increasing number of male workers
into 5 workers results no improvement of shifts in maximum workers. The same condition is shown in Hotel B when adjustment by eliminate the female workers. Decreasing male worker to increase female workers results no improvement as shown in Hotel B. It means that it is better for increasing male workers because of the flexibility of male workers to assign in night shift to satisfy minimum consecutive night shift allocation. However, the proposed model has capability to recommend male and female workers composition to maintain advantages of female workers, as shown also by numerical example of Hotel C.

The proposed model has been evaluated by varying the values of RPE scale and workers’ preference. The proposed model will always satisfy physical workload balance. Satisfying workers’ preference will be limited by the work stretch pattern. Longer consecutive working days will limit flexibility to satisfy the preference. Model evaluation for developing shift scheduling shows global optimum solution for simple problem but it will be time consuming for increasing number of workers and complex scheduling parameters, such as the workers’ preference.

4. CONCLUSION AND SUGGESTION

The proposed model can result optimal number of workers base on the improvement of schedule quality in term of violation of workers’ preference and excess workers. It is better to adjustment the number of workers by decreasing female worker and increasing male workers, because flexibility of male workers to assigned in all shifts. However, the proposed model can recommend the composition of male and female workers to maintain the advantages of female workers. Satisfying workers’ preference is limited by workstretch pattern. More deeply investigation of workers’ preference, especially for worker on leave, need to be considered, as well as determining casual workers for increasing demand in high season.

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