

ORGANIZATION STRUCTURE DEVELOPMENT BASED ON COMPANY BUSINESS PROCESS

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ABSTRACT

Organizational structure is one way for companies to manage human resources owned efficiently. With the organizational structure, it is expected to increase the awareness and commitment of employees in order to provide optimal work performance. Preparation of organizational structure within the company generally carried out without regard to business processes that occur, consequently the efficiency of human resources is not implemented. The business process is a set of structured or interdependent work or literature to solve a problem or to produce a product or service (to achieve a particular goal). Business processes can be broken down into several subprocesses that each process has its own attributes but also contributes to achieve a goal of its subprocess.

Keywords: *Organizational Structure, Business Process and Human Resource Efficiency.*

ABSTRAK

Struktur organisasi merupakan salah satu cara bagi perusahaan untuk mengelola sumber daya manusia yang dimiliki secara efisien. Dengan struktur organisasi, diharapkan dapat meningkatkan kesadaran dan komitmen karyawan agar dapat memberikan kinerja kerja yang optimal. Penyusunan struktur organisasi di perusahaan umumnya dilakukan tanpa memperhatikan proses bisnis yang terjadi, akibatnya efisiensi sumber daya manusia tidak dilaksanakan. Proses bisnis adalah sekumpulan pekerjaan atau literatur terstruktur atau saling tergantung untuk memecahkan masalah atau menghasilkan produk atau layanan (untuk mencapai tujuan tertentu). Proses bisnis dapat dipecah menjadi beberapa subproses sehingga masing-masing proses memiliki atribut tersendiri namun juga berkontribusi untuk mencapai tujuan subprosesnya.

Kata kunci: Struktur Organisasi, Proses Bisnis dan Efisiensi Sumber Daya Manusia.

INTRODUCTION

Background of the study

Business process is the main element of business function in an organization. The business process involves a wide range of interested parties and requires resources. Managing the right business processes can improve overall organizational performance. Although many organizations are aware of the importance of managing business processes efficiently and the improvement or refinement of business processes to the level of customer satisfaction, many organizations are still unclear about how to make these changes systematically and

gradually. This is because every business process has its own unique characteristics and different from each other.

Formulation of the problem

Based on the background of the above problem, then it can be raised the problem formulation as follows:

1. How the flow of business processes that exist in PT.SCA?
2. How the organizational structure needed to support the business processes at PT.SCA?

Research Objectives

Referring to the formulation of the above problem, the objectives to be discussed are as follows:

1. To know the flow of existing business processes on PT.SCA.
2. To know the organizational structure needed to support the business process at PT.SCA.

Benefits of research

Benefits of the research can be obtained as follows:

1. Theoretical benefits.
 - a. Increase inventory of research results on the preparation of business process flow that has been done before.
 - b. The results of this study can be useful for the development of science in the field of Human Resources.

2. Practical Benefits and Policy Contributions.

The results of this study is expected to be one input or consideration for PT. SCA in policy making related to the company's business processes and organizational structure.

DISCUSSION

Company Profile

PT. SCA is a company engaged in the field of management consulting and business, more focused again PT. CSA provides services to the company covering three main services, among others:

1. Psychotest.

It is part of a selection of job openings, which is one of the stages in a new employee acceptance selection system in a company. A series of psychotests can catch the tendency of the applicants, which includes intellectual ability or personality. These two things will certainly be tailored to the job characteristics available.

2. Outbound Training.

It is an outdoor activity with an emphasis on developing skills in organizational management and personal development that is simulated through live games. The purpose of Outbound Training is to improve motivation and confidence (personal development), creative thinking (innovation), a sense of togetherness and mutual trust and refreshment and break the rigidity of the bureaucracy.

3. Preparation of Job Description.

It is a written statement that explains why work exists, what the actual job holder does, how they do it and under what conditions the job is done.

Business Process

A business process is a collection of structured tasks or activities that can produce a particular service or product for one or more consumers (Roger, 2001). Business processes are often depicted visually in the form of a flowchart. Business process analysis is an activity undertaken to review existing business processes and implement practical knowledge that can help change and improve processes.

The first stage in doing business process analysis is to understand all the activities in the process. This understanding can be assisted by process mapping or process modeling. Business process structure modeling can be done with various approaches. The most common approaches are technical, horizontal and vertical structures, and extension / intensive (Mendling, 2010). The horizontal structure makes it easy to track relationships between consumers and the services they use. The vertical structure provides varying degrees of detail, from a technical level to an abstraction level. In an extensive structural model, the process is described as a whole. While on an intensive structural model, business processes are described as interactions of

various entities contained within the system. This model describes the business process from an internal point of view.

Business process by using value chain theory or value chain analysis is a concept of business management which was first proposed and popularized by Michael Porter (1985) in his book "Competitive Advantage: Creating and Sustaining Superior Performance". Value chain analysis describes the organization's activities in conducting and linking to competitive organizational positions.

Value chain analysis describes activities within and around the organization, and is concerned with the analysis of the organization's competitive strength. Therefore, evaluating the value of any particular activity will add value to the organization's products or services. This idea builds on the insight that organizations are more than machines, tools, people and money. Only if these things are arranged in the system and systematically activate the production then

the customer will be willing to pay the price that benefits the organization. Porter argues that the ability to perform certain activities and to manage the relationships between these activities is a source of competitive advantage.

Porter distinguishes between main activities and support activities. The main activities are directly related to the creation or delivery of products or services. These activities can be grouped into five main areas: logistics entry, operations, outgoing logistics, marketing and sales, and services. Each major activity is linked to support activities that help to improve effectiveness or efficiency. There are four main areas of support activity: procurement, technological development (including Research & Development), human resource management, and infrastructure (planning, finance, quality, information management systems etc.). The basic model of Porter's Value Chain Model is as follows:

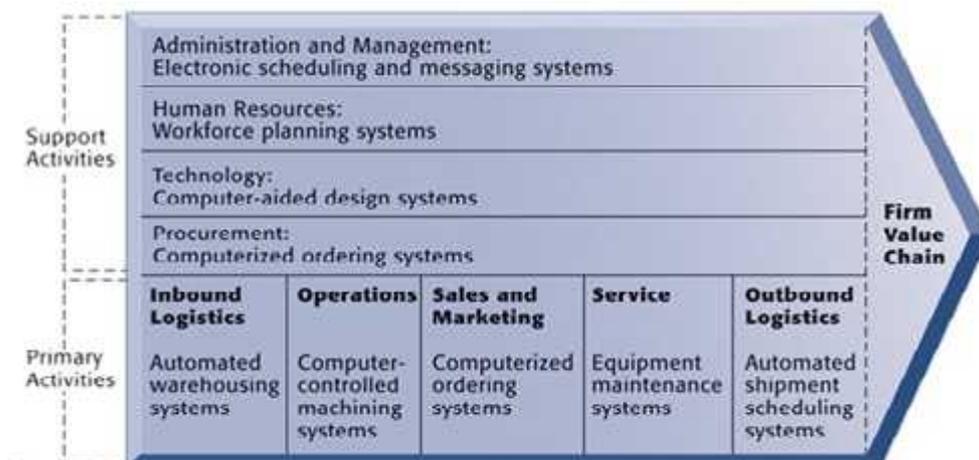


Figure 1: Porter's Value Chain Model.

Referring to the business activities of PT. SCA which has been described in the company profile and adopted from

Michael Porter's value chain theory, then the model of the business process of PT. SCA can be described as follows:



Figure 2: Value Chain Model PT. SCA.

Workflow

Workflow process is a sequence of steps that must be passed in processing documents, work or information within an organization. Each stage of the workflow process can be divided into 3 main parts namely input, process and output. Input is the initial input that activates (trigger) the workflow, the process is an algorithm that converts the input into output. The process

can be done either by humans or computers. Output is the information or material produced by the workflow. The output of a workflow is then forwarded to other workflows on a large organizational workflow system (Wikipedia, 2017).

Based on Figure 2: Value Chain Model PT. SCA, then the workflow of PT. SCA can be drawn as follows:

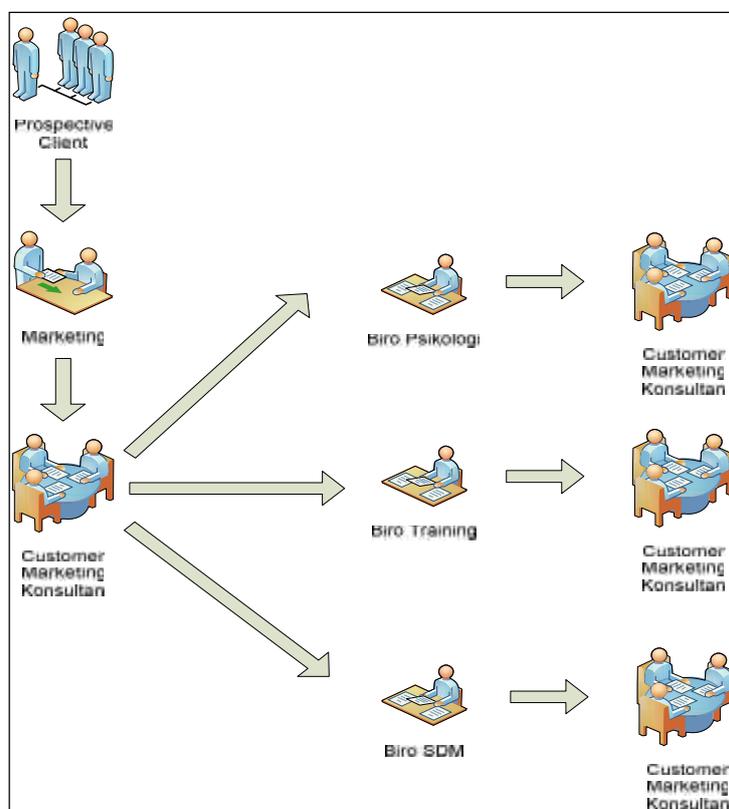


Figure 3: Workflow model of PT. SCA.

The first stage starts from the prospective client that is accepted by the marketing department to be asked for the purpose and the purpose comes to PT. SCA, the second phase of the marketing

department together with the consultant team held a small meeting to discuss the issues that the prospect is facing. The third stage of completing the task is done in each bureau.

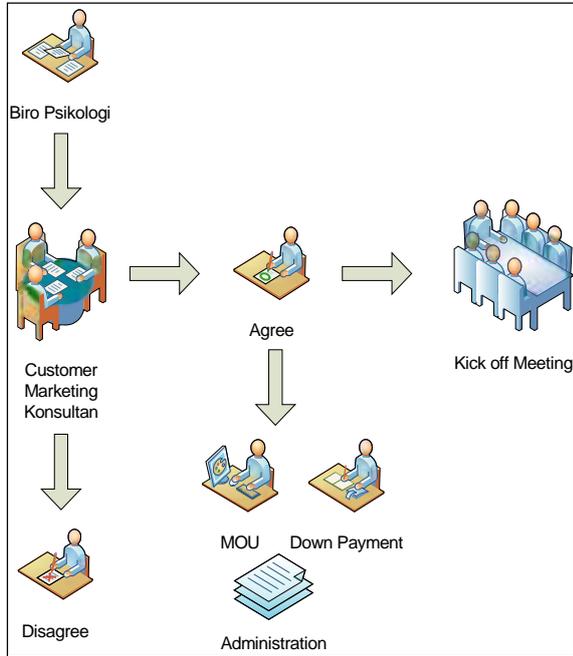


Figure 4: Workflow Model Bureau of Psychology PT. SCA.

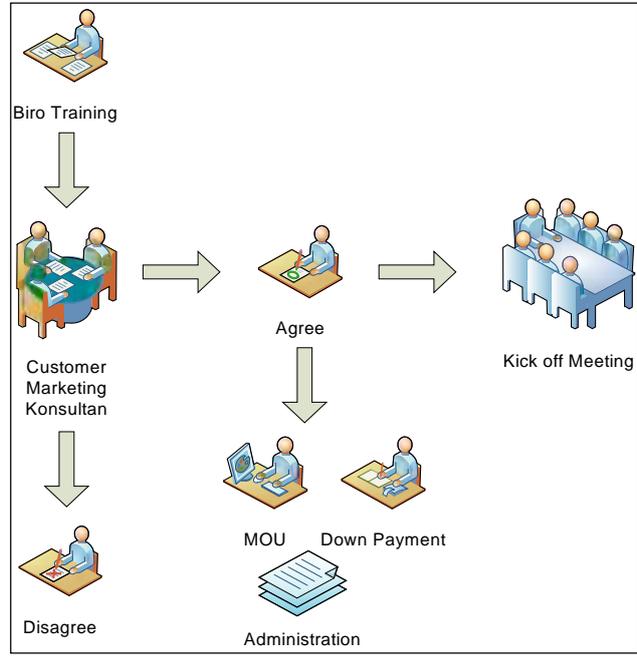


Figure 5: Workflow Model Bureau Training PT. SCA.

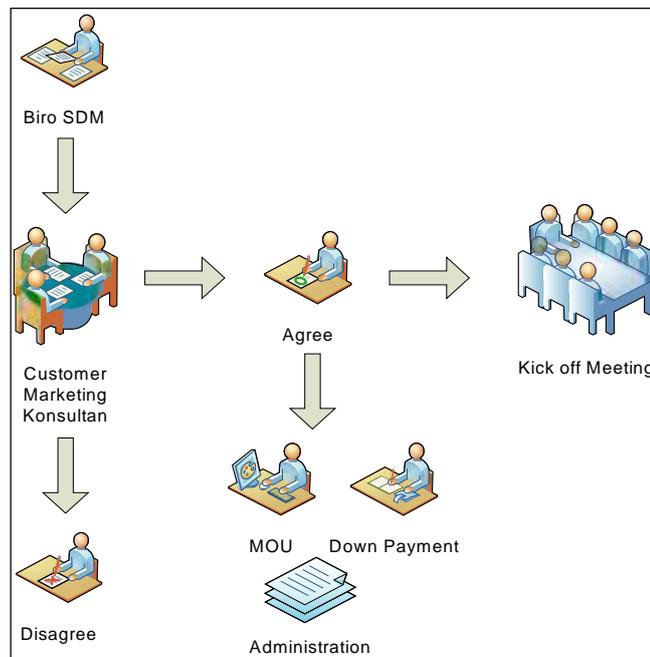


Figure 6: Workflow model of Bureau HR PT. SCA.

Organizational Structure

Management is closely related to the organization as a container or place of management that will play an active role. Organizations without good management will result in organizational routines can not last long. To be more clear, in this case some definitions become the starting point in the following descriptions, namely:

- 1) The organization is a consciously coordinated social unit consisting of two or more persons and a relative continuum to achieve one or a set of common goals (Robbins and Judge, 2008: 5).

- 2) Organization is a container formed to achieve common goals effectively (Wibowo, 2007: 1).
- 3) Organization is a system of formal, structured, and coordinated union of a group of people who work together in achieving certain goals. Organization is only a tool and a container only (Hasibuan, 2004: 120).

Can be known some basic elements that characterize the organization are:

- a) a collection of people.
- b) a container.

Based on Value Chain Model and PT workflow. SCA, it can be drawing the structure of the organization as follows:

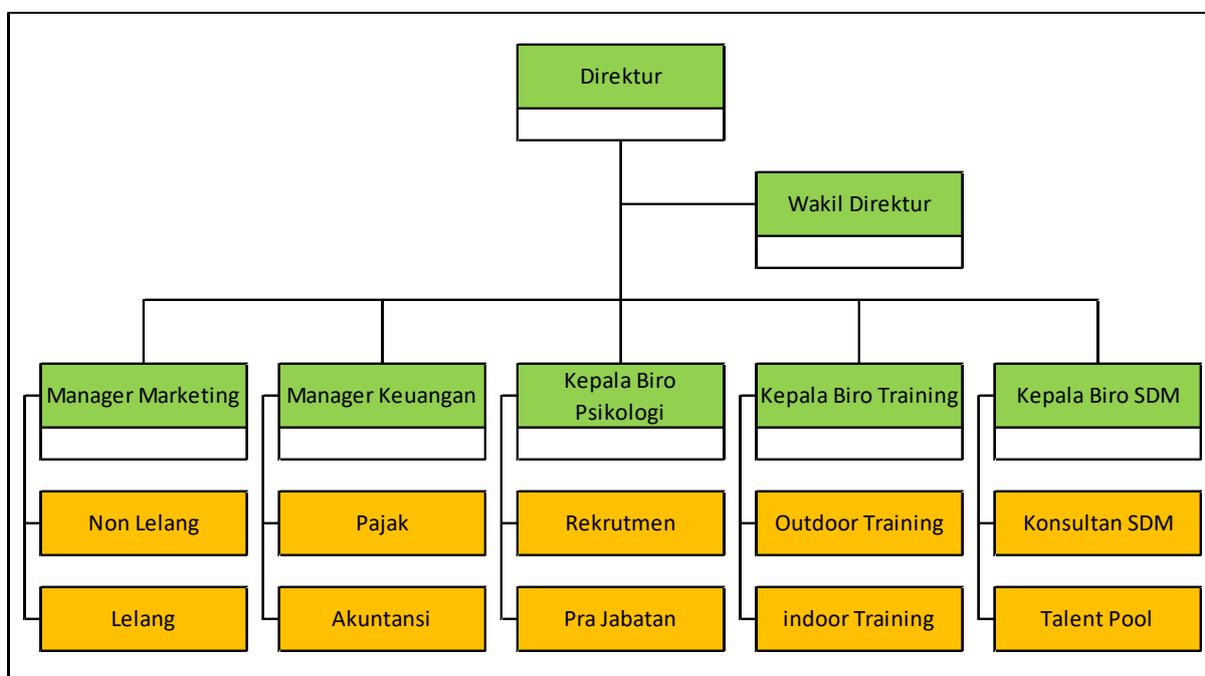


Figure 7: Design of Organizational Structure PT. SCA.

The organizational structure is the whole of the tasks grouped into existing functions so that it is a unity, directed and developed continuously on a certain purpose to the optimal conditions, the structure of an organization is described in the form of an organizational scheme or organigram, ie A graphic painting that explains organizational relationships, both vetal and horizontal, between parts and between individuals. In other words, oganigram provides an overview of the

structure of human resources, namely the placement of individuals in positions that exist within an organization. It aims to determine who is in charge of leadership, what and to whom the task, authority, responsibility, and position are assigned.

The structure of this organizational structure consists of:

1. Director
2. Deputy Director
3. Marketing Manager

4. Finance Manager
5. Head of Psychology Bureau
6. Head of Training Bureau
7. Head of Human Resources Bureau

CONCLUSION AND RECOMMENDATION

Conclusion

1. Effectiveness of a company that is determined by.
2. Organizational structure is a way of working within a company that moves through facilities and positions.
3. Activity boxes within the company, hierarchy of positions, and guidelines for work description or job description.
4. The lines that exist within the organizational structure of the ordinance, which is the line of communication, the line of coordination, the line of delegation of authority between the functions of one with other functions.

Recommendation

1. Every company should realize that the organizational structure is a work guide.
2. Each company should design an effective organizational structure in accordance with the company's existence.

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