

**PROPOSED ORGANIZATIONAL EFFECTIVENESS IMPROVEMENT USING
7S MCKINSEY AND 5 WHY ROOT CAUSE ANALYSIS
(A CASE STUDY OF GROWTHESEED BUSINESS)**

FINAL PROJECT

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for the master's degree
from Institut Teknologi Bandung**

**By
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**Master of Business Administration Program
School of Business and Management
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Master's Programme, Bandung Institute of Technology, 2021

Thesis Counsellor: Hary Febriansyah, S.Si., M.T, Ph.D.

ABSTRACT

Growtheseed is an independent book printing and publication business that was established in 2019. Growtheseed offers children's Islamic literacy books with attractive colorful illustrated story concepts at affordable prices. Currently, Growtheseed has 11 people team and sales partners which spread throughout Indonesia. As time goes by, the proportion of Growtheseed employees could not achieve the target that had been initiated. The decline in turnover of 25.05% in 2022 does not show a trend in line with the global growth of the printing and publishing industry which has grown 2.6% post-pandemic. The quarterly OKR (Object Key Result) of the research and development and marketing became a symptom of the problem due to not being achieved majorly in 2022. Some of these symptoms were that several RnD, Marketing and Human Capital OKRs were not achieved. Moreover, the human capital field, which was carried out by the founder directly, had not also achieved the OKR target during the same year. According to the organizational effectiveness concept, the issue that Growtheseed currently faces is managerial in terms of the resource system.

Business exploration is carried out by reviewing the company's internal environment which includes human resource analysis, managerial analysis, and structural analysis described in the McKinsey 7S concept and 5 why root cause analysis. The primary research data was obtained through interviews with the founder, co-founder and questionnaires to all Growtheseed employees through qualitative and quantitative methods. Secondary data is acquired through company documents, academic journals, and online articles to complete the analysis. The business solution is proposed to increase the effectiveness of the internal organization in achieving business growth in the organizational phase through establishing job analysis and job evaluation in order to reference for recruitment employee and designing salary structure for each work position. Lastly, this study proposes the submission of a progressive salary structure and restructuring of the organizational structure of certain work positions to carry out effective work coordination.

Lastly, this study proposes a restructuring of the organizational structure of certain work positions to achieve effective work coordination.

Keywords: Organizational Effectiveness, Business Organizational Phase, Job Analysis, Salary Structure

**USULAN PENINGKATAN EFEKTIVITAS ORGANISASI DENGAN
MENGUNAKAN KONSEP 7S MCKINSEY DAN JOB ANALISIS
(STUDI KASUS BISNIS GROWTHESEED)**

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ABSTRAK

Growthseed merupakan usaha percetakan dan publikasi buku mandiri yang berdiri sejak tahun 2019. Growthseed menawarkan buku-buku literasi Islami anak dengan konsep cerita bergambar yang menarik dan penuh warna dengan harga yang terjangkau. Saat ini, Growthsee memiliki 11 orang tim dan mitra penjualan yang tersebar di seluruh Indonesia. Seiring berjalannya waktu, proporsi karyawan Growthsee tidak dapat mencapai target yang telah dirintis. Penurunan omzet sebesar 25,05% pada 2022 tidak menunjukkan tren sejalan dengan pertumbuhan global industri percetakan dan penerbitan yang tumbuh 2,6% pascapandemi. OKR (Object Key Result) triwulanan dari penelitian dan pengembangan dan pemasaran menjadi gejala masalah karena tidak tercapai secara besar-besaran di tahun 2022. Beberapa gejala tersebut adalah beberapa OKR RnD, Pemasaran dan Sumber Daya Manusia tidak tercapai. Apalagi, bidang human capital yang dikerjakan langsung oleh pendiri juga belum mencapai target OKR di tahun yang sama. Menurut konsep efektivitas organisasi, masalah yang dihadapi oleh Growthsee saat ini adalah manajerial dalam hal sistem sumber daya.

Eksplorasi bisnis dilakukan dengan meninjau lingkungan internal perusahaan yang meliputi analisis sumber daya manusia, analisis manajerial, dan analisis struktural yang dijabarkan dalam konsep Mckinsey 7S dan analisis akar penyebab 5 why. Data penelitian primer diperoleh melalui wawancara dengan founder, co-founder dan kuesioner kepada seluruh karyawan Growth-seed melalui metode kualitatif dan kuantitatif. Data sekunder diperoleh melalui dokumen perusahaan, jurnal akademik, dan artikel online untuk melengkapi analisis. Solusi bisnis diusulkan untuk meningkatkan efektifitas internal organisasi dalam mencapai pertumbuhan bisnis pada fase organisasi melalui penetapan job analysis dan job evaluation dalam rangka acuan rekrutmen karyawan dan perancangan struktur gaji untuk setiap posisi kerja. Terakhir, penelitian ini mengusulkan pengajuan struktur gaji progresif dan restrukturisasi struktur organisasi jabatan kerja tertentu untuk melakukan koordinasi kerja yang efektif.

Terakhir, studi ini mengusulkan restrukturisasi struktur organisasi jabatan kerja tertentu untuk mencapai koordinasi kerja yang efektif.

Kata Kunci: Efektivitas Organisasi, Fase Organisasi Bisnis, Analisa Pekerjaan, Struktur Penggajian

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Date

February 13, 2023

VALIDATION PAGE

VALIDATION PAGE

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Bandung, 14 March 2023

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The author believes this thesis must be a lot of weaknesses and imperfections. Suggestions and critiques toward this thesis are welcomed. Hopefully, this thesis can be useful for academic and business proposed.

Cirebon, 13 Agustus 2023

M Rizki Firdaus

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CHAPTER 1 INTRODUCTION

1.1 Background

The global book publishing industry has increased by 2.6% CAGR from \$89.09 billion in 2022 to \$91.39 billion in 2023. The Russian-Ukrainian conflict diminishes the potential of global economic revival as a result of the COVID-19 pandemic at least in the short term. According to PWC, the book publishing industry is expected to expand at a 1.7% CAGR to \$97.84 billion by 2027. The book publishing market includes the income generated by organizations that provide services such as design, editing, and marketing activities required for the production and distribution of books.

These countries such as Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, Denmark, Egypt, Finland, France, Germany, Hong Kong, India, India, Ireland, Israel, Italy, Japan , Malaysia, Mexico, Netherlands, New Zealand, Nigeria, Norway, Peru, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Thailand, Turkey, UAE, United Kingdom , USA, Venezuela, Vietnam are covered in the book publishing market report

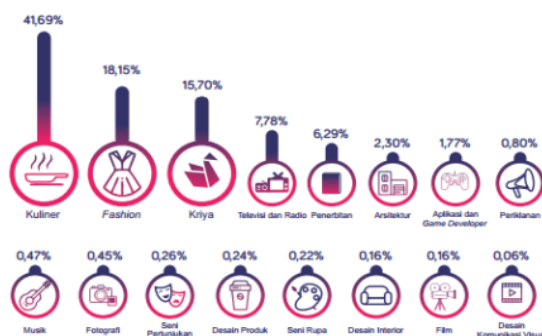


Figure 1. 1 Creative Economy Subsector Contribution to GDP

The Indonesian publishing industry itself contributes quite a bit to the nation's economy, where this industry occupies the fifth position in terms of its contribution to the national's GDP in the creative industry sector. The Indonesian Ministry of Tourism and Creative Economy (Kemenparekraf/Baparekraf) participated in the London Book Fair 2022, a large book trade fair and the marketplace for storytellers that is held annually in London. The thing that was found according to this event was Indonesia is the leader among Southeast Asian countries in terms of book production, specifically for Muslim children's books.

Yuana Rochma Astuti, the Marketing Director of the Creative Economy Ministry of Tourism and Creative Economy, explained that Indonesia is not definitely at the top of Southeast Asian countries in terms of the production and quality of Muslim children's books. She stressed the transaction's size which had a potential worth of up to 50 billion rupiah.

Growthseed, an independent Indonesian publishing company has been trying to seize this opportunity. Several of its products, such as *Jangan mereka mengetahui*, *Betapa besar Allah mencintai saya*, *Satu hari tanpa Ibu* have even sold tens of thousands of copies at the start of their launch. However, in its third year of establishment, Growthsee is currently still struggling with its work operations. As a result, in the 2022 period, the turnover decreased by 25.05% compared to the previous year. This is certainly contrary to the increase in this industry which has reached 2.6% and the projections of this industry which is predicted to increase by 1.74% until 2027.

The internal problems occur since the short term business (quarterly) target which is OKR (Object Key Result) in the Growthseed division is often not achieved in 2022. This will certainly have an impact on Growthseed's omzet surely. By qualitative and qualitative approach using root cause analysis, 7S Mckinsey, and organizational effectiveness concept this research will examine and focus on looking at Growthseed's internal conditions in supporting its operational optimization.

1.2 Business Overview

1.2.1 Company Profile



Figure 1. 2 Growtheseed's Logo

Growtheseed, an independent book printing and publication business that established in 2019 offers children's Islamic literacy books with attractive colorful illustrated story concepts at affordable prices. At the initial establishment, Growtheseed's founder running major of the operation herself, such as management, content writer and illustrator. Her struggles paid off when Growtheseed first book, specifically "Bunda Kenapa Ya?" has sold thousands of copies and has penetrated the national market. During the pandemic Covid-19 strikes, Growtheseed had a one-year hiatus in 2020. However, Growtheseed has returned the following year with the enthusiasm to publish 8 book titles and series which sold tens of thousands of copies and are growing in the national market.



Figure 1. 3 “Bunda Kenapa Ya?” Book Cover

The public's positive response to “Bunda Kenapa Ya?” book edition gave a distinct impression to the founder of Growtheseed at that time. At least more than 3800 copies of the first production book were sold, which initially only targeted sales of only 1000-2000 books. In addition, the response of Growtheseed consumer was coming better, which can be seen from the sale of a package called “Perpustakaan Pertamaku?” which sold more than 20 thousand copies in less than one minute and continued to increase until the second week with a total of 42 thousand copies. During the development, Growtheseed implements several business philosophy to each of its products by turning an early age into seeds that can grow into useful and insightful individuals. Growtheseed believes together with parents in caring for and growing those of seedlings with knowledge and love will create useful human beings in the future.



Figure 1. 4 Growtheseed's Logo Composition

The figure above is the composition of the Growtheseed logo. The Growtheseed icon comes from a sketch of the seed and the fingers which is holding it. It is supposed to be a seed that ready to grow up. Growtheseed believes, by implementing of five color tones which has the psychological meaning of joy, energizing, spirituality and growth will generate a self-publishing and have a solid local or global presence.

1.2.2 Vision and Mission

Vision

- Guiding and helping parents to continue to provide the best literacy for their children
- To become a business unit that produces quality products, welfare of workers and a sustainable business

Mission

- Forming a "community" of parents who care about children's education and literacy.
- Publishing quality children's books whose quality is recognized in the national and international arena.
- Build a "sustainable" business model.

1.2.3 Organization Structure

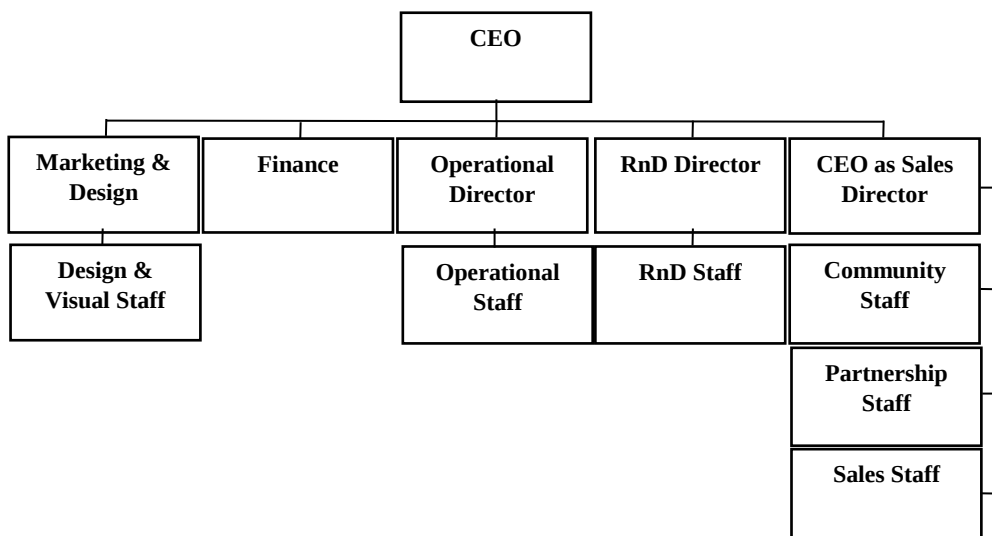


Figure 1.5 Organizational Structure of Growtheseed

The figure above illustrates the organizational structure of Growtheseed. A CEO at the top of the organization and the CEO oversees five divisions, Marketing & Design, Finance, Operational, Research & Development and Sales division. In each division there is a director who leads. Each division reports weekly and monthly to the directors to find out progress and updates related to targets. The following is a detailed job description for each position:

- **CEO:** Create, communicate, and implement the vision, mission and general description of the goals of the organization or company to all employees. lead the development and implementation of corporate strategy. communicate with the board of directors for the progress of the company.
- **RnD:** Conduct research and product development in this case children's books, both in terms of content to innovation in it.
- **Marketing & Design:** Develop marketing strategies starting from processing promotional content, copywriting and scheduling promotions.
- **Design:** Product (book) layouting, story illustrator, designing/processing promotional materials
- **Sales:** Customer care: handle customer transactions (resellers) from purchases, orders, payments to complaints.
- **Partnership:** Dealing with resellers in terms of partnerships, dealing with reseller regulations to the distribution of profit percentages.

- Finance: Recording and validating transactions (incoming and outgoing), invoicing, bill payments, and others related to finance.
- Operational: Handling the book production process, packaging to delivery.

1.2.4 Customer Profile

- **Market Segmentation:** Growthseed's market segmentation is young urban parents who have children aged 3-8 years
- **Target Market:** The target market of the Growthseed market is a parent who have children aged 3-8 years and familiar with digital platform such as Instagrams.
- **Positioning:** Growthseed has a market positioning as a producer of attractive and affordable illustrated children's story books to help fulfill early childhood literacy.

1.2.5 Service Offering



Figure 1.6 Product of Growthseed

Growthseed offers children's Islamic literacy books with attractive colorful illustrated story concepts at affordable prices. Consumers can order Growthseed books through the reseller partner which is closest to their domicile or through social media. The production and sales of books are usually carried out in bundles in order to maintain the attractiveness and diversity of Growthseed 's products as well as the affordability. Every time a new book is produced, pre-ordering is done in collaboration with the partnership. The partnership acts as an effective product reseller for Growthseed product sales.

1. 3 Bussiness Issue

Growthseed has been operating three years since the business was established. At the first period, Growthseed operation went well, unfortunately since the high demand for the production Growthseed started having some obstacles in order to run the operational. The increase in production has not been matched by its resources. The decline in turnover by 25.05% in 2022 compared to the previous year is a problem where in general the global book publishing industry has increased by 2.6% from its downturn due to the COVID-19 pandemic since 2020. Moreover, this industry is projected to bounce back in turnover growth of 1.7% until 2027.

The internal problems occur since the short term business (quarterly) target which is OKR (Object Key Result) in the Growthseed division is often not achieved in 2022. This will certainly have an impact on Growthseed's omzet surely.

Ultimate OKR				
Produk Buku Growthseed terjual 60.000 eksemplar di tahun 2021				
OKR's 2021				
Objective	Q1	Q2	Q3	Q4
Pengusutan fondasi dan internalisasi visi, misi, value, culture	40%	30%	25%	25%
Established working system	40%	40%	10%	10%
Scaling to 10x 2020 capacity	20%	25%	30%	10%
Result				
Fondasi				
Value Internalized Mission Accomplished Vision Accomplished				
System				
Membuat SOP untuk ilustrator				
Menentukan genre sebelum bergerak				
Pembagian jobs/RnD dalam proses pembuatan buku				
Membuat timeline yang jelas				
Membuat format dalam proses pembuatan naskah				
Scaling				
Product Membuat produk minimal 1 buku				
Key Activities		Measurement		
Fondasi		VMVC melekuk dan diterapkan team		
Constant Reminder: Value, Mission, Vision		Membuat edukasi terhadap orang tua		
Manajemen kabarmantaban		Peningkatan skill di bidang masing-masing		
Setiap team OTS RnD Level-Up		Peningkatan interpersonal skill		
Culture suitable dan membangun team		Team dan personal progressing		
		denda pelanggaran tidak lebih dari 1.000.000		
System		Template format di sebutan pertama diberikan dengan karat		
Setiap tim memiliki format pengerjaan yang efektif dan efisien		Hasil tercapai secara efektif dan efisien dengan template format yang diberikan		
Scaling				
Product				
1 buku perbulan		60.000 eksemplar tercapai dari Pre-Order		

Figure 1. 7 Research and Development's OKR Division

The figure above shows the OKR assigned to the RnD division. Where RnD is targeted to be able to release one new book every month. However, In 2022, only in February the new book was published. Other months such as January, March and June only reprint. Moreover since April and May there were no new book launches or reprints. The lack of team members, has impacted to the employee that usually having cross task divisions, makes the RnD division often have overloaded work.

grow the seed **MARKETING** Hari ini: 02/05/2022

Kuartal: Q2
Tanggal Mulai: 01/04/2022
Tanggal Berakhir: 30/06/2022

Hari Tersisa: -33
Progress (waktu): 136.67%
Progress OKR: 74%

OKR	Metric	Poin Awal	Target Poin	Progress	Owner	Deadline	Assign ke: subyektif
Berjalannya rebranding secara menyeluruh	Finalisasi brandbook/brand guidelines	40%	100%	80%	Ran	31/05/2022	
	Meluncurkan wajah baru growthseed (rebranding)	5%	80%	10%			
	Aktivasi brand di sosial media	10%	90%	80%	Ran	31/05/2022	
Terpenuhi kebutuhan promosi yang memudahkan Mitra	Tersedianya materi promosi semua produk diluar print-out	0	100%	100%	Ran	30/04/2022	
	Mewujudkan akses dan request materi promosi yang mudah dan cepat	0	80%	70%	Guh		
	Ditadakannya campaign promosi produk ready stock	15%	80%	70%	Ran		Salas
Mewujudkan digital presence GTS yang kuat di platform media sosial	Tersedia konten edukasi dan informasi produk	15%	100%	100%		31/05/2022	
	Merancang dan mengaplikasikan manajemen media sosial	0	100%	60%	Ran	30/04/2022	RnD, OC
	Seluruh konten media sosial sudah mengikut brand	0%	100%	100%		31/05/2022	

Figure 1. 8 Marketing's OKR Division

Apart from the RnD division, the problem of excessive workload also occurs in marketing division. By looking at the progress of OKR's re-branding in the figure above, it shows that there is an imbalance in tasks where the marketing division is only focused on the promotion function of the book blasting launch, while the audience engagement function is neglected.

grow the seed **HUMAN RESOURCE**

Kuartal: Q2
Tanggal Mulai: 01/04/2022
Tanggal Berakhir: 30/06/2022

Hari Tersisa: -33
Progress (waktu): 136.67%
Progress OKR: 0%

OKR	Metric	Poin Awal	Target Poin	Progress
Objective 1	KR 1			0%
	KR 2			0%
	KR 3			0%
Objective 2	KR 1			0%
	KR 2			0%
	KR 3			0%
Objective 3	KR 1			0%
	KR 2			0%
	KR 3			0%
Objective 4	KR 1			3%
	KR 2			0%
	KR 3			10%

Figure 1. 9 Human Resources Division's OKR

Another Growthseed internal issue is the absence of a Human Capital position. According to figure 1.6, it can be seen that this Human Resources position has only a few OKRs that have been fulfilled. In addition, the basic aspects of this division such as compensation, have not run optimally, which is no structured progressive salary structure since the salary is only based on the initial agreement. This raises questions from Growthseed employees who want a progressive salary structure to be implemented in the future. As a result, the compensation & benefit function as a tool to engage, retain and engage an employee is not considered optimal.

1.4 Research Question

According to the business issues that are recently being faced by Growtheseed business, The following are questions that need to be answered in this research:

1. What is the current condition of Growtheseed?
2. What organization effectiveness factors need to be improved?
3. What is the organization effectiveness recommendation for Growtheseed to achieve the ideal condition?

1.5 Research Objective

This study aims to evaluate and provide information about the current condition of Growtheseed by looking at the concept of organizational effectiveness. The purpose of this research is to provide recommendations in terms of increasing the effectiveness of organizational growth, therefore Growtheseed can improve its performance in order to achieve pass the current organizational business phase. Identification of internal conditions is carried out to see internal conditions and the current organizational performance of Growtheseed. Evaluation of information from the identification process aims to provide an overview of weaknesses that need to be corrected. The purpose of this research is to improve company performance through increasing organizational effectiveness. Strategies related to managerial affairs will be prepared based on an analysis of internal conditions and information on internal affairs.

1.6 Limitation of Research

This study will focus on organizational effectiveness. As it is known that the concept of organizational effectiveness in its use requires comprehensive data to be applied to a business. But in the case of Growtheseed this time it will only look at the gaps in the issues that are visible, so that the supporting primary data used is only based on related issues. This is of course due to restrictions and secrecy, such as the precise financial sum won't be published at this research.

1.7 Systematic Writing

Systematic writing of this research is divided into four substantial chapters, each covering a distinct topic.

Chapter 1 Introduction

This chapter includes information background such as company profile, problem statement, research objective, reserach questions and limitation of the research.

Chapter 2 Business Issues exploration

This chapter describes several fundamental concept that will be utilized. The conceptual framework, literature review, and research methods, will completely analyze business challenge of the business.

Chapter 3 Business Solution

This chapter will decide what sort of organizational structure, human capital system, and key performance indicator were used to address the business issue.

Chapter 4 Conclusion and Rekomendation

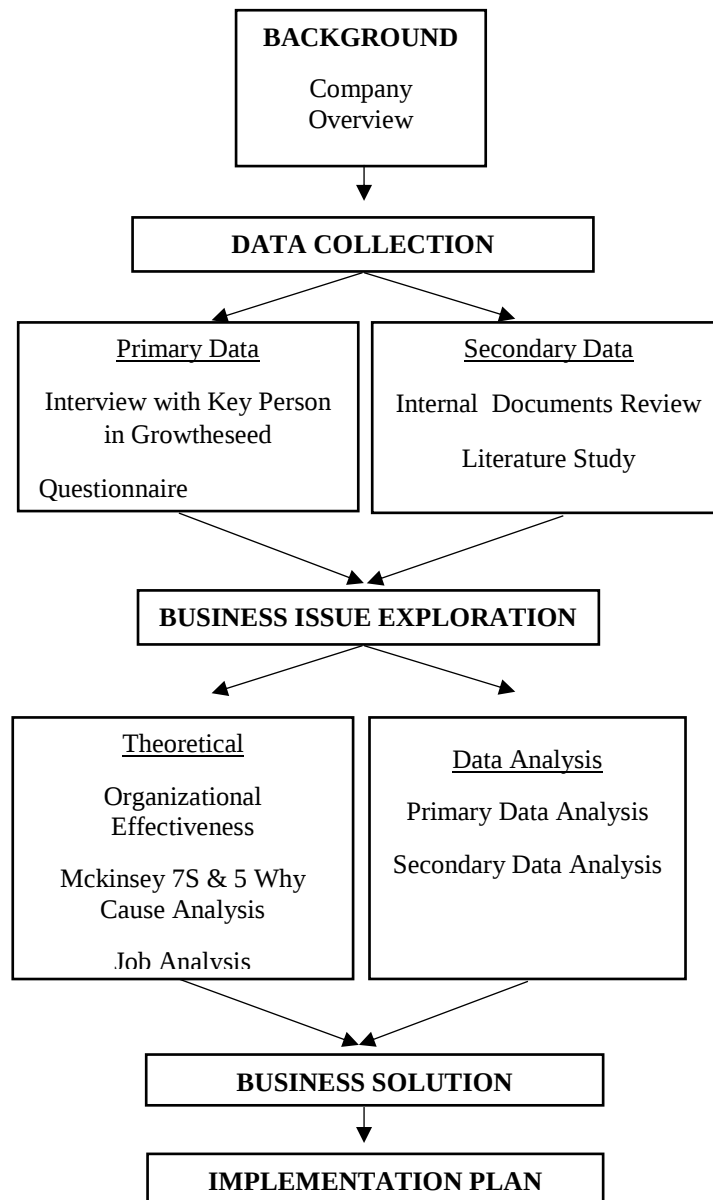
This chapter contains conclusion, suggestions, and implementation plan for the foreseeable future.

CHAPTER 2 BUSINESS ISSUE EXPLORATION

2.1 Conceptual Framework

The conceptual framework is an explanation regarding how the research problem is explored. In this case the research path will be described in figure 2.1 below. It represents a unified perspective on a problem under study (Liehr & Smith, 1999). The purpose of this is to find things that are meaningful to the company and to assemble theoretical constructions as a guide in solving problems.

Figure 2. 1 Conceptual Framework



2.2 Literature Study

2.2.1 Organization Effectiveness

Organizational effectiveness is defined as an concept of an organization within the framework of achieving the goals that has been determined by using the resources it has without causing tension within the team. Organizational effectiveness is also often defined as individuals doing what they have to do well. According to Robey and Sales (1994), there are at least four approaches to the concept of organizational effectiveness in viewing an organization:

1. **Systems Resources Approach:** This approach for measuring organizational performance focuses on inputs, or how well the organization can get the resources it requires. The organization gathers inputs, takes part in processes of transformation, and produces outputs. With this method, inputs are prioritized over output. According to this viewpoint, organizations with low performance or productivity can nevertheless be effective as long as they can get the resources they need.
2. **Goal Approach:** The strategy focuses on the organization's outcomes, or the extent to which it has met its objectives. This method is predicated on the idea that organizations are deliberate, rational, goal-seeking entities, and that their primary purpose is to achieve one or more set goals. Goal-oriented thinking is concerned with the output side and whether or not the organization achieves its objectives in relation to desired output levels. Profit and efficiency maximization are typical goal-attainment elements.
3. **Internal Process Approach:** This approach focuses more intently on the organization's internal workings. The emphasis is on reducing stress, integrating people into the organization, and running effective operations. This perspective is shared by an organization that prioritizes preserving employee happiness and morale, reducing conflict, and operating effectively. The capacity to improve internal efficiency, coordination, commitment, and employee happiness is known as the internal-process approach.
4. **Strategic Constituencies Approach:** This approach concentrates on the constituencies that have a stake in the organization, such as vendors, financiers, participants, consumers, and other parties that the business both directly and indirectly influences. According to this strategy, an effective organization is one that satisfies the requirements of the stakeholders in its surroundings on whom it

depends for support. The strategic constituency strategy and the feedback process are most closely associated. The organization determines how successfully it has satisfied the needs and expectations of its strategic constituency through feedback.

Organizational effectiveness historically has concentrated on how successfully businesses compete or simply organizational effectiveness considers how successfully a company runs its operations, Walton and Dawson (1998). Moreover, the organizational effectiveness components and the McKinsey 7S framework will be used to combining the criteria construct that would capture a suggested model for the parameters that were taken into consideration were management style, system, organizational structure, shared values, employee or staff, and organizational abilities, Zairi & Jarrar (2001).

2.2.2 Growth Model

As workloads increase exponentially, the previous day-to-day approach to work will become obsolete. Therefore, a new objective strategy is needed to adapt to the current situation. A management effort will certainly make the workload system efficiency along with the increasing production needs. As time goes, the productivity growth of a growing business will have an effect on increasing the workload carried out. Increasing the workload of a business will result in two possibilities, mainly organizational stress or will be a great catalyst for the business to expand its scale.

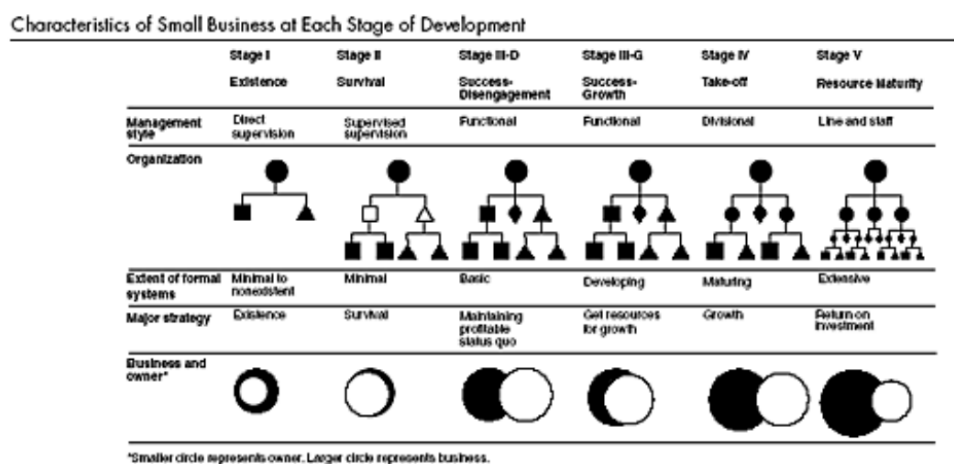


Figure 2. 2 Churchill and Lewis's Organization Growth Characteristic

Neil C. Churchill and Virginia L. Lewis (1983) combine a combination of experience, literature finding, and empirical study to create a framework organization growth that is applicable to small and developing businesses. The five phases of development seen in figure 2.3 above are described by this framework. The size, variety, and complexity index

is used to describe each stage. Where five management factors—managerial style, organizational structure, scope of formal systems, and primary strategies—are used to explain each stage. Small business owners may benefit from this study's planning and execution guidance. Additionally, it may assist them in foreseeing some of the issues they could have as their company expands. Those further details can be seen in the below:

1. Existence. At the first stage, the company has to draw clients and provide the goods or services it offers. As the firm owner must juggle several activities, he or she is just too busy working and controlling the few employees they have hired to give much attention to planning and control system integration at this time.
2. Survival. Many small firms fail to reach the second stage, which is Survival. To succeed, however, one must first demonstrate the viability of their business strategy and then maintain a sufficient flow of clients to sustain their existence. Concerns about cash flow are there for the company owner, who now employs more people but still does the majority of the administrative tasks. The development of planning and control systems is only beginning.
3. Success. Success When a small firm reaches this stage, some owners concentrate on growing the company while others concentrate on maintaining profitability. One or more managers are employed by successful small enterprises to support the owner, who is primarily responsible for developing and implementing the control system. At this point, the cash flow is positive and fresh professionals are employed. As this phase comes to a close, some business owners decide to sell their enterprise or accept a merger with another corporation.
4. Take-off. When a small firm reaches this stage, it plans extensively to fund further fast expansion. The trend of decentralization and a high debt-to-equity ratio could also be problems. The owner still has ownership over the shares even if they are often no longer associated with the firm. Some business owners choose to make a profit when they sell their company beyond this point.
5. Resource Maturity. The company's efforts to manage and develop its financial gains as well as the recruitment of new management define the last stage of growth. Integration of the planning and control systems is essential at this point to guarantee that the company maintains its profitability and expands. These, together with the entrepreneurial spirit of the firm, are often what determine the company's destiny, determining whether it "ossifies," forgoing innovation to retain viability, or keeps on innovating and improving to remain ahead of rivals.

2.2.3 7S McKinsey Organization Analysis

McKinsey 7S concept will be used to deepen the issues of internal problems that exist in Growthseed. McKinsey's 7S concept is used in this study to examine the internal business of Growthsee's organization. Since the concept may determine the organizational effectiveness by examining the alignment of the seven essential elements (i.e., hard elements – systems, strategy, structure; and soft elements – share values, staff, style, skills) with the core values of the entity, which is the basis for the business operational activities of Growthsee itself. This model has been successfully applied by many known business entities to bring efficiency in their operations.

Growthseed employee Growthseed will be asked to provide feedback regarding a number of question questionnaires that were developed based on the McKinsey 7S concept. Table 2.1 below is a list of questions that were intended to be given to the entire Growthseed team. There are 26 questionnaires consisting of 7 concept variables, specifically strategy, structure, skills, staff, system, style and shared values.

The McKinsey 7s Framework is a technique used to assess the internal features of an organization's structure utilizing 7 key components, including strategy. Structure, Systems, Share-values, Staff, Style and Skills. In the 1980s, Tom Peters and Robert Waterman, consultants at the McKinsey Company developed the McKinsey 7s Analysis Model. They contend that a crucial ingredient in a company's success is the seven organizational components' alignment.

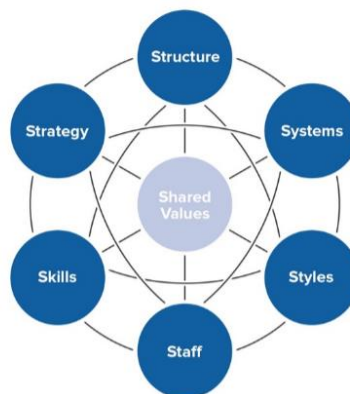


Figure 2. 3 7S Mckinsey Components

The McKinsey 7S model can be used in a variety of contexts and is a great tool for designing the structure of an organization, enhancing organizational performance, experimenting with organizational changes, coordinating departments and procedures during acquisitions and mergers, and figuring out the best strategy for the organization.

According to Rafantar (2015), there are five steps to use the 7s Mckinsey tools:

1. Determine which areas need to be appropriately aligned.
2. identified the ideal organizational design
3. Choose the sections and adjustments that need to be accomplished.
4. Make the required adjustments
5. Review the 7s repeatedly.

The 7S McKinsey are broken down into two main categories, the first of which is the "Hard" group, which consists of Strategy, Structure, and System. Due to their ease of identification and ability to be directly changed by Management, these three components are referred to be "Hard" groupings. The "Soft" category, on the other hand, is composed of Shared Values, Staff, and Style. The Four Elements are referred regarded as "Soft" Elements since they are immaterial, hard to define, and heavily impacted by an organization's culture.

2.2.4 5 Why Root Cause Analysis

A root cause is an element that led to a nonconformance and should to be always eliminated through process improvement. The core issue, or root cause, is what started the complete chain of events that led to the problem in the first place. It is also the most fundamental reason(s). The word "root cause analysis" (RCA) refers to a variety of methods, instruments, and strategies that are used to identify the root causes of issues. Some root cause analysis (RCA) methodologies are more focused than others on locating the real causes of an issue, American Society Quality (2023).



Figure 2. 4 5 Why Root Cause Analysis Illustration

Five why root cause analysis will be used in this research, bearing in mind that this method emphasizes its approach to exploring the underlying cause-and-effect of a particular problem, which will certainly reveal the reasons for the problems that occur in Growthseed. Moreover, the 5 why root cause analysis will produce solution recommendations based on problems that have been traced from upstream and downstream.

The main objective is to identify the root cause of a defect or issue by asking "Why?" repeatedly. The number '5' arises from the anecdotal observation that five iterations of inquiring why are typically adequate to disclose the root reason. The primary advantage of the Five Whys is that it is one of the most powerful evaluation techniques available for non-statistical analyses. It can discover and trace issues that were not previously apparent. Five why analysis certainly has benefits if applied, such as being simple in implementation and helping to identify the root cause of a problem, understanding how the relationship between different root causes and can be Highly effective without complicated evaluation techniques.

2.2.5 Job Analysis with Competency Model

It is required to conduct job analysis of the work to determine the type of work, how to perform the work, and who is qualified to perform the job. Dessler (1997) highlights two factors, which are those job content and the employees who perform them. Moreover, Mathis and Jakson (2000) assert that job analysis as a tool to gather the job content and employees required to fill positions in a job. Simply, job analysis is a fundamental aspect of a business in determining employee and job content comprehensively. Business management must comprehend and determine what work will be accomplished, how it will

be done, and what type of employees is suited for the job before the business decides employees who will fill new positions.

To ascertain the qualities a person has to possess in order to hold a specific position, information from job analysis can be employed. Job descriptions and job requirements may be produced as a consequence of the examination of jobs. A job description is a written declaration that lists the precise tasks, responsibilities, powers, terms of employment, and other elements of the job. In short, a job description is a broad summary of the qualifications needed for a position. On the other hand, job requirements, are written descriptions that specify the nature of the work to be done as well as the necessary qualifications, particularly in terms of talents, knowledge, and specialized skills. Later the measurement tools used for job requirements will contain education, experience and certification or license needed in each work position later, University of Houston (2013).

Data Related to Job		
Job Identification	Job Content	
Title	Tasks	
Department in which job is located	Activities	
Number of people who hold job	Constraints on actions	
	Performance criteria	
	Critical incidents	
	Conflicting demands	
	Working conditions	
	Roles (e.g., negotiator, monitor, leader)	
Data Related to Employee		
Employee Characteristics	Internal Relationships	External Relationships
Professional/technical knowledge	Boss and other superiors	Suppliers
Manual skills	Peers	Customers
Verbal skills	Subordinates	Regulatory
Written skills		Professional industry
Quantitative skills		Community
Mechanical skills		Union/employee groups
Conceptual skills		
Managerial skills		
Leadership skills		
Interpersonal skills		

Figure 2. 5 Typical Data Collected for Job Analysis, Milkovich, Gerhart, Newman (2013)

Figure 2.6 describes some of the things that need to be collected to form a good job analysis. Job analysis usually gathers information regarding specific tasks and behavior. A group of tasks will form a job position. A position that has similarities will form a job and a position that has similar tasks will form a family of work. In addition, there are several data that need to be collected to form a comprehensive job analysis. Job analysis is useful for many things in a company, such as Recruiting the right employees, Compensation, Work assessment, Employee training, Safety and Health, Employee and labor relations.

Conceding that the job description is a general summary of the skills required for a job, the competence model is slightly different with it. A competence model combines the underlying knowledge needed to do a task with the skills required to do so, as well as the essential work ethic and personal characteristics, including attitude, when performing a task. Basically the competency model consists of three things, namely core competency, behavioral competency and functional competency, Hyacinth Human Resource Company (2020). Where these three things are described as:

1. Core competency is something that is deemed necessary for all employees, no matter what they do or level, such as customer centricity communication. These abilities include a broad range of success criteria unrelated to a particular job role or industry. generally concentrate on direction or psychological intelligence related actions.
2. Behavioral competencies is quality that is thought to be necessary for successful performance in a role, such as analytical thinking, initiative, and include qualities that managerial or supervisory staff should possess, such as planning/organizing skills, decision-making, delegation, leadership, and people management.
3. Functional competency refers to a set of specific skills that are regarded necessary to carry out any job inside an organization in a predetermined technical or functional area of work. Business awareness, business skills, and technical expertise are a few examples of functional/technical competences.

The competence model is helpful because it offers an objective approach for choosing, promoting, rewarding, and training employees. It also makes it simpler to spot areas that need improvement.

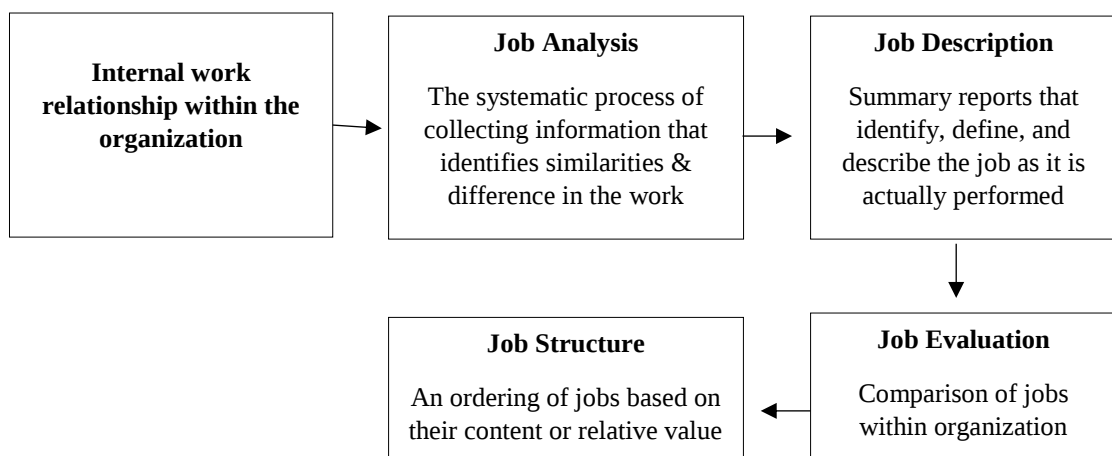


Figure 2. 6 Internal Work Relationship, Milkovich, Newman, Gerhart (2013)

The exhibit above shows for the stage of the formation of internal work relations within an organization. By the end, job analysis is useful for producing an internal relationship within organization, Milkovich, Newman, Gerhart (2013). Previously to it, management must conduct through the job evaluation and job structure steps.

2.2.5.1 Job Evaluation

A job evaluation is the process of assigning grades or grades in a job in a hierarchical job structure. Job evaluation is also useful in comparing the relative intrinsic value of a job in a company.

Employers usually use job evaluation to calculate an employee's remuneration. A standard Job evaluation involves aspects including merit, length of work, and pay in comparison to employees with similar responsibilities. Considering to the Indonesian employment legal basis, The Minister of Manpower Regulation (Permenaker) Number 1 of 2017, The job evaluation should be developed for promote employee productivity and achieve transparent pay. Eventually, the business will prepare this related subject in a transparent manner and tell each employee personally.

Job evaluation becomes fundamental for every business unit because it will refer to the delivery of pay to employees by referring to job grouping, salary range and hierarchy in an organizational structure. One of the fundamental components of a base compensation program, and frequently of total direct pay as well, it defines and distinguishes both short-term incentive and long-term incentive objectives based on job grouping. According to a journal published by WorldatWork "a structure serves a fundamental function because it helps management to make rational pay decisions and is seen as a fair and competitive output by employees, and can be a good employee rewarding and retaining tool by the company". A salary structure's main objectives are to make sure that:

1. Positioning of jobs within the company and in relation to the marketplace is necessary
2. Employees get compensation that is competitive, fair, and consistent with the organization's objectives.
3. Business partners in human resources and people managers have the resources and knowledge they need to make fair compensation decisions.

Despite being overlooked as important tools, job evaluation may serve as a solid basis for businesses to convey its values and develop entire direct pay schemes that can assist in the

acquisition, development, and retention of key talent. Employers should take the three following to ensure that compensation structures may actually recognize their enormous potential. First is determining the design that best fits company's cultural values and human resource strategies, such as where they fall on the scale between rigid and flexible, technically based and career-oriented, locally managed and centrally controlled, and single or dual career. Second is selecting the foundation for their structures: market, internal values, or a combination of both. Thirdh is agreeing on the method to be used to apply the structure to pay decision making: target pay levels, pay zones supported by a merit increase program, or another. Below is a job evaluation method that is commonly used.

1. Ranking Method

The easiest approach of evaluating a job is by ranking. With this approach, each job is compared to any other job as a whole, and this job-by-job comparison keeps going until every job has been assessed and ranked. From the easiest to the most difficult, or from most important to least, all jobs are rated in ranking. Instead of a number of compensable variables, the jobs are graded based on whole job. Instead of a number of compensable variables, the jobs are graded based on "the whole job. At this method, the requirements placed on the job and the duties, responsibilities, and importance of each position are considered.

2. Classification Method

Classification method is another term for the grading method. With this method, a committee or authorized body chosen for the job establishes the job grades or classes. A group of jobs with similar demands on skill sets or levels of complexity are referred to as a job grade. The information obtained from job analysis is used to generate job ratings. Identifying a common denominator, such as abilities, knowledge, and responsibilities, generates the grades or classes. Depending on the kind of jobs the organization offers, an example of a job grade might well be skilled, unskilled, an account clerk, a cashier, a shorthand typist, an office supervisor, a laboratory assistant, etc.

3. Point Factor Method

This method of job evaluation is the most common. According to this approach, jobs are segmented based on a number of observable variables, including skill, effort, training, knowledge, risks, responsibility, etc. Thereafter points are assigned to all of these variables. Variables are given weights based on how crucial these are to successfully completing the task. Points are then added after being thus allocated to the different job-related factors. The positions with

similar point totals are then assigned to pay grades with similar compensation. A measurement of the relative importance of the assessed tasks is provided by the points total.

4. Factor Comparison Method

This approach assesses jobs by comparing them and conducts analysis by breaking them into variables that may be compensated, which would be a combination of both ranking and point approaches. White collar, professional, and management occupations are commonly evaluated using this method.

Table 2. 1 Characteristic Comparison

Scheme	Characteristic	Advantage	Disadvantage
Ranking Method	To rank the importance of each job, comprehensive comparisons are made.	Simple to use and understanding	no defined standards of judgment - Jobs' differences are not measured.
Classification Method	By comparing the whole of the job description with the grade definition enables for the defining of job grades and the placement of jobs within those grades.	Simple to operate and standards of judgement are provided in the shape of the definitions	Difficult to fit complex jobs into one grade without using excessively elaborate grade definition.
Point Factor Method	To generate an overall points score for the job, many factors are rated separately.	Analytical evaluation of distinct defined factors ensures objectivity and	In light of many factors, to grade a job, judgment still needs to be established and maintained.

		consistency in judgments.	
Factor Comparison Method	Jobs are rated using market rate data as well as direct comparisons to jobs at or near the same level elsewhere in the company.	Realistic, reasonable, simple, and quick.	Information about market rates might be difficult to have or inaccurate.

2.2.5.2 Job Structure

A organizational job structure is how its functions are separated, arranged, and coordinated. Job structure conceptualization is the result of methodical that has been conducted by some reasoning. To organize the actions of work factors and regulate member performance, organizations built structures. Operational effectiveness, market expansion, and sales growth are examples of strategic assets that are generally accepted by organizations. The relationship between an organization's structure and strategy is intricately entwined (Steiger et al., 2014: 43).

The culture, strategies, environment, technology, and size of the business may all have an impact on the job structure. The whole organization and its place between the organization and environment are indicated by these five guiding concepts for developing organizational structure (Ahmady et al, 2016: 456). Some of the details of this information can be described as follows:

1. **Strategy.** The most crucial basis for the design and structure of the organization is the organizational strategy. According to Michael E. Porter, businesses may compete by offering lower prices or by being able to provide distinctive products and services that demand a higher price. Finding out if the organization has a narrow or broad scope is the second step. This indicates that the company either competes across a broad range of consumer categories or only in some few. As a consequence, four competitive strategies cost leadership, cost focus, differentiation, and focused differentiation were discovered and included in Porter's framework for competing strategies.

2. **Environment.** The design and structure of organizations are also shaped by their environment. The stability of the environment is the primary crucial component. Environmental stability is affected by two dimensions, especially the simple complex dimension and the stable unstable dimension. Standardized and non-dynamic organizational processes are suitable in relatively stable environments. Manufacturers of containers or soap are two examples of stable. On the other hand, a highly unstable and complicated environment requires ongoing adaptation on the part of the organization. Chip makers and aerospace companies are examples.
3. **Technology.** Organizational design is also greatly influenced by technology. Through the utilization of intranets and extranets, information technology allows businesses to become more decentralized, increase horizontal coordination, and facilitate external cooperation. In addition, Slack, one of the most common collaboration tools, enables quick communication by allowing internal and external contributors to join the same team through various internal and external channels.
4. **Life & Size cycle.** Another factor that determines organisation structure is the size. Small businesses are frequently flexible, adaptable, flat, organic, and enterprising. In the other hand large business have a worldwide reach and brand, a more stable market, and a greater emphasis on management, all of which enable them produce value.

Organizations go through many stages of growth as they expand. Knowing what stage a company is in makes it easier to identify misalignments between its objectives, strategy, and structure. Additionally, recognize the stage helps to identify which problem the business is most likely to face.
5. **Culture.** Every organization has a distinct culture that is based on its values, suppositions, beliefs, attitudes, feelings, stories, heroes, symbols, language, and customs. The competing values framework does the greatest job of capturing these cultures. Organizational systems vary depending on a culture. An organization that is internally focused will more focus on collaborative, whereas an organization that is externally focused will have more project groups and business units that are customer-facing.

Mintzberg lists five recognized forms of organizational structure. The adhocracy, Strategy Business Unit, Divisional, Functional Matrix (Mintzberg, 1983) which will be cited as a reference in this research. The further details can be seen at the following below:

1. **Adhocracy.** The adhocratic organizational structure may quickly and easily change to accommodate organizational demands. This kind of business is often new and tiny, and it may not yet have advanced technology resources. It is still capable of being dynamic, particularly in its senior management. Adhocracy is popular in dynamic and chaotic circumstances because it can be flexible and respond rapidly thanks to informal structural arrangements. Such organizations have remarkable flexibility and a sense of purpose.
2. **Strategic Business Unit (SBU).** An SBU organization should be formalized. One advantage of the SBU structure is that the straightforward and reliable work that results from this structure type reduces the need for administrative support. There is little to no opportunity for individual judgment in the workplace due to the top-down management of decision-making, strategy planning, and work procedures. SBU structures are designed for businesses that use mass manufacturing methods. These organizations are often ancient and big. This form of organizational structure is also often seen in highly regulated firms that run with little reliance on technological or technical systems.
3. **Divisional.** Types of divisional structures place more emphasis on divisionalization than on decentralization. Organizational control is fundamentally established inside each of the organization's divisions. It is a deliberate choice to duplicate operational tasks in order to reduce the reliance between divisions. Clearly, risk is greatly minimized at the global level with an operational structure that encourages independence for each of the divisions. Divisional structures also make it possible to allocate money effectively, improve strategic responsiveness, and provide prospects for advancement that will lead to increased job satisfaction. For firms that operate in a variety of markets or across numerous campuses or locations, the structure is ideal. The majority of these types of organizations are substantial and have a long history.
4. **Functional.** The focus of a functional structure is on the workers professional abilities. A functional structure's significant autonomy is both an asset and a burden. Although autonomy might allow people to act independently and take chances, it can also result in the abuse of discretion. The political climate that the functional organization might create can also lead to internal disputes among people. Additional difficulties include the propensity for people to be categorised according to their skill set and area of specialty. Additionally, this may result in rigidity for both the person and the company. The democratic character of the

functional structure makes it appealing to stable, complicated settings where expert authority is prized above lawful power (in contrast to the SBU structure). A few examples of representative organizations are public accounting companies, universities, and hospitals.

5. **Matrix.** The matrix may be seen as a synthesis of divisional and functional structural traits. An organization may be responsive in dynamic and complicated contexts, which is analogous to the organic character of the adhocracy discussed previously. A sophisticated invention is also possible thanks to the focus on learning and taking risks. A matrix structure's capacity to properly develop and manage knowledge is its fundamental strength. The organizations that need to combine professional and operational skill sets and inter-organizational coordination efforts in order to offer goods or services to clients as effectively as possible are most suited for a matrix structure. Organizations that use a matrix structure may be found in sectors with a high level of dynamic change, like the technology sector.

The above organizational structure categories are categorized for specific businesses globally to adapt to changing conditions, Mintzberg (1983). The organizational structure is still very relevant, even though it has been running for decades, Steiger, (2014).

2.2.5.3 Salary Structure

Salary is a payment that employees get from the employer on a regular basis. In this context, benefits like bonuses, medical costs, housing allowances, transportation, holiday allowances, and so on aren't included. Meanwhile, compensation is the payment made to employees in exchange for the work they do for the company. In other words, an employee is entitled to both financial and non financial in return for his work to the company. Typically, compensation is given in monetary terms. It is essentially the monetary compensation given to employees for completing the tasks and responsibilities assigned to them inside a business.

Compensation is utilized by organizations for a number of reasons. It contributes to attract, retain and engage the employees in the company. There are two types compensation categories, both are intrinsic and extrinsic. Extrinsic rewards are tangible value that employees gain, such as promotions, bonuses, incentive, raises in pay, and gifts. Contrarily, intrinsic forms include yearly leave, maternity leave, travel tickets, and other non-financial things. According to Armstrong (2007), compensation contain two main parts:

- Financial Reward. Financial incentives include work-based pay, which is compensation determined by the value of the job, and person-based pay, which is compensation determined by the contribution of the individual. Examples for these wages are basic salary, overtime, meal allowances, etc.
- Non financial Reward. Non-financial reward cater to people's various needs for accomplishment, personal development, and livable working circumstances. They include the creation of rewarding work and non-financial acknowledgement of achievements. providing chances for employees to advance their careers and talents, as well as a work environment that encourages a healthy work-life balance and a good standard of living outside of work. Examples for these compensations are annual leave, maternity leave, travel tickets etc

The Oxford Dictionary defines compensation as a reward or an item that provided in acknowledgment of service, effort, or success. Rewards are defined as any types of monetary compensation, tangible services, and perks that employee gets as a condition of their employment", Malhotra, Budhwar, Prowse (2007). Milkovic and Newman (2004) illustrate of reward includes all of the material advantages and provisions that an employee receives as a result of the work relationship. Different forms of compensation are given to employees depending on the type of work.

Different with compensation, individual benefits play a significant role for both the company and the employee. Employee benefits have a significant part in an employee's decision to work and desire to stay on the job. Generally benefits are all company gifts to employees, other than salary, which are non-cash, do not increase wealth. Another character of the benefit is that it is intended to support the welfare of the employee's individual and family. Examples of benefits received by employees are health insurance, official house or car, car ownership assistance.

Standard salary components generally consist of basic salary plus fixed allowances (position allowances and operational allowances) and non-fixed allowances (transportation, meal allowances, premiums). The most important thing in the preparation of these components is that the formulations that are made do not violate regulations and are acceptable to the leadership of the company. Some of the things that influence the pay structure are the ability of the company, consideration from labor unions, job characteristics and work.

2.3 RESEARCH METHODOLOGY

2.3.1 Research Design and Data Collection

The sequential mixed method of research that the author utilized in this study combines and relates both qualitative and quantitative aspects. This method involves making philosophical assumptions, using both qualitative and quantitative research methods, and combining the two methods into one research. Explanatory Sequential Mixed Methods were utilized in this study, which used a variety of designs from the field of mixed methods, Cresswell (2013). This approach might be used to obtain general results from a sample that used a variety of samples from a survey questionnaire, however interviews can be conducted in order to obtain adequate explanations. Furthermore the sequential method involves more than just obtaining and analyzing two different forms of data, it also includes how well the two research methods perform together as a whole, giving this study a considerably stronger basis than qualitative and quantitative research.

The general research purposes, data on the quantitative and qualitative research components, and reasons for combining these components to address research issues are all included in the mixed methods research's objective. The aim of mixed methods research is typically stated first in the introduction to act as a guide for the readers in comprehending both of the quantitative and qualitative research components of it. The entire sequential mixed explanation is depicted in the image below.

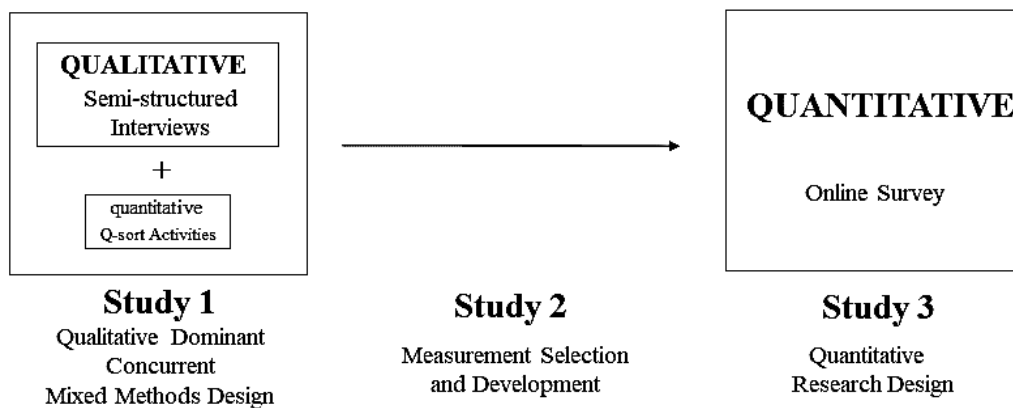


Figure 2. 7 Sequential Mixed Method Design

The researcher may thoroughly examine the respondent's thoughts, ideas, experiences, and viewpoints on a topic by conducting a deep interview with the company's founder and workers are used to obtain the qualitative primary data.

2.3.2 Discovering Business Issue

To determine which business issues are the concerns in the research, qualitative data is required. In order to identify the primary issues that Growtheseed Works faces and determine the best strategy for Syara Works going forward, this final project will apply a qualitative methodology by interviewing the CEO (as the company's creator) and other workers. The goal of the interview is to record the participant's respond, including the answers' implied and explicit meanings (Starks and Trinidad, 2007). This interview question's main objective is to:

1. Understand the business circumstance at Growtheseed.
2. Understand the workflow that occurs in internal Growtheseed.
3. Understand the business management style of founders at Growtheseed
4. Understand Growtheseed's internal problems in terms of team proportions and compensation & benefits.

Interview questions were formulated by the results of previous literature studies. Where the interview questions will focus on knowing the company's priorities in carrying out its operations, whether it is consumer centric, process based, or network based. Furthermore, the interview question that will be asked will also use Mckinsey's 7S component objective. Primarily, the objective of the interview questions would have been to understand more about the Growtheseed business circumstances and internal system. The following table below is a detail of interview questions:

2.3.3 Research Flow

The researcher may thoroughly examine the respondent's thoughts, ideas, experiences, and viewpoints on a topic by conducting a deep interview with the company's founder and workers are used to obtain the primary data. The research flow is as follows: Qualitative data were gathered and examined: The respondents for this research were all employees of Growtheseed. Deep interviews with the company's founder and co-founder are used to get the qualitative primary data, besides that the questionnaire using the Mckinsey 7S concept is also carried out using a qualitative approach. Quantitative questionnaire related to the problems that have been obtained is carried out using a quantitative approach. The researcher might thoroughly examine the respondent's thoughts, ideas, experiences, and viewpoints on a topic by conducting another questionnaire. The following is the concept of the research approach used in this study.

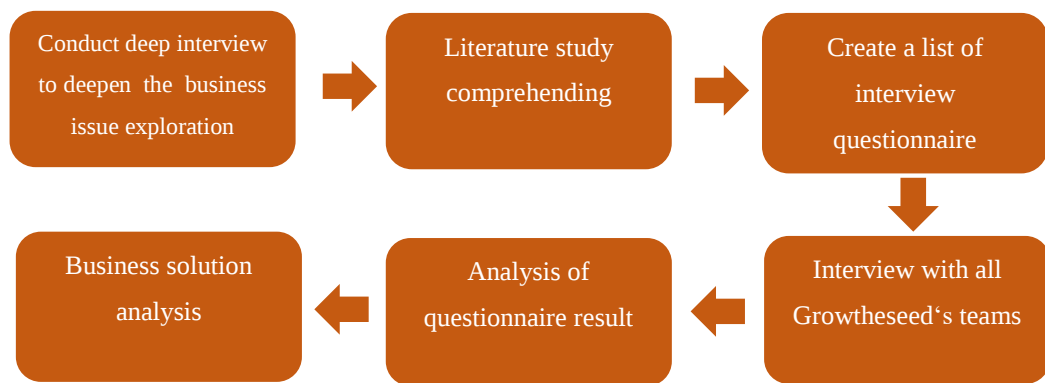


Figure 2. 8 Figure 2.8 Research Plan Flow

The researcher may thoroughly examine the respondent's thoughts, ideas, The Subsequently, the participants who will be examined at in this study used the entire 12 Growtheseed team. The information below describes the available jobs at Growtheseed:

1. CEO: Vina Aprilia
2. Marketing & Design: YS Gunawan (Director), Riena Diyanti
3. Operational: Yogi R.G (Director), Firman
4. Research and Development: Maharini Septi (Director), Deli Fatmawati
5. Sales: Vina Aprilia (Director), Octavia, Anis, Wini Nurhanifah
6. Finance: Iskandar Z

2.4 RESEARCH INSTRUMENT

Since this research involves a mixed-methods approach, the author collects the informations through in-depth interviews with key respondents in order to study internal issues based on Executive Growtheseed as initial data collection. Afterwards, a qualitative questionnaire by using the Mckinsey 7S concept is distributed to all Growtheseed employee. Job analysis and job evaluation questionnaire were also done to Growtheseed employee in order to explore the business recommendation solutions. The following is detail overview of this research instruments

Approach	Method	Instrument Source	Respondent
Qualitative	Interview	Organization Effectiveness & Growth Model	Founder & Co Founder of Growtheseed

	Questionnaire	7S McKinsey	12 people team in Growthseed
Quantitative	Questionnaire	Job Analysis, Job Evaluation	12 people team in Growthseed

Table 2. 2 Research Instrument Table

2.4.1 Deep Interview

Initial deep interviews were conducted with Growthseed's key respondents, the Founder & Co Founder. The interview were conducted for an initial understanding of what happened internally to Growthseed itself, therefore the objective of the interviews was indeed for business issue exploration. The following is a list of questions asked to key respondents in the initial interview:

Table 2. 3 Deep Interview Question

Interview Question	Concept	Respondent
What is the organizational phase of Growthseed's current business?	Growth Model & Organization Effectiveness	Founder & Co-founder
What are the current work objectives of the Growthseed business?		
What are the current challenges faced by Growthseed in achieving its work objectives?		

2.4.2 7S McKinsey Questionnaire

The qualitative questionnaire is distributed to respondents after the deep interview. 7S McKinsey was utilized as a concept questionnaire with respondent was Growthseed employees. The questionnaire is intended in order to affirm the internal issues that occur based on employees. In addition, the 7S Mckinsey concept questionnaire will be used as qualitative approach, since qualitative research is an inquiry-based process based on several

traditions of inquiry methodology that research social or human problems, Creswell (2014). The result of the McKinsey 7S questionnaire are used to highlight issues that occur internally in Growtheseed. The details of the questionnaire questions distributed to the respondents are as follows:

Table 2. 4 Qualitative Questionnaire Question

7s McKinsey Elements	Objective Questions
Strategy Using a strategy allows a company to create and preserve a competitive advantage over rivals (industry and market). The strategy essentially has a clear direction while every member is conscious of the steps to be taken to accomplish organizational objectives and goals.	- What is our strategy? - What problems does Growtheseed face? - How do we deal with competitive pressure? - How are changes in customer demands deal it with?
Structure Structure was used to refer to the organizational structure, which describes the team of employee inside a company, the structure of teams, and who is responsible for what responsibilities. Essentially, it outlines the structure of management and the responsibilities of employees.	- What is the current hierarchy at Growtheseed? - How do the various departments coordinate activities? - Is the decision making and controlling centralized or decentralized? - Is the current organization in line with expectation? If yes, how is it? If no, why is that?
Skills An employee's skills are what the employer needs them to be in order for them to perform as intended and serve the company in attaining its objectives. Additionally, it consists	- What are the minimum skills/capacities that each Growtheseed team/division has? - Do the current employees/team members have the ability to do/accomplish the job? - How are skills monitored and assessed?

of institutional and individual skill-based capacities and competences.	
Staff People who work for the business and have general/specific skills are referred to as staff. The employee's selection, recruitment, training, motivation, and activities are all part of the staff aspect.	- Is the position of each division/department representative of the company's needs? Why? - Is there a position that has an excessive workload? - What positions need to be filled?
System Systems are the business's processes and procedures, which include daily operations and decision-making in the organization. How work is done by its each objective.	- How is the work communication system implemented at Growtheseed? - What is the performance appraisal system implemented by Growtheseed? - Has the pay scale structure at Growtheseed met your expectations? Please explain - In your opinion, what salary or compensation & benefits system should be added/changed in Growtheseed?
Style Style refers to the chosen leadership stance. It has to do with how the employee was selected, recruited, trained, motivated, valued in regards to how top-level managers managed the company, interacted with others, and what decisions they would make.	- How the founder/employees define what has to be done? - How does the founder/CEO distribute tasks to staff? - If there is a cross task, how does the founder/CEO distribute the tasks that will be carried out by other staff/divisions? - How do founders/CEOs share responsibilities among employees? - How does the founder/CEO motivate employees to stay with the company?
Shared Vales	- What are Growtheseed's core values?

Shared Values Are the core values that the business aspires to, as seen by its corporate culture and general work ethic. When the concept was initially created, they were termed as "superordinal goals." They essentially serve as guidelines for behavior for both company management and all employees.	- What is the Growthseed's team culture? - What are the fundamental values that the company/teams was built on?
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2.4.3 Job Analysis & Evaluation Questionnaire

A quantitative approach with the concept of job analysis and job evaluation were redistributed to all respondents after obtaining the results from 7S Mckinsey qualitative questionnaires. Growthseed employees will be given quantitative questionnaires to give their perspective by using the concepts of job analysis, job evaluation, and competence models. The improvisation in terms of organizational effectiveness solution in Growthseed diharapkan akan lebih terasa objektif, dikarenakan . Following are the details of the variable and instruments questionnaire which were given to the respondents:

Table 2. 5 Variable and Item Quantiative Questionnaire Definition

Variable	Item	Definition
Skill	Education	Education refers to the required employee background
	Experience	Experience refers to the span of time spent on expertise in related work positions
	Technical	Technical refers to the certification or license needed to support a work position
Effort	Physical	Physical refers to the physical efforts made in work operations
	Mental	How much mental load is needed to support the work position
	Complexity	How complex is the job content to achieve the target
Responsibility	Scope of Control	Refers to how big the work control area is

	Impact of Job	Job impact refers to how big the implications of daily work are for achieving company targets
	Problem Solving	Problem solving refers to how much problem solving is involved in each daily work

After determining the questionnaire variables, the objectives and the following list of quantitative questions is to use the degree system for each questionnaire item. Where each degree has its determination criteria. All respondents will fill out the questionnaire based on their respective work positions. The physical effort, mental effort and task complexity items in the skill variable and also the impact of job items and problem solving in the responsibility variable will be given a rate from 1 to 4, according to how much the item is involved in a job position. The following below is a detailed degreeing of each question item from the given questionnaire:

Variable	Item	Questionnaire	Degree			
			1	2	3	4
Skill	Education Level	Q1	High School	Associate Degree	Bachelor Degree	Master Degree
	Experience	Q2	No experience required	< 1 year	1-3 year	3-5 year
	Technical Skill	Q3	No certification required	Requires 1 Certification	Requires 2 Certifications	Requires more than 3 Certifications
Effort	Physical effort	Q4	Less Involved			Highly Involved
	Mental Effort	Q5	Less Involved			Highly Involved
	Task Complexity	Q6	Less Complex			Highly Complex
Responsibility	Scope of Control	Q7	Division	Cross Division	Division and External	Cross Division and External
	Impact of Job	Q8	Less Complex			Highly Complex/impact
	Problem Solving	Q9	Less Complex			Highly Complex/impact

Table 2. 6 Quantitative Questionnaire degree

2.4.4 Validity & Realibility Test

Since this reserach used mixed explanation and sequential methods. The research validated the quantitative results in order to verify the validity and reliability test. The quantitative questionnaire was distributed to all of Growtheseed team which consists 12 people. However the Growtheseed founder will fill the form for another position that have not existed yet before, therefore the total data that have been collected was 14. Following that, data from the respondents' questionnaire was recapitulated. The feasibility of the research instruments utilized is then assessed using this data. Validity and reliability tests were used to assess the feasibility of the research instrument.

2.4.4.1 Validity Test

Validity tests are performed to assess a questionnaire's validity. If a question on a questionnaire might provide some information on a characteristic that the survey will be evaluating, it is considered to be valid. Correlation analysis is utilized in validity in this research to examine the extent to which the indicators can support a concept or variable, Ghozali (2013).

By determining the correlation between the relevant ones values and the total of all the indicator scores, validity testing is performed. The value of Pearson Correlation can be compared in order to determine the validity of an attribute. The Pearson Correlation's value and the value of r in the product moment table are therefore compared after the value has been determined. The r table is calculated as 0.532 with 14 data points and a 5% variance. The indicator is considered valid if the results of the Pearson Correlation are greater than the value in the r table. In contrast hand, the variable is considered invalid if the results of the Pearson Correlation are less than r table. The following are the results of validity tests which can be seen in Table

Item Questionnaire	Total Corelation (Person Corelation)	R-Pearson Product Moment N=14	Remark
Q1	0,593	0.532	Valid
Q2	0.578	0.532	Valid
Q3	0.613	0.532	Valid
Q4	0,549	0.532	Valid
Q5	0,541	0.532	Valid

Q6	0,687	0.532	Valid
Q7	0,651	0.532	Valid
Q8	0,634	0.532	Valid
Q9	0.578	0.532	Valid

Table 2. 7 Validity Test Using SPSS 23

2.4.4.2 Reliability Test

Reliability is a tool for measuring a research questionnaire whether it is an indicator of a variable or a construct. If a questionnaire always gets consistent or stable respondents, then the questionnaire can be said to be reliable. a variable can be said to be reliable if the Cronbach Alpha value is > 0.70 (Ghozali, 2013). The following are the results of Cronbach's Alpha from the questionnaire that has been tested

Cronbach's Alpha^a	Cronbach's Alpha Based on standarized Item	N of Items
0.676	0.600	9

Table 2. 8 Realiability Test Using SPSS 23

Cronbach's Alpha a questionnaire is said to be reliable if the resulting value is more than 0.6, Wiratna Sujerweni (2014). Based on the results of tests carried out based on the questionnaire items, the Cronbach alpha value obtained was 0.676, where the questionnaire was said to be reliable because the value is greater than 0.6.

CHAPTER 3 BUSINESS SOLUTION

3.1. Summary of Data Analysis

It is necessary to map the company's conditions while developing the business solution in order to conduct organizational effectiveness. The mapping process was carried out to provide a broad perspective of the organizational problems and their implications. The initial exploration business was carried out with deep interviews with key respondents, namely the founders and co-founders of Growthseed to obtain information regarding the internal environment, objectives and challenges that occurred at Growthseed.

The current problem at Growthseed is the decrease in turnover in 2022 by 25.05% compared to the previous period. This contrasts with the growth of the publication and printing industry which has experienced an annual global turnover growth of 2.6% after the Covid-19 pandemic. Moreover, according to PCW, this industry is projected to grow 1.7% annually until 2027. The results of the deep interview found that Growthseed is currently in the growing phase, where its current business objective is to find a formulation to be able to increase the quantity and quality of the product production cycle, as well as duplicate it into various product variants. The problem that was found from the deep interviews was that OKR was often not achieved in several divisions, especially in the Research and Development, Marketing and Human Capital divisions.

Analyzing the internal conditions will be used to map out the business's current environment. Where the objective in this research is to evaluate how effective the work organization in Growthseed business. This study also uses five why root cause analysis and 7S McKinsey as a qualitative questionnaire in order to deepen understanding of the current situation. Furthermore, five why root cause analysis is used to look at in-depth problems contained in the Growthseed business both from upstream and downstream, while 7S McKinsey is used as a reference for study to view how effective an organization is in achieving the desired goals and to see a comprehensive objective.

According to the 7S McKinsey questionnaire result, Growthseed faces several challenges stage that must be passed. For further information, currently Growthseed have been in organization phase. Growthseed's challenges are quite diverse, for instances, recently Growthseed focuses on increasing partnership sellers. Unfortunately, some of these challenges will not be overcome if the internal system does not run optimally, as is currently the case with Growthseed. The interview results reveal that some of those internal

obstacles that hinder Growthsee's business growth are the unbalanced team composition, the clarity of job descriptions, and other supporting factors such as the compensation.

The composition of the team becomes the first issue. It was indicated by the occurrence of work overload in several divisions frequently. As a result, it implicates to the OKR achievement of several division. Job overload often occurs since the number of Growthseed employees is not matched by increasing the outcomes. Research & Development (RnD), Marketing and Human Capital are the three field whose Object Key Result did often achieve in 2022. The Research and Development (RnD) Division is one of the divisions that often does not achieve the OKR. Where the RnD division has been targeted to be able to release one new book every month in 2022, in constrast only in February and October new books are published and other months only reprint books that have been released previously. Moreover, in April and May the RnD division did not launch or reprint books. The lack of team members and frequent cross-division tasks have left OKR RnD neglected. This fundamental obstacle can certainly hinder the progress of Growthseed business surely.

Growthseed's marketing division has similar issue with the RnD one. In general, the marketing division has three functions, the fulfillment of promotional needs, strengthening public engagement and carrying out the company's rebranding. Along with the business increasement, its operational workload also grows, which implies to the Growthseed's productivity surely. The interview and questionnaire result explains that the entire marketing division often only focused on launching new books and promotion blasting for reprint book. As a result other marketing's function are often not achieved. Furthermore, the issues of Growthseed's human capital field are nearly identical to those of the two previous divisions. Since the human capital area is still being carried out by the founder, as the figure 1.5 shows, The OKR for Human Capital is not completely fulfilled.

Those issues mentioned above led to many Growthseed's unachieved divisional targets. In addition some respondent said that since there is no clear job description for each employee, it imply to no guidelines to know the duties and boundaries of work and specific data for employee recruitment. Moreover, the Growthseed's current compensation structure has not yet had a progressive system. Since several respondents criticized it due to those of them wants a progressive salary system to be implemented. Therefore a compensation as a tool for attracting and maintaining personnel may not be performing at its greatest. As a result, according to the of organization effectiveness,

specifically using system approach, the business will not be able to accomplish the operation. Since It will view at how to optimise the resources which a business has in order to deliver the optimum output.

3.2 Organization Effectiveness

The idea of organizational effectiveness emphasizes that the business must operate within the constraints of attaining the objectives that have been determined while utilizing the best use of the resources at hand without causing friction within the internal team. In other word, the term of organizational effectiveness is frequently used to refer to employees performing their jobs competently. Based on the internal analysis that has been carried out using the McKinsey 7S concept, Growthseed requires an effective organizational concept with system approach and goals approach.

The system approach will be used to fix Growthseed's current problems. Where the focus of the system approach is to get the best and right input for the operational sustainability of the business. Recently, Growthseed requires the element of adding personnel team in order to maximize the existing team. Therefore, the job analysis, and job evaluation should be conducted as well as a new salary structure to maximize the internal system. Those of inputs will have implication to Growthseed's objective later.

3.3 The Stage of Growth Analysis

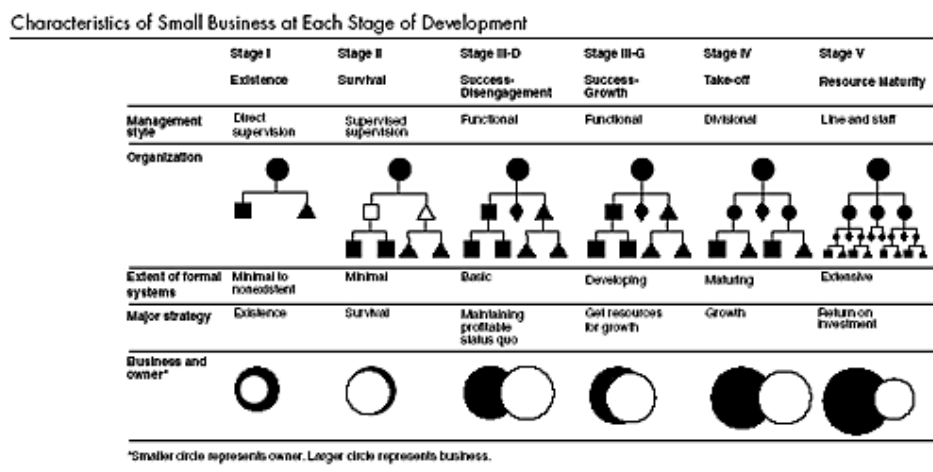


Figure 3. 2 Churchill and Lewis Growth Model

The Churchill and Lewis's growth model is being used in this study in order to analyze the stage of business growth. In general, the Churchill and Lewis model has five organizational

phases, namely existence, survival, success (break away, grow), take off, and maturity. The Churchill and Lewis's growth model is utilized since the concept are more relevant to small businesses enterprise which has vary widely in size and growth potential. Furthermore, the Churchill and Lewis's concept makes the organization phase simpler to communicate, understand, and put into practice.

According to the interview result, Growtheseed is currently in a (successful) growth phase. The growth (success) phase of Growtheseed is characterized by the goals of Growtheseed itself, where recently Growtheseed focuses on winning formulas to find product cycle extensions such as doubling the product to multiple variations. In addition, it is relevant to the characteristics of the growth phase (success) that capitalizes on achievement and extends profitable stability. Therefore, the main objective of the growth phase (success) is whether the top executive or founder will carry out the growth of their business or not.

Another common growth model, the Greiner model, would not be utilized since it's characterized by a variety of management techniques, distinct organizational structures, and freedom of action. Despite the Greiner growth model has numerous benefits, however there are at least three reasons about why small business enterprises should not used of this model. First, the model assumes that a growing business must grow and pass through all the stages that have been set, otherwise if not, it is considered a failure. Second, the model fails to capture the importance of an early stage in the company's signature and growth. Third the model characterizes a company based only on annual sales and ignores other factors such as value added, number of locations, complexity of product and technology.

3.4 7S McKinsey Model Analysis

7S Mckinsey analysis is implemented to deeply examine the internal condition of Growtheseed. The results obtained that Growtheseed is still weak in terms of staff and system elements. For instances, the Growtheseed staff element is currently not running optimally since the required quantity employee does not match to current objective needs. Some of respondents highlighted that the current job description clarity at Growtheseed does not exist yet therefore the daily job is only depend on OKR target. As a result, the job content for each position such as job descriptions, the authorities, and the coordination has not been formally defined which would raise some operational ineffectiveness. Additionally, some of respondent explained that the salary structure system is another part that need to be improved. Since the salary structure was only based on the initial agreement,

a progressive salary structure is needed to establish. The following is a description detail of 7S Mckinsey based on questionnaires result:

Strategy

The strategies implemented by Growtheseed are B2B and B2C. B2B is carried out by developing product seller partners who then become resellers spread across various locations in Indonesia. Currently, Growtheseed focuses on developing a formula to increase the number of these sales partners by creating a structured partnership application system. In addition, Growtheseed products can also be in the form of B2C, which can be ordered through Growtheseed social media. The two sales streams are currently in the process of scaling up, particularly by increasing the number of sales partners that were previously unreachable in certain areas. Recently, Growtheseed's objective is to find a winning formula to increase production and sales in terms of quantity and quality.

Structure

The current organizational structure that Growtheseed applied is functional. The functional structure characterizes by the grouping of certain specialists in the division. Unfortunately, there are still some issues of several Growthsees divisions. There were five respondents said that the current organizational structure of Growthsee had not been optimal due to there being no formal job content and job coordination for each position. As a result it impacts the cross-task divisions that occur often when the overload work in certain positions. Therefore the current coordination in the organizational structure of Growthsee has not been running properly.

System

The work system that implemented Growtheseed is employing 12 full-time people to fill 12 positions due to the founder supervising the human capital function and Sales Director. Since the management always faces a difficult workload rhythm due to the unbalanced quantity of employees. Employees should accomplish their division targets in the other hand the founder is able to distribute other cross division tasks. Indeed, TT implies to the OKR of some divisions that neglected. In addition, currently Growthsee does not have a written job description for each employee. this makes the daily work system to be carried out only based on the Object Key Result's target. The unclear job description will have an impact on the unclear job content, authority and coordination that needs to be carried out for each work position. So that the daily work will be ineffective if it is carried out by new workers or those who do not understand Growtheseed's workload.

In addition, since the Growthseed's salary structure has not been progressive yet, some of the respondents criticized the compensation that was applied. They wanted a progressive system which would later be applied to Growthseed's compensation system. Therefore the compensation system function as attracting and retaining employees will run optimally, Cam Caldwell (2018).

Skills

All the current Growthseed employee skills by far have adequated. All respondents answered that all employees have the qualifications and experience to work in their position. Two major skills that Growthseed requires according to respondents are hard skills which includes such data processing and soft skills, which includes the ability to communicate and coordinate teams both internally and externally.

By looking at the previous VRIO analysis, Growthseed has the potential to grow its business significantly. However, the internal support system has not been fully optimized, as the skills and abilities of employees have not been evaluated in a structured system. Therefore, no structured and written evaluation took place that there is no implication between the salary system and current employee performance. In general, the fulfillment of Growthseed skills has not been managed properly. Employees must learn soft skills and hard themselves. Since there was no dedicated human capital position, no onboarding activities or position training were carried out.

Staff

As a business has stood at the growth phase and the operational work has been overloaded, naturally recruiting new employees might be the best solution. Human Capital, Marketing, Research & Development were three major positions that were recommended by respondents to add. It was seen from nine respondents that Marketing revealed a position which needs to be added. Eight respondents the need for human capital position. and seven respondents expressed the need for an additional Research and Development division. In addition, there are two other positions which were recommended to added based on the respondents. For instances, Social media specialists and videographers. Where two respondents want additional staff in the field of social media and content creator (photographer/videographer) specialists,

Style

Style refers to the way a leader runs and leads a business. The growthseed leadership style is applied by prioritizing large discussions before distributing tasks to each division/employee. Leaders divide tasks usually refer to OKRs that have been determined quarterly. Urgent tasks that have not been done may be carried out by all employees if needed. Product and non-product decision-making at Growthseed is mainly done by the CEO. The other party can provide some decision-making ideas suggestions, the founder is still curating the final.

Shared value

Growthseed vision is to become a publishing business which can sell the product not only in the local market but also globally. The Growthseed's shared values is Kaizen, which means the unity and continuously improves all functional positions in personal and professional matters in every work position in Growthseed. In addition, the work culture implemented by Growthseed is Islamic values, togetherness, cooperation, and a family culture. All employees can encourage each other to work together and get the job done. Unfortunately, those of vision are not a guarantee that the work will be completely accomplished since the work is often overloaded and there is no clear job description.

3.5 5 Why Root Cause Analysis



Figure 3. 3 5 Whys Cause Analysis

The figure above is a description of the 5 why cause analysis that has been done. Where the problem that occurs at Growthseed is a decrease in annual turnover by 25.05% in 2022. This problem is caused by Growthseed's inability to meet the targeted product production targets. Some of the things that might be a symptom of this problem are several divisions were unable to meet their quarterly division targets. The RnD division is the division that is targeted to be able to release a new book at least once a month, but only in February the new book is published. Other months such as January, March, and June only reprint. Moreover, since April and May, there were no launches or reprints of books.

After being asked further, this problem occurred because Growthseed allocated its workforce to develop sales infrastructure, as well as product variety life cycle. So that the supply of books is not as massive as in the previous period. So that the most sales of books are in certain months. As in the month of school holidays (June, July). but in that month Growthseed was unable to maximize this opportunity.

Growthseed still has not maximized these high demand months, so that existing Growthseed markets cannot buy Growthseed products with the latest concepts. The deployment of mostly manpower in the development of sales infrastructure and also rather than its product development has become a scourge of problems. So in the short term, Growthseed can focus on branding & engagement by allocating manpower outside of high demand months. And in the long term, specifically new recruits to be able to fill in job descriptions in accordance with the position and targets that have been determined so that OKR achievement can be realized.

3.6 Job Analysis

To achieve organizational effectiveness, it is necessary to examine the internal circumstance business. Hence, the internal improvements could be achieved for Growthseed. Job analysis will be established in order to collect the particular job responsibilities, tasks, and responsibility information, Milkovich, Newman, Gerhart (2013).

After distributing the Mckinsey 7S questionnaire, problems were found specifically on the elements of the system and its staff. Therefore, the job analysis questionnaires were redistributed to get clearer job descriptions, job evaluations, and improvement of salary structures which are the top three issues that emerged in Growthseed. Finally, job analysis is necessary because it can help management to understand the tasks and role specifications required. Job analysis can also result in a fair and progressive pay structure that is acceptable to employees.

The questionnaire's variables utilize a modified Likert scale, allowing respondents to select one of the four possible responses—Rarely Involved, Occasionally Involved, Involved, Strongly involved. There several reason why middle (undecided) are removed.

- Has a tendency to move toward the middle, especially when others don't give specific responses.

- The idea of uncertainty is seen as a gray area with several possible neutral interpretations.
- The key objective of the categorizing was to discover whether respondents' responses tended to be "strongly involves" or "less involves." A lot of research data will be lost if the response falls into the questionable category, which will limit the quantity of data that can be gathered from the respondents. As a result, the respondent would hesitate to declare whether strongly involves" or "less involves (Hadi, 1991).

The questionnaire was intended primarily to see the trend toward respondents' opinions in terms of agree or disagree. If the answer is provided in the middle category (doubtful), it is presumed that it will lose a lot of research data, thereby reducing the amount of information that can be captured from the respondents. The categorization is as follows:

1. Jarang terlibat or Rarely Involved
2. Beberapa kali terlibat or Occasionally Involved
3. Secara reguler terlibat Or Regularly Involved
4. Sangat Terlibat or Strongly involved

When a statement or question is made using a Likert scale, ordinal data is obtained. Ordinal data obtained from the transformation must be interval data in order to calculate the questionnaire's results. With interval data, it would appear that the comparison of the actual response would be further processed to determine the value of the respondents' answers. The following are the steps to convert ordinal data into interval data, Sudjana (1992):

$$i = \frac{H - L}{K} = \frac{4 - 1}{4} = 0,75$$

Where,

i = width of class interval

H = highest observation value

L = lowest observation value

K = Number of classes

The data that has been collected from the questionnaire and then conducted the measurement and scoring scale for the classification category. Classification category of each indicator is calculated by calculating the grade intervals that has been obtained. To

find out how much the value of each 7S element, score categorization from Sudjana is used as follows:

Inteval	Indicator
1.00 - 1.74	Rarely Involved
1.75 - 2.49	Occasionally Involved
2.50 - 3.24	Involved
3.25 - 4.00	Strongly Involved

Table 3. 1 Likert Scale Indicator

3.4.1 Formulating Job Description & Requirement

Job descriptions are used to provide comprehensive information about the work to be carried out and can used as evaluation material for employees, Brannick (2007). A task assigned to a particular position is listed in the job description as necessary and important. In addition, the estbalishment of job description and requirement will clearly define the the required skills, minimum standards, work performed, and responsibilities to be performed from all of employees. As a result, all employees in the businesses will comprehend their duties based on the written job content.

It is the responsibility of the business to develop a clear job description, since it usefull not only for job content but also for determine the employee candidate. Hence, the recruitment process will be better to get. Unfortunately, Growtheseed currently doesn't have written job description, where the daily work is based on the OKR that has been set quarterly. The organization will benefit greatly if everyone is aware of the specifics of their position and is able to display their best abilities.

The following table 3.2 until 3.14 below are the job description generated based on the questionnaire from that obtained. Each job descriptions of a work position were filled by employee from the related position. Moreover, the data for human capital positions, social media specialists and content creator staff whose positions that have never existed before, were filled by the founder of Growtheseed.

Table 3. 2 Job Description of Human Capital Lead

Job Title	Reports To
Human Capital	CEO
Objective Summary	Job Purpose
Conduct Recruitment Process	

Create SOP	Determining the company 's standards for employees with certain abilities, competencies and assessing each employee's performance which would integrated with the payroll system in order to advance the organization
Create KPI	
Conduct Employee Performance	
Manage Compensation & Benefit	
Conduct knowledge transfer periodically	
Annual Performance Report	
Internal Interaction	External Interaction
CEO	Training/Consultant Institution
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 3 Job Description of RnD's Director

Job Title	Reports To
Director of RnD	CEO
Objective Summary	Job Purpose
Create Product's Research & Development periodically	A product lead is in charge of creating new products for a specific business. lead the product development for a critical new product and oversee the whole product development process.
Convert business strategy into product strategy. putting out product strategy	
Proposed Product strategy's budget	
Give stakeholders insight regarding of the product and market	
Manage all elements of products, such as difficulties, demands, and consumer feedback.	
Collaborating with operational team regarding production process	
Internal Interaction	External Interaction
CEO	Client / Customer

Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 4 Job Description of Finance's Lead

Job Title	Reports To
Finance position	CEO
Objective Summary	Job Purpose
Manages Company's Finance	in charge of an organization's or business's entire financial activities. They manage the budget, provide financial reports, and assure that all financial transactions are carried out in an ethically and legally responsible way.
Purchasing	
Payment of Taxes	
Managing payroll System	
Bookkeeping	
Cash Flow Projection	
Cash Management	
Annual Finance Report	
Internal Interaction	External Interaction
CEO	Business Partner
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 5 Job Description of Operational's Director

Job Title	Reports To
Director of Operational	CEO
Objective Summary	Job Purpose
collaborate with the product team regarding product production	

Execute soft products into output	in charge of managing a company's daily operations and product production
Ensure product production lead on time	
Provide a comprehensive product release timeline	
Perform production cost budgeting	
Perform production reports on a regular basis	
Internal Interaction	External Interaction
CEO	Vendor Production
Marketing Team	
Product Team	
Operational Team	Client / Customer
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 6 Job Description of Marketing's Director

Job Title	Reports To
Director of Marketing	CEO
Objective Summary	Job Purpose
Planning and Executing Marketing Strategy	Marketing is responsible for all initiatives and communication channels that a business uses to sell its reputation or products.
Market Research Observation	
Build Social Media's Public Engagement Plan	
Identify the most important KPIs for all company's social media	
Team up with the marketing, sales, and product development departments.	
Build Social Media's Public Engagement Plan	
Propose Marketig Budget Plan	
Internal Interaction	External Interaction
CEO	Client / Customer
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	

Human Capital Team	
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Table 3. 7 Job Description of Partnership & Sales's Director

Job Title	Reports To
Director of Partnership & Sales	CEO
Objective Summary	Job Purpose
Create sales plan	collaborating as necessary with other partners. conducting research, establishing partnerships with diverse organizations, and preserving goodwill among partnership.
Manage all partnership relations	
establishing and preserving relationships with partnership & customers	
Conduct strategic partnership planning	
Implementing Sales Targets	
Make sales reports on a regular basis	
Internal Interaction	External Interaction
CEO	Partnership
Marketing Team	
Product Team	
Operational Team	Customer / Clients
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 8 Job Description of Social Media Specialist Staff

Job Title	Reports To
Social Media Admin & Specialist Staff	Lead of Marketing
Objective Summary	Job Purpose
Develop, implement and manage our social media strategy	Responsible for the results of the marketing elements within the company
create and plan social media content	
Medevelop public engagement on social media	
Assess each social media campaign's effectiveness.	
Give the customers constructive feedback	
Internal Interaction	External Interaction

CEO	Client / Customer
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 9 Job Description of Content Creator Staff

Job Title	Reports To
Content Creator (Video/Photographer) Staff	Lead of Marketing
Objective Summary	Job Purpose
Create timeline content for branding needs	Responsible for the needs of quality photo & video content for marketing and product needs
In charge of capturing all product content	
Create a key role in helping the visual storyline of content	
Execute photo and video needs for product branding content	
Internal Interaction	External Interaction
CEO	Client / Consumer
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 10 Job Description of Operational Staff

Job Title	Reports To
Operational Staff	Lead of Operational
Objective Summary	Job Purpose
Collaborate with the Team of Product regarding production	in charge of the organization's product and service output. It creates business regulations and
Budgeting costs related to production costs	

Scheduling and production control	oversee compliance in order to maximize productivity and profitability
Coordinate product production to vendors	
monitoring the production process to maintain production lead time	
Ensure product output in accordance with the production plan	
Internal Interaction	External Interaction
CEO	Production Vendor
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 11 Job Description of RnD Staff

Job Title	Reports To
RnD Staff	Lead of Product
Objective Summary	Job Purpose
Conduct product development research periodically	responsible for product development and improvement in terms of quality and quantity
Observing relevant product demand in time ahead	
Regularly update the product concept.	
Maintain business competitive by providing insights into the market	
Create new products or constantly improving to existing	
Analyze market, trends and competitors related to product strategy	
Internal Interaction	External Interaction
CEO	Customer / Client
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	

Human Capital Team	
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Table 3. 12 Job Description of Sales Staff

Job Title	Reports To
Sales Staff	Lead of Partnership & Sales
Objective Summary	Job Purpose
Present, promote, and sell products by convincing explanations to current and potential customers.	Responsible for achieving sales, as well as company sales targets
Established, develop, and maintain an effective company and customer partnerships.	
Create potential customers using the company's platform.	
To increase customer's satisfaction, accelerate the treatment of client issues and complaints.	
Achieve agreed-upon sales objectives and outcomes on schedule.	
Continually enhance through feedback	
Internal Interaction	External Interaction
CEO	Partnership
Marketing Team	
Product Team	
Operational Team	Customer / Client
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 13 Job Description of Design & Visual Staff

Job Title	Reports To
Design & Visual Staff	Lead of Product
Objective Summary	Job Purpose
Identifying customer preferences and expectations for product visual design	responsible for the design and visualization of products that are

Communicate conceptual concepts in a clear, reasonable order both verbally and visually.	tailored to consumer feedback and research objectives
Create innovative designs using distinctive colors, shapes, and styles	
Keeping up with developments in applications and technologies for visual design as well as market trends	
Create Mockup to integrate logos and brand images to other products and platforms, including social media	
Collaborating with lead of product and lead of operational regarding the process production	
Internal Interaction	External Interaction
CEO	Customer / Client
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	
Human Capital Team	

Table 3. 14 Job Description of Partnership Staff

Job Title	Reports To
Partnership Staff	Lead of Sales
Objective Summary	Job Purpose
Planning progressive number of partnerships	responsible for coordination and maintenance with the partnership, as well as achieving the company's target needs
Coordinate with all partnerships regarding product supply needs	
Building beneficial relationships with partnership seller companies	
Develop an application system to become a sales partnership coordination pool	
Maintain community events that are in line with partnerships and consumers	
Create and maintain a corporate community	
Internal Interaction	External Interaction

CEO	Partnership
Marketing Team	
Product Team	
Operational Team	
Partnership & Sales Team	
Finance Team	Customer / Client
Human Capital Team	

Growtheseed recently has 12 full-time employees, where the current Growtheseed team consists one as CEO, two people as Marketing & Design team, one person as financial, two people as operational position, two people as Research and Development position, and three people as Sales. However, the sales & partnership division is supervise by the CEO directly.

In accordance with the proposed organizational structure, adjustments and additions will be made to the Human Capital, Marketing, Finance and Research and Development field. The Design & Visual staff which previously was in Marketing division will be shifted to the Research and Development division since the RnD's objective of is relevant with the Design & Visual staff which must maintain the renewal products in terms of content and visuals. Moreover, the marketing division will add two positions, Social Media Specialist and Content Creator (photographer & videographer). The addition of these two positions is based on the results of interviews that have been conducted. Where the marketing division requires positions that specialize in social media and content creators (photographer & videographer). Furthermore Human Capital position also will be added one employee, since this division has never had a dedicated employee.

The 3.15 and 3.16 tables below are the data obtained from the respondents. All employees are in the Groweseed position explaining the requirements and job qualifications needed as well as the requirements required of each position. In addition, the position of social media specialist, human capital and content creator, which had never existed at Growtheseed before, was filled by the founder of Growtheseed itself. The table 3.15 describes the education, work experience, certification required for each position. Meanwhile, table 3.16 describes the competencies required for each work position at Growthseed.

Table 3. 15 Job qualifications & requirements

Field	Position	Qualifications & Requirements		
		Education	Work Experience	Certification
Human Capital	Director	Min Bachelor degree in psychology, business management and communication science	1-3 years in experience	-
Finance	Director	Min Bachelor degree in Finance, Accounting	1-3 years experience	-
Marketing	Director	Min Bachelor in Marketing Communications, Communication Studies, Marketing Management	1-3 Years in Experience	-
	Social Media Specialist Staff	Min Associate in communication, marketing	1-3 years in experience	-
	Content Creator Staff	Min High School	1-3 years in experience	-
Operation	Director	Min Associate in all major. Preferably majoring in management, Operations	1-3 years in experience	Requires 1 Certification in related fields (1 driver's license A/C)
	Operation Staff	Min Associate in all majors	-	Requires 1 Certification in related fields (1 driver's license A/C)
Sales	Sales Staff	Min High School	1-3 years experience in sales	-
	Community Staff	Min Associate in majoring related to communications, marketing, Marketing Communications	1-3 years in experience,	-
	Partnership Staff	Min Associate degree in majoring related to communications, management	1-3 years in experience	-
Research & Development	Director	Min Bachelor degree in communications, marketing communications, social	1-3 years in experience	-

	RnD Staff	Min Bachelor degree related to Communication, Communication Management, Marketing	1-3 years in experience	-
	Design & Visual Staff	Min Associate in all major. Preferably in majoring design visual, communication	1-3 years in experience	-

Table 3. 16 Growthseed Job's Competency

Field	Position	Competency		
		Core	Behavioral	Functional
Human Capital	Director	able to work with teams have good public communication skills can build a positive working relationship,	have good work management have a focus on detail have problem solving ability	able to operate Ms Office Experienced in recruiting employees Experienced in conducting performance appraisal and employee management
Finance	Director	Critical thinking. Communicate effectively orientation to accountability	Have good management good organization responsive to financial records	have knowledge of economics and accounting. business management skills. analytical thinking skills.
Marketing	Director	have creativity and writing skills. Good team work skills. Communication and networking skills	initiative, focus on details, Pro active towards change	deep marketing understanding Master digital marketing skills Familiar with the terms and platforms used in marketing
	Social Media Specialist Staff	have an effective communication, collaborative, pro active towards change	Have the ability to focus on details good time management Creative and innovative	have digital marketing skills experience in content and copywriting have a good sense of visuals,
	Content Creator Staff	has good communication can work together as a team have good sense in visual	active on social media swift and painstaking to a job focus on details	expert in digital camera devices, Able to operate photo and video editing applications, Experienced in photography and videography

Operation	Director	Good Intrapersonal Communication, Quick and responsive to changes in business trends, Have good negotiation experience	Have effective managerial skills. Can coordinate effectively. Experienced in scheduling and production timelines	Familiar with work managerial software (e.g Trello, Lira). Competent with MS Office
	Operation Staff	Team work. Responsibility. Commercial awareness	Build Trust. Honesty / Fairness. Interpersonal skills	familiar with operational management software, Familiar with Ms Office, Have good negotiation
Sales	Sales Staff	good intrapersonal communication pro active towards change can build a good relationship with consumers	good organization good time management innovative for change pro active in making sales decisions	has good negotiation skills, can analyze consumer behavior, experienced in sales
	Community Staff	good consumer orientation adaptable and fast Able to work in team	has good time management can make good decisions critical of all aspects of marketing analysis	understands marketing, has a psychological understanding of consumers, have an expertise in at using management platforms
	Partnership Staff	good consumer orientation adaptable and fast Able to work in team	have good time management can make good decisions critical of segmentation market	understands in marketing, understanding in psychological consumers, familiar with msnsgement platform
Research & Development	Director	have a good analysis open to change strong in the sense of consumer	strong initiative think critically good analytical skills	expert in communication research, experience in content writing, understands the concept of copywriting and content writing
	RnD Staff	analytical thinking and understanding of the innovation process. can collaborate across divisions good intrapersonal communication	have a positive attitude and growth mindset, Solve problems constructively. supportive towards change and Diversity on concept ideas	expert in statistics good in writing content and copywriting to do communication research
	Visual & Desi	Effective communication Adaptive to trends	Innovative Pro active against change	Able to operate design tools and edit photos

	gn Staff	Have sensitivity to consumer demand	Have a good sense of visuals	Have design & visual skills Have writing and copywriting skills Can use
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3.4.2 Formulating Job Structure

When a business begins to develop, adaptation is needed, and internal business is no exception. Internal systems, communication and distribution of information to all employees are examples. Furthermore, the design of the organizational structure becomes important because it describes how the work of the organization as a whole is divided into units and how these divisions are coordinated to complete tasks. The interview results explained that Growtheseed needed other employees to fill several team positions and restructured some positions which could indeed make coordination efficient. Therefore employees will be plotted in existing divisions and positions that previously did not have dedicated employees

Growtheseed can be identified as a growth phase (success) based on Churchill and Lewis growth model. This is demonstrated by the goal of Growtheseed itself, where currently Growtheseed focuses on finding superior formulas for product cycle expansion, such as doubling it into multiple products. This is similar to the characteristic phase of growth (success) itself, specifically exploiting achievements and extending profitable stability.

Growtheseed's recent organizational structure is functional, where functional organizational structure is indicated by grouping employee based on the knowledge, competence, or similar roles. Most of businesses uses functional structure since it allows grouping of employees with similar skills and when applied in team environment. It is a type of organizational structure in which the organization is divided into smaller units depending on certain functional areas. Functional structures can provide greater operational efficiency because employees with similar skills and knowledge are grouped together by function. Some functional groupings may not be integrated in this structure, which will limit flexibility and innovation. It can also be separated into groups according to different products, services, and places. Product development, sales, marketing, and other specialized areas of expertise are typically shared across functional organizations.

Functional Organization Structure	
Advantages	Disadvantages
Specialization	Complexity
Production of Workload	Dual Command
Executive Development	Limited Perspective
Scope of Expansion	Delay in Decision Making
Better Control	Problem of Succession

Table 3. 17 Functional Organization Structure Advantages & Disadvantages

As can be seen in table 3.2 above, the functional organizational structure of course also has advantages and disadvantages. However, by looking at the current conditions and objectives of Growtheseed itself, a functional organizational structure is more suitable to be implemented, because it has strength on specialization, production workload, executive development, scope of expansion and better control in accordance with the intended of Growtheseed's objectives on a large scale. Therefore, this study will not propose transformation to the organizational structure but will propose some adjustments such as job restructuring and additional positions as needed.

Specialization is helpful in achieving work that comes from certain abilities, and this will also have an impact on coordination and decision making that occurs later. Excess production functions will be useful to reduce the workload of top executives later, because their responsibilities have been supervised by experts. The executive development function can optimize the potential of employees with this function because as a result their workload is reduced. In addition, the application of a functional organizational structure will facilitate control because the group or division is supervised directly by an expert in each division.

The functional organizational structure also has weaknesses. It can be seen from the function that multi direct task will happen. This point of complexity arises when there may be a misunderstanding between each division because they have their own goals. To anticipate these two crucial weaknesses, it is necessary to have a clear job description that includes authority, responsibility, coordination and reports in each division. In accordance with the VRIO analysis that has been carried out, Growtheseed offers customers the best quality books at affordable prices for customers with good material and content. Therefore, the implementation of the functional organizational structure will continue to be implemented to achieve Growtheseed's current goals.

The following divisions are important according to data from interviews and literature reviews, and some of them are already on Growtheseed in terms of job assignments.

1. CEO.

The CEO is the top executive in the company. The role of the CEO is to take center stage within the company and carry out the Planning, Organizing, Coordination and Operations processes. It is the CEO's responsibility to build a successful and encouraging environment for the company. Every employee must be involved in

the creation, distribution and implementation of the vision, goals and objectives of the organization as a whole.

2. Marketing Division.

Growtheseed's marketing team consists of three employees, consisting of one director, one social media specialist, and one content creator (photographer/videographer). Where the director is responsible for planning, research, analysis, and supervision of marketing exposure which includes public engagement, product launch and brand image on Growtheseed social media. Social media specialists are responsible for meeting the needs of social media marketing, while content creators are in charge of capturing content, both photos and videos, that are required by marketing. In general, content creators will be in charge of planning and implementing content marketing needs.

3. Sales Division.

Generally, the sales division is responsible for partner relations outside the organization as well as sales. A sales director, partnerships staff, community staff, and sales staff are the four positions that make up the sales division. The sales director will be in charge of organizing, managing, and supervising the OKR division. The company's partnerships with many Indonesian sales partners are planned and managed by the partnership staff. Furthermore, the sales staff is tasked with conducting forecasting analysis and product sales target realization.

4. Finance.

The financial position is responsible for overseeing the finances of the organization, including managing the capital requirements for operations and ensuring certain revenue generated is sufficient to cover expenses. Marketing and operations are closely related to finance. To ensure that the company as a whole can operate efficiently, the finance team must ensure that there is sufficient cash flow. Recording and validating financial transactions (both inbound and outbound), invoicing, bill payment, and other related activities are the main tasks of finance.

5. Human Capital.

The human capital position will be tasked with determining the organization's needs for employees with certain skills and talents and assessing the performance of each employee for organizational growth. In addition, this position will manage the compensation and benefits of an employee who will coordinate directly with the CEO and the Finance team.

6. Research and Development Division.

This division is generally responsible for research and product development in this case children's books. Product development both in terms of content and visuals on a regular basis will be the main target of this division. So broadly speaking, this division is responsible for the relevance and updating of products both in terms of content and visuals.

7. Operational Division.

Handling the book production process, coordinating with production vendors as well as creating and controlling production lead times are the main tasks of this division. Therefore, the operational division will be dominant in having two-sided coordination, especially for Growthseed's internal and external teams.

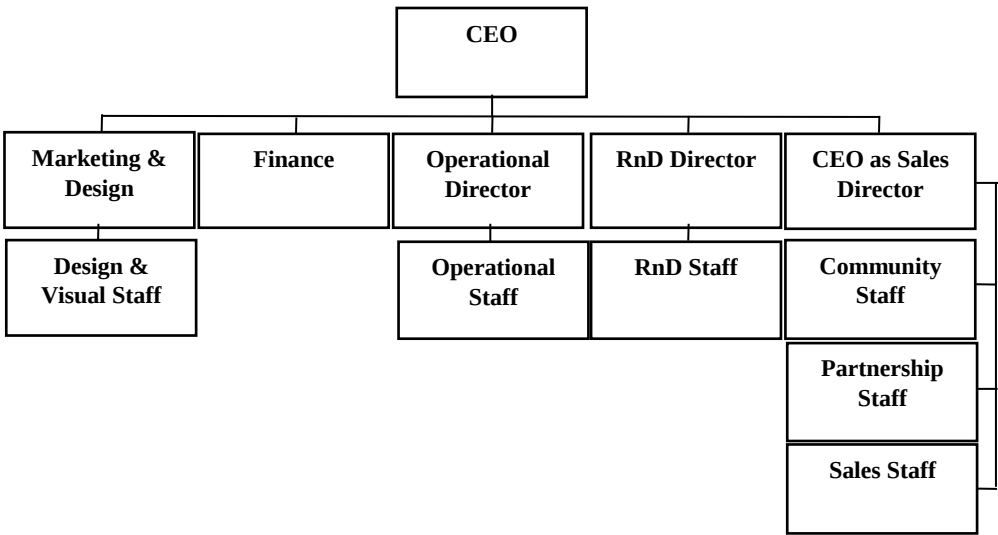


Figure 3. 4 Current Growthseed Organization Structure

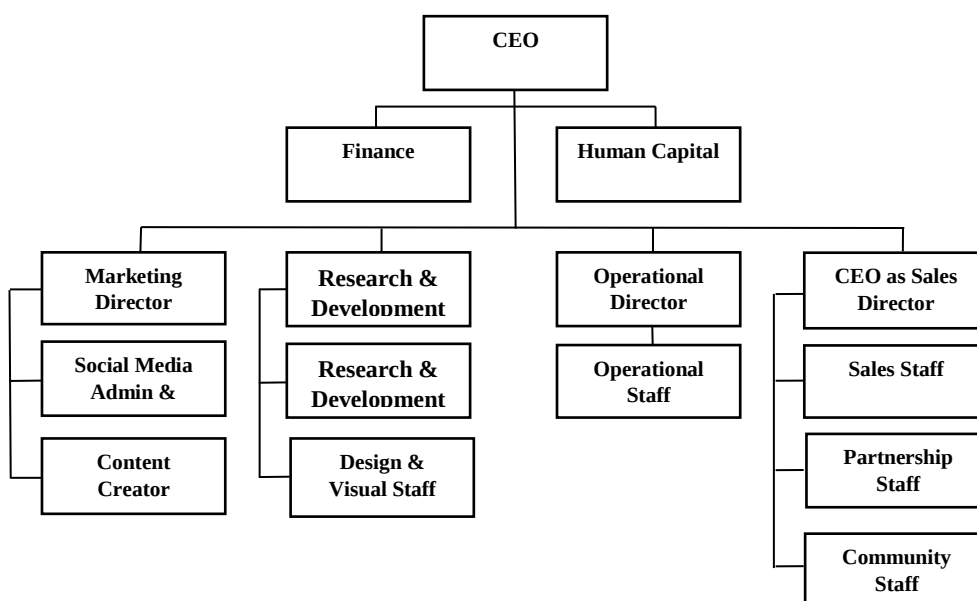


Figure 3. 6 Proposed Growtheseed Organization Structure

Figures 3.2 and 3.3 below illustrates a comparison between the current and proposed Growtheseed structure. The current organizational structure will be still implemented a functional organizational with several adjustments. Those of adjustments will be conducted to the human capital, marketing, finance and research and development field. The design & visual staff which previously was in marketing division will be shifted to the Research and Development division since the RnD's objective of is relevant with the design & visual staff which maintain the renewal products in terms of content and visuals. This adjustment is based on position objectives which are directly related to research and development division. The marketing division will be hired by social media specialist staff and content creators (photographers/videographers) which will more focus on marketing and branding.

Growtheseed revenue will be used to determine when and how to implement the proposed organization. The proposal to increase the number of employees is not without problems, it will even have an impact on the company's financial condition. However, Growtheseed can try to add employees which the project can indeed, such as content creators (video/photographers) using part-time employees and social media specialists by using freelancers so that the costs incurred will be based on the purpose of the work being done and it is possible for less expenses to be incurred later than directly recruiting full-time employees. Furthermore, over time, Growtheseed can evaluate the addition of a new team, whether the position is eligible to be made full time in accordance with the company's return on investment or vice versa.

3.4.2 Job Evaluation and Salary Range

The process of determining the relative value of positions within an organization is called job evaluation. According to the conceptual framework, generally the method of scale structure differs in terms of qualitative and quantitative. Since the quantitative point factor methodology is remarkably precise, simple, and reasonable to adopt, the job evaluation point factor approach will be utilized in this study. The point factor method is a widely used method as well as focusing on the internal area as a compensable factor so that management can be more objective and fair in determining the salary range. Subsequently the job evaluation will serve as the foundation for establishing the salary structure.

In addition, the common compensable factors such as skill, responsibility and effort factors will be utilized as compensable factors. Those four factors are used based on their scope which covers Growthseed's current business objective, specifically scaling up production in order to increase variety of production and sales. Where are the definitions and considerations of the compensable factors as follows:

Table 3. 18 Compensable Factor Definition

Compensable Factor	Sub Factor	Definition
Skill	Education	Education refers to the required employee background
	Experience	Experience refers to the span of time spent on expertise in related work positions
	Technical	Technical refers to the certification or license needed to support a work position
Effort	Physical	Physical refers to the physical efforts made in work operations
	Mental	How much mental load is needed to support the work position
	Complexity	How complex is the job content to achieve the target
Responsibility	Scope of Control	Refers to how big the work control area is
	Impact of Job	Job impact refers to how big the implications of daily work are for achieving company targets
	Problem Solving	Problem solving refers to how much problem solving is involved in each daily work

Based on initial interview that were conducted with Growthseed founder, employee payroll benchmarks were carried out following minimum wage where the Growthseed operates, Depok, Indonesia. As a result, the employee payroll benchmark is based on the Depok City minimum wage. Hence the minimum wage of Depok City will be used as a salary structure consideration in calculating the salary structure in this study. According to

the reason, Growthseed refers to the IDR 4,377,231.00 as its minimum wage. Subsequently, formulation of the following equation is generated:

Minimum Wage of Depok in 2022: 4.377.231,00.

$4.377.231,00 = \text{Minimum Point Factor} \times \text{Multiplier Value}$

$4.377.231,00 = 100 \times \text{Multiplier Value}$

$\text{Multiplier Value} = 4.377.231/100$

Salary Range = Point Factor x 43772.31

The weighting of the salary structure should be quantified once the compensable factor has been established. The weighting is carried out in accordance with the previously established job requirements and job description. The quantification of the compensation structure is therefore considered to be reasonable and equitable in its implementation.

Table 3. 19 Compensable Factor Degree

Degree		1	2	3	4
Skill	Education Level	High School	Associate Degree	Bachelor Degree	Master Degree
	Experience	No experience required	< 1 year	1-3 year	3-5 year
	Technical Skill	No certification required	Requires 1 Certification	Requires 2 Certifications	Requires more than 3 Certifications
Effort	Physical effort	Rarely Involved	Ocassionall y Involved	Regularly Involved	Strongly Involved
	Mental Effort	Rarely Involved	Ocassionall y Involved	Regularly Involved	Strongly Involved
	Task Complexity	Rarely Involved	Ocassionall y Involved	Regularly Involved	Strongly Involved
Responsibility	Scope of Control	Division	Cross Division	Division and External	Cross Division and External
	Impact of Job	Rarely Involved	Ocassionall y Involved	Regularly Involved	Strongly Involved
	Problem Solving	Rarely Involved	Ocassionall y Involved	Regularly Involved	Strongly Involved

Based on the results of the job analysis & evaluation questionnaire, it is quite reasonable to put Responsibility as the most important compensable factor. The table below 3.21 is a calculation of the questionnaire data obtained. The education level skill variable has a value of 2.21, experience 1.93 and technical skill 1.14 out of 4.00. meanwhile for the variable effort physical effort has a point of 2.00, mental effort has a point of 1.93, and task complexity has a value of 1.00 out of 4.00. while for the responsibility variable, the scope of control has a value of 1.79, while the impact of job has a value of 2.00 and problem solving has a value of 1.64 out of 4.00. Therefore, the responsibility factor will be given the dominant value which is 40% as the compensable factor proportion.

Table 3. 20 Quantitative Result Value

Variable	Questionnaire	Item	Avg Score per Item	Avg Score each Variable
Skill	Q1	Education Level	2.21	1.76
	Q2	Experience	1.93	
	Q3	Technical Skill	1.14	
Effort	Q4	Physical effort	2.00	1.67
	Q5	Mental Effort	2.00	
	Q6	Task Complexity	1.00	
Responsibility	Q7	Scope of Control	1.79	1.81
	Q8	Impact of Job	2.00	
	Q9	Problem Solving	1.64	

Furthermore, the skill and effort factor will each be given a 30% proportion of the compensable factor. The skill and effort have an equally important urgency. Where both have an average value that is almost the same. Those both of them have quite a crucial impact as well since the operational work being carried out the importance of high responsibility needs to be quantified according to their salary structure. As with the experience and scope of control subfactors, both have the majority of the load carried out

from each work position. The following table is the result of calculating points for each position at Growthseed.

Sales Division.

Partnership Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	1	10%	10
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					166.667

Table 3. 21 Job Evaluation of Partnership Staff

Sales Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	1	10%	10
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					166.667

Table 3. 22 Job Evaluation of Sales Staff

Community Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	2	20%	20

		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	2	27%	26.6667
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					190

Table 3. 23 Job Evaluation of Community Staff

Operational Division

Operational Director					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	2	20%	20
		Technical	2	20%	20
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	3	40%	40
		Impact of Job	2	27%	26.6667
		Problem Solving	1	13%	13.3333
Total					200

Table 3.26 Job Evaluation of Operational Director

Operational Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	1	10%	10
		Technical	2	20%	20
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	1	10%	10
		Task Complexity	1	10%	10
Responsibility	40%	Scope of Control	3	40%	40
		Impact of Job	2	27%	26.6667
		Problem Solving	1	13%	13.3333
Total					170

Table 3.27 Job Evaluation of Operational Staff

Research and Development Division

RnD Director

Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	3	30%	30
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	2	27%	26.6667
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					190

Table 3.28 24Job Evaluation of RnD Director

RnD Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	1	10%	10
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					156.667

Table 3.29 Job Evaluation of RnD Staff

Visual & Design Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	1	10%	10
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	1	13%	13.3333
Total					143.333

Table 3.30 Job Evaluation of Visual & Design Staff

Marketing Division

Marketing Director					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	3	30%	30
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	2	27%	26.6667
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					190

Table 3.31 Job Evaluation of Marketing Director

Social Media Speciaist Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	2	20%	20
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	1	13%	13.3333
Total					153.333

Table 3.32 Job Evaluation of Social Media Specialist Staff

Content Creator Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	1	10%	10
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	2	20%	20
		Mental Effort	1	10%	10
		Task Complexity	2	20%	20

Responsibility	40%	Scope of Control	1	13%	13.3333
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					156.667

Table 3.33 Job Evaluation of Content Creator Staff

Finance

Finance Staff					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	3	30%	30
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	2	27%	26.6667
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					190

Table 3.34 Job Evaluation of Finance

Human Capital

Human Capital Lead					
Compensable Factor	Proportion	Sub Compensable Factor	Degree	Weight	Point
Skill	30%	Education Level	3	30%	30
		Experience	2	20%	20
		Technical	1	10%	10
Effort	30%	Physical Effort	1	10%	10
		Mental Effort	2	20%	20
		Task Complexity	2	20%	20
Responsibility	40%	Scope of Control	2	27%	26.6667
		Impact of Job	2	27%	26.6667
		Problem Solving	2	27%	26.6667
Total					190

Table 3.35 Job Evaluation of Human Capital

After obtaining the points per work position and the equation formula, the calculation is carried out by referring to the minimum salary Depok City as the lowest point. Hence, the calculation is done by multiplying the multiplier value by the points obtained from each

position. Table 3.33 below is the result of the sum of the multiplier values with points for each position. The range of salaries obtained is based on the quantification of the compensable factor for each position whose contribution is weighted based on the respondents assessment using a questionnaire.

Table 3.36 Total Point per position multiplied by the salary equation

Division	Position	Total Point	Salary Range
Operational	Operational Director	200	IDR 8,754,462.00
	Operational Staff	170	IDR 7,441,292.70
Marketing	Marketing Director	190	IDR 8,316,738.90
	Social Media Speciaist Staff	153.3333	IDR 6,711,752.74
	Content Creator Staff	156.66667	IDR 6,857,662.05
Sales	Community Staff	190	IDR 8,316,738.90
	Sales Staff	166.66667	IDR 7,295,385.15
	Partnership Staff	166.66667	IDR 7,295,385.15
RnD	RnD Director	190	IDR 8,316,738.90
	RnD Staff	156.66667	IDR 6,857,662.05
	Visual & Design Staff	143.3333	IDR 6,274,029.64
Human Capital	Human Capital Lead	190	IDR 8,316,738.90
Finance	Finance Staff	190	IDR 8,316,738.90

In addition, the salary range that have been conducted will be implemented with the progressive salary ranges to obtain the minimum and maximum marks for each position. The progress submitted will use a value of 10%, because this value is quite common and reasonably adjusted for non-executive employees (Economic Research Institute, 2022).

A Market analysis salaries will not be taken into account, as market salary ranges are highly irrelevant for small businesses. Where market pay analysis mostly refers to businesses that have been around for a long time and have many employees, so the salary range between divisional directors and divisional staff is quite uneven. As a result, market salary analysis will not be incorporated into Growthseed's salary structure. The result of table 3.34 below is a compilation of salary ranges per position and the use of a progressive salary structure of 10% to obtain the value of the minimum and maximum salary ranges for each work position.

Job Family	Position	Point	Salary Range	Progression	Minimum	Maximum
Sales Division	Sales Staff	163.3	IDR 7,295,385.15	10%	IDR 6,565,846.63	IDR 8,024,923.66
	Community Staff	186.7	IDR 8,316,738.90	10%	IDR 7,485,065.01	IDR 9,148,412.79
	Partnership Staff	163.3	IDR 7,295,385.15	10%	IDR 6,565,846.63	IDR 8,024,923.66
Marketing Division	Marketing Director	190	IDR 8,316,738.90	10%	IDR 7,485,065.01	IDR 9,148,412.79
	Social Media Specialist Staff	156.7	IDR 6,711,752.74	10%	IDR 6,040,577.47	IDR 7,382,928.02
	Content Creator Staff	153.3	IDR 6,857,662.05	10%	IDR 6,171,895.84	IDR 7,543,428.25
RnD Division	RnD Director	190	IDR 8,316,738.90	10%	IDR 7,485,065.01	IDR 9,148,412.79
	RnD Staff	156.7	IDR 6,857,662.05	10%	IDR 6,171,895.84	IDR 7,543,428.25
	Design & Visual Staff	146.7	IDR 6,274,029.64	10%	IDR 5,646,626.68	IDR 6,901,432.61
Operational Division	Operational Director	200	IDR 8,754,462.00	10%	IDR 7,879,015.80	IDR 9,629,908.20
	Operational Staff	166.7	IDR 7,441,292.70	10%	IDR 6,697,163.43	IDR 8,185,421.97
Human Capital	Human Capital Position	190	IDR 8,316,738.90	10%	IDR 7,485,065.01	IDR 9,148,412.79
Finance	Finance Position	190	IDR 8,316,738.90	10%	IDR 7,485,065.01	IDR 9,148,412.79

Table 3. 37 Proposed Salary Range of Growthseed

CHAPTER 4 CONCLUSION

4.1 Conclusion

The following research questions are addressed in the study of Growtheseed's organizational effectiveness:

1. *What is condition of Growtheseed?*

After three years establishment, Growtheseed is currently in growth phase, where the organizational phase is characterized by its recent objective itself. Curenly Growtheseed objective is to increase profitability by enlarging the production and sales. This is aligned with the characteristics of the growth phase success model as well, especially when the management or founders have the intention of increasing the profitability of the business or vice versa as their main objective, Churchill, N.C. and Lewis, V.L. (1983).

At its current stage, Growtheseed faces several operational constraints such as several OKR divisions that are often not achieved in 2022, as well as cross-assignment between positions that are not in accordance with their fields. As a result, these issues had a direct impact on Growthseeed's organizational effectiveness, which ended in its journey to the next phase of the organization.

Structure, systems, staff, style, skills and shared values were identified as the seven internal organizational elements by internal analysis using Mckinsey's 7S framework. The findings of the analysis indicate that to achieve organizational effectiveness, a number of elements of Growthsee need to be strengthened.

2. *What factor need to be improved?*

What has to be improved by Growtheseed's management might be identified from the initial in-depth interview and internal analysis utilizing 7S Mckinsey. Several of these elements include:

System elements.

System element is the first Growtheseed section that need to be fixed. Where the current Growtheseed internal work system for each position is carried out with OKR which are determined quarterly. This resulted in the absence of job descriptions for each position, written work coordination flow, as well as written authority and authority for each job. As a result, daily assignments to each position based on quarterly OKRs which could lead to inefficiencies in the work performed by multiple

divisions as it is possible to cross-task and the tasks and authority of each position are unclear. Hence, according to these problems, it is necessary to improvise system elements, especially the Growtheseed work system.

Apart from the work system issue, another element of the Growtheseed system, the salary structure, is also another system element that according to respondents needs to be improved. Previously, Growtheseed's current payment structure was implemented on a initial agreement only basis. As a result, respondents stated that they wanted a progressive salary structure that Growtheseed would later implement, therefore the salary provided would not stagnate. Correspondingly, a compensation as a means to retain and attract employees can be realized. Regarding the problem of the element system by Growtheseed, of surely, system improvements can be carried out by conducting job analysis and job evaluation of each work position at Growtheseed.

Staff elements.

The Growtheseed Staff element become another factor that Growtheseed has to be improved, since the composition of the organizational structure of Growtheseed's team work at Growtheseed does not support them in achieving their current business targets. Based on internal analysis, operational inefficiency occurs due to overlapping jobs and loss of function within the organization, where several positions also have to accomplish in another several positions that had not been finish which causes multiple responsibilities and roles. Therefore, those of several work positions such as Marketing, Research and Development and Human Capital are positions that Growtheseed need to be hired.

Several important internal changes must be implemented by Growtheseed to deal with these issues. Consequently, some of the internal improvements include hiring the needed jobs position. Whereas, according to internal analysis, it is essential to fill jobs such social media specialist, content creator, and human capital. Considering the solutions proposed in the element system, it is essential that job analysis and job evaluation should be conducted for the work positions required in the future before recruitment is undertaken.

Structure element

The organizational structure of Growtheseed needs some structure adjustments. This is done to make job tasks from a position at job more effective. The replacement structure's elements were established is based on the data gathered from respondents

through job analysis questionnaires and internal competencies. The analysis revealed that it would be preferable to shift the visual and design staff's position from the marketing division to the RnD (Research and Development) division. Furthermore It is reasonable to place the visual and design position in the RnD division since this daily job is essential to that division.

Furthermore, an additional work positions such as social media specialist, content creator and human capital positions which will later be added based on the improvement structure elements mentioned above, will be placed in several divisions in Growthsee's organizational structure. For instances, social media specialists and content creators will be placed in the marketing division, because the daily job content is indeed relevant for that position. Whereas in the human capital position, a separate division will be formed, bearing in mind that previously this division was carried out entirely by the founder of Growthseed, so it is very reasonable to create a new division to cover this new position.

3. What is the recommendation for Growthseed to achieve the ideal condition?

The author's recommendations for business solutions and plan for Growthseed internal implementation are listed below.

System Improvement

Proposed activities regarding Growthseed's structure element as follows

- Form a comprehensive job analysis for each Growthseed work position.
- Conduct a job evaluation for each Growthseed work position which is useful as establishing a progressive salary structure
- Establish a structured salary structure for each work position at Growthseed based on the job evaluation that has been carried out
- Evaluate Growthseed work performance based on job analysis and job evaluation as an main reference, which is not only by quarterly OKR.

Staff Improvement

Proposed activities regarding Growthseed's staff element as follows

- Conduct employee recruitment for content creator staff positions based on the job analysis that has been formed.

- Recruit of social media specialist staff according to job analysis and competencies requirements that has been formed.
- Adjusting employee work coordination in accordance with the job analysis that has been formed.

Structure Improvements

Proposed activities regarding Growthseed's system element as follows

- Form an adequate Human Capital position that specializes in and is responsible for managing the improvement of employees and places it directly under the CEO
- Establish a position for Content Creator staff who is responsible for all photo and video content for branding needs to be in the marketing division.
- Forming the position of a social media specialist who has specialization qualifications in SMM, SEO and SME to be in the marketing division
- Moving the position of design & visual staff to be in the Research and Development division which has been adjusted with its work coordination.
- Moving the finance position & Human Capital to be directly under the CEO which has been adjusted to work coordination

4.3 Implementation Plan

The implementation plan is intended to establish a schedule for implementing the organizational strategy that has been proposed in chapter three. The plans made here are short-term plans for the coming year.

Table 4. 1 Implementation Plan (Author's Analysis)

Proposed Activities	Detail Action Plan	PIC
System Element Improvement	Conducting Job Analysis for each Growthseed work position	CEO & Director Division
	Proposed the new written job description and requirement	CEO & Director Division
	reviewing the new written job description and requirement	CEO & Director Division
	Establishing Job Evaluation for each Growthseed work position	CEO & Director Division
	Proposing the new salary range based on job evaluation	CEO & Director Division

	Socialization to apply job descriptions to jobs and positions that have been determined	CEO & Director Division
	Try out the new job description	CEO & Director Division
	Implement of new work system element to all Growtheseed employee	CEO & Director Division
	conduct regular internal research to obtain job descriptions, requirements and competency appropriate to the job position	CEO & Director Division
	Evaluating the implementation of Growtheseed new work system	CEO & Director Division
	proposed salary structure that will be applied	CEO & Director Division
	Conduct socialization of the salary structure that will be applied to each employee	CEO & Director Division
	carry out regular implementation of the proposed salary structure	CEO & Director Division
	evaluate the implementation of the latest salary structure	CEO & Director Division
Staff Element Improvement	blasting on social media the needs of new employees at Growtheseed	CEO & Marketing Division
	curating incoming job applications for required job positions	CEO
	scanning the qualifications of prospective employees according to job analysis for each required position	CEO
	interviews by the CEO of each employee candidate selected for administrative selection and qualifications	CEO
	interview by the position user of each employee who passed the CEO interview	Director Division
	conduct recruitment based on employees who pass all recruitment selection	CEO

	perform work onboarding as well as the Growthsee work system for the position in question	CEO & Director Division
	conducting work evaluations on new employees and on their performance using job analysis	CEO & Director Division
Structure Element Improvement	Formulating Proposed Organizational Structure	CEO
	Propose the new organizational structure	CEO
	socialization of the new organizational structure where visual & design staff are included in the RnD division	CEO
	Placing the employee position srtructure based on the new job descption	CEO
	Reviewing the implementation of shifting design & visual position in the RnD division	CEO
	evaluate the implementation of the transfer of design staff positions to the HRD division	CEO
	regularly evaluate the effectiveness of the transfer and establishment of old and new divisions	CEO

4.4 Implementation Plan Timeline

Table 4. 2 Implementation Plan Timeline

Action Plan	Element Improve ment	2023											
		1	2	3	4	5	6	7	8	9	10	11	12
Conduct Job Analysis for each Growtheseed work position	System element												
Propose the new written job description and requirement													
Review the new written job description and requirement													
Establish Job Evaluation for each Growtheseed work position													
Propose the new salary range based on job evaluation													
Socialize to apply job descriptions to jobs and positions that have been determined													
Try out the new job description													
Implement of new work system element to all Growtheseed employee													
Conduct regular internal research to obtain relevant job descriptions, requirements and competency appropriate to the job position													
Evaluate the implementation of Growtheseed new work system													
Propose salary structure that will be applied													
Conduct socialization of the salary structure that will be applied to each employee													
Carry out regular implementation of the proposed salary structure													
Evaluate the implementation of the latest salary structure													
Blast on social media the needs of new employees at Growtheseed	Staff element												
Curate incoming job applications for required job positions													

scan the qualifications of prospective employees according to job analysis for each required position															
Interview by the CEO of each employee candidate selected for administrative selection and qualifications															
Interview by the position user of each employee who passed the CEO interview															
Conduct recruitment based on employees who pass all recruitment selection															
Perform work onboarding as well as the Growthseed work system for the each position															
Conduct work evaluations on new employees and on their performance using job analysis															
Formulate Proposed Organizational Structure	Structure Element														
Propose the new organizational structure															
Socialize of the new organizational structure where visual & design staff are included in the RnD division															
Place the employee position srtructure based on the new job description															
Review the implementation of shifting design & visual position in the RnD division															
Evaluate the implementation of the shifting of design staff positions to the RnD division															
Regularly evaluate the effectiveness of the adjusting the establishment of new divisions and structure															

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APPENDICES

Deep Interview Result

Appendix A: Interview #1

Interviewee : Vina Aprilia

Title : Founder/CEO

Date : August 10th, 2022

What is the organizational phase of Growthseed's current business?

Currently Growthseed has a total team of 12 people. There are Research and Development, Marketing, Opeirational, Sales and Finance divisions. Each division has an Object Key Result which is determined every quarter. The all of division curently has similar objective target, which to increase the production of Growthseed products by finding automation of work in both production and sales. So in general, Growthseed's rencent objective is to increase production in order to increase profits. So we could say that Growthseed's current business phase is a period of improvement or scale up.

What are the current work objectives of the Growthseed business?

As previously mentioned, Growthseed's current objective focus is to increase production. Not only production, but expanding into existing markets. So far we have had obstacles to our communication system, our re-seller communication system is still manual. So our sales division is still responding to messages one by one to our re-sellers which spread all over Indonesia. So that overall we want to improve the production and sales process both from our system and from the lead time that occurs.

What are the current challenges faced by Growthseed in achieving its work objectives?

Currently in the mass growing phase of its business, which wants to create Growthseed have massive production and market, it is still constrained by several obstacles. First, the partnership system does not allow GTS to recruit partners massively, especially in reaching the outermost/foremost Indonesian markets such as Aceh, Medan, Papua, North Sulawesi. This is because the partnership system is still not automated, it is also because the number of Growthseed's human resources is still inadequate to focus on developing the system.

Second internal problem is in terms of the compensation system that might be still not optimal. Since there were employees who asked about their difference in salary quantification between one employee and another. This is because the compensation method that we apply is hybrid, which is still manual in its calculations and the quantification process is carried out very carefully so that no data fails. The quantification was carried out and was only based on the initial agreement, so there was no salary classification for each level. In addition salary consideration that given to employees is to look at the initial minimum wage for the city of Depok.

Appendix B: Interview #2

Interviewee : Y.S Gunawan

Title : Co Founder & Director of Marketing

Date : August 10 th, 2022

What is the organizational phase of Growthseed's current business?

Since its establishment in 2019, growthseed has faced various challenges, especially in 2020, when the covid-19 pandemic occurred which make growthseed vacuum in its operations for almost a year, because it was not possible to run production and sales at that time. So that after at third year, growthseed has gone through several organizational phases. We've passed the starting phase business. Which indicated when we start growthseed business and the produced the products that the market wants. We also go through the running phase business, which the phase that we already have a product, market and we carry out production operations consistently. So i think now we have moved on to the next phase, which is the growing phase business.

What are the current work objectives of the Growthseed business?

As previously explained, Growthseed has now faced the Growing phase business. The phase where we need to increase the production and also developing the existing Growthseed market. In this phase, we are focusing on finding a winning formula for our product cycle that can also be duplicated into other products. Currently we already have sales partnerships spread throughout Indonesia. This partnership is one of Growthseed sales strategies. The sales partnership will order our products, which they will later resell

to their domicile. Apart from going through partnerships, our products can also be ordered through social media. So that product sales can occur B2B and B2C. As a result buyers have two purchasing options, offline and online. Consumers who want to buy growthseed products offline can buy through their domicile partnership. Consumers who want to buy online can order through growthseed's social media.

What are the current challenges faced by Growthseed in achieving its work objectives?

In its third year, Growthseed certainly has several problems that must be overcome. Problems occur when our focus is to increase production, which surely has a direct impact on operations. For instances, problems in the product research & development division, which should be able to achieve its target by launching one product every month. However, in reality, it can only take up to 3 months to launch, since several positions are carried out in parallel duty.

Another division problem is in marketing division. This division was lack of number of people compared to the work that needs to be completed. As well as the frequent of cross task division that oftenly happened in this division, such as the staff should accomplish the main tasks of marketing and product launch campaigns which related with research and development division target. Lastly, is the problem on the part of human capital. The human capital in Growthseed is still held by the founder and no one who be incumbent. As a result the target for this field is often not achieved.

7S Mckinsey Questionnaire Result

Name 1:

Yogi Ramdhan Gumilar

Position:

Operational Director

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?
Menyusun target pada setiap kuartalnya untuk melakukan strategi setiap divisi dalam penentuan Object Key Result
2. Menurut anda apa masalah yang sedang dihadapi Growthseed?
Keluar dari fase growth menuju scale up yang saat ini fokus meningkatkan produksi serta pasar yang sudah ada

3. Bagaimana Growthseed menyikapi permasalahan tersebut?
Dengan selalu fokus dan konsisten terhadap ketercapaian OKR yang telah ditentukan tersebut, seperti fokus menyelesaikan setiap target OKR
4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?
Dengan melakukan riset pasar untuk adaptasi terhadap produksi produk nantinya
5. Struktur organisasi apa yang saat ini diterapkan Growthseed?
Struktur organisasi Fungsional
6. Bagaimana alur kordinasi antar departemen/divisi Growthseed?
Koordinasi dilakukan langsung (horizontal)
7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Centralized. Atau salahsatupihak saja
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Saat ini masih sejalan dengan ekspektasi, dikarenakan sdm di GTS belum terlalu banyak
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growthseed?
Bisa berkomunikasi dengan baik dalam kerja sama tim.
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Melalui evaluasi project pada setaip project, dan evaluasi program OKR di setaip bulannya
12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Belum, masih belum ada divisi yang bertanggung jawab penuh terhadap SDM seperti HRD
13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Marketing dan tim riset
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
HRD/Human Capital

15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?
Komunikasi dilakukan melalui chanel grup whatsapp
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?
17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan. Untuk saya pribadi sudah sesuai. Karena sudah sesuai dengan perjanjian awal
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?
Mungkin yang perlu ditambahkan adalah, struktur penggajian yang progresif
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?
Selalu melihat visi kedepan lalu menyusun strategi berdasarkan tujuan yang akan dicapai, dijelaskan secara runut dan sistematis
20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
Secara langsung, yang telah ditentukan OKR kerjanya
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Diberikan langsung, di bimbing diawal untuk penyelesaian
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
24. Core Value apa yang dimiliki oleh Growtheseed?
Keislaman, kekeluargaan
25. Budaya tim apa yang dipegang oleh Growtheseed
Budaya tim Kaizen
26. Nilai fundamental apa yang menjadi dasar pendirian Growtheseed?
Nilai-nilai keislaman

Name 2:

Wini Nurhanifah

Position:

Partnership Staff

1. Apa strategi Growtheseed secara umum dalam menjalankan bisnisnya?

Dari sisi produk memperhatikan kualitas baik fisik maupun nilai yang disampaikan ke anak agar dipahami dan diterima oleh anak-anak (bukan orangtuanya).

2. Menurut anda apa masalah yang sedang dihadapi Growtheseed?
Perang harga diantara penjual growtheseed baik yang mitra resmi maupun sub dari mitra resmi
3. Bagaimana Growtheseed menyikapi permasalahan tersebut?
Membuat regulasi yang ketat untuk di jalankan dan ditegakan tidak hanya oleh penerbit tetapi juga oleh mitra resmi
4. Bagaimana Growtheseed menyikapi jika terjadi perubahan pasar dalam bisnis Growtheseed?
Jika sebelumnya menjual kepada channel reseller, ke depan akan mencoba peluang kerjasama ke bisnis lain seperti toko buku, lembaga sekolah, dll.
5. Struktur organisasi apa yang saat ini diterapkan Growtheseed?
Struktur Organisasi Divisional kayanya deh
6. Bagaimana alur kordinasi antar departemen/divisi Growtheseed?
Setiap divisi memiliki head-nya, koordinasi dilakukan melalui grup whatsapp, masing-masing divisi memiliki grup divisi masing, ada pula grup yang di bentuk per project.
7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Untuk hal-hal krusial perlu validasi ke atasan, namun untuk hal-hal yang sudah jelas aturannya setiap karyawan memiliki wewenang untuk mengambil keputusan ketika berkomunikasi dengan mitra, ada juga keputusan yang diambil berdasarkan kesepakatan antar divisi (misal terkait ketentuan pengiriman, tim sales atau cc yang berkomunikasi langsung dengan mitra, perlu mendiskusikan terlebih dahulu dengan bagian shipping jika ada masalah yang berkaitan dengan pengiriman).
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Untuk sejauh ini, sudah sesuai dengan ekspektasiku, karena seru aja kerja dengan pola yang dinamis seperti ini.
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?

Menulis, mengolah data di spreadsheet, komunikasi dengan mitra

10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?

Ya

11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?

Masukan dan apresiasi membangun disampaikan saat acara liburan + raker OKR

12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?

Mengapa?

Sudah tapi belum maksimal, karena ada beberapa fungsi yang belum berjalan dengan maksimal. Seperti Grup mitra yang kurang disapa oleh community manager karena masih berkutat dengan pekerjaan terkait sistem, tim penulis di divisi marketing atau admin sosial media yang belum fokus, masih kekurangan tenaga kerja untuk menjadi PM (product manager).

13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?

Jika ya, posisi apa?

Ya, Marketing & sales

14. Menurut anda posisi apa saja yang saat ini perlu ditambah?

HRD, social media admin, staff community, conten writer untuk marketing, product manager

15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?

Sudah sangat menarik, karena operasional kerja yang dilakukan cukup asik.

16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?

Belum ada evaluasi yang tertulis dan terukur

17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan. Sudah oke. Ridha lillahita'ala, apa lagi bisa kerja di rumah nggak perlu bolak balik kantor.

18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?

Mungkin supaya ada sistem yang terstruktur berdasarkan job content yang dilakukan tiap pekerja

19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Lewat diskusi dan karyawan dibantu untuk menurunkan OKR dan detailnya menjadi lebih terstruktur saat dibaca dan dijalankan

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
Kadang awalnya bingung tapi kalau tarik nafas terus dicerna pelan-pelan bisa dipahami, dan ceo juga founder cukup sabar untuk memahamkan dan memberikan arahan yang sama berkali-kali
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Membuat grup diskusi bersama, lalu mendistribusikannya.
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Membagi sesuai tugas di divisi masing-masing, cukup adil sih.
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
Dengan memberikan hadiah-hadiah tidak terduga, atau serangan fajar (bonus). Yang penting sih tidak pernah merasa dihakimi dan bahkan dibela dihadapan mitra. Jadi lewat keteladanan dari ceo dan founder tersebut akhirnya kami berusaha untuk saling jaga nama baik kepada mitra atau ke luar, atasan menjaga nama baik karyawannya, begitupun karyawan kepada atasan, karyawan kepada sesama karyawan, juga terhadap brand itu sendiri.
24. Core Value apa yang dimiliki oleh Growthseed?
Membangun budaya literasi, menumbuhkan benih iman-kebaikan!
25. Budaya tim apa yang dipegang oleh Growthseed
Kaizen
26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?
Dari semua masalah yang ada di muka bumi, kita nggak mungkin menyelesaikan semuanya, tapi semoga bagian kecil yang kita ambil ini (menumbuhkan benih iman kepada anak lewat buku), bisa jadi wasilah untuk ambil bagian dari sekian banyak jalan kebaikan dan dapan mendekatkan diri kepada Allah.

Name 3:

Muhammad Iskandar Zulkarnain

Position:

Finance

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?
B2M business to mitra dan B2C bisnis to customer, saat ini growthseed growthseed menerapkan 2 hal itu
2. Menurut anda apa masalah yang sedang dihadapi Growthseed?
Membangun sistem yg ideal, membangun tim yang solid, dan memperluas pasar
3. Bagaimana Growthseed menyikapi permasalahan tersebut?
Menyusun strategi strategis yang terencana
4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?
Evaluasi produk, evaluasi strategi marketing
5. Struktur organisasi apa yang saat ini diterapkan Growthseed?
Direksi kepada manajer, manajer kepada staff
6. Bagaimana alur kordinasi antar departemen/divisi Growthseed?
Koordinasi via aplikasi WhatsApp
7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Centralized
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Ya, sesuai
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growthseed?
Dapat Operasikan Microsoft excel
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Dinilai secara bebam tugas yg diberikan, apakah bisa diselesaikan atau tidak, jika tidak maka diadakan evaluasi
12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Belum, karna belum ada nya kemampuan finansial untuk menambah tim

13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Ya, Research and development, marketing dan sales
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
Social media specialist, after sales, designer, tax and accounting, editor, operation staff, HR, marketing staff
15. Bagaimana sistem komunikasi kerja yang diterapkan di Growthseed?
Komunikasi dilakukan via WhatsApp
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growthseed?
Menggunakan objective key results yang dilakukan 3 bulan sekali
17. Apakah struktur skala penggajian di Growthseed telah sesuai dengan harapan anda? Mohon jelaskan
Sudah sesuai, berdasarkan kemampuan keuangan perusahaan, juga sesuai kapasitas pekerjaan juga skill yang dimiliki
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growthseed?
Kenaikan gaji pertahunnya, asuransi yang ditanggung perusahaan (bpjs kesehatan maupun swasta, dan BPJS ketenagakerjaan)
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?
Detail pekerjaan dikomunikasikan dan diinstruksi kan dengan jelas
20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
Sesuai dengan kapasitas dan job desk masing-masing divisi, jika ada kebutuhan diluar job desk maka dikomunikasikan terlebih dahulu untuk dimintai persetujuan untuk mengerjakan pekerjaan tersebut
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Dikomunikasikan dan dimintai persetujuan
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Sesuai job desk dan kapasitas juga skill masing2 individu
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
Dengan gaya kepemimpinan yg santai yg membuat nyaman karyawan, lingkungan kerja yang dirasa seperti keluarga, adanya benefit2 tak terduga
24. Core Value apa yang dimiliki oleh Growthseed?
Growth, inovasion, learning, reliability, team work

25. Budaya tim apa yang dipegang oleh Growtheseed

Kaizen= usaha keras/ dapat terselesaikan

26. Nilai fundamental apa yang menjadi dasar pendirian Growtheseed?

Membangun budaya literasi sehingga tercipta nya manusia yang mempunyai adab baik sesuai tuntunan islam

Name 4:

Y. S. Gunawan

Position:

Director of Marketing

1. Apa strategi Growtheseed secara umum dalam menjalankan bisnisnya?

Membangun komunitas orang tua peduli pendidikan dan literasi anak,

2. Menurut anda apa masalah yang sedang dihadapi Growtheseed?

Kurang anggota tim + project management

3. Bagaimana Growtheseed menyikapi permasalahan tersebut?

Mengoptimasi manajemen dengan tim yang ada + merekrut anggota tim baru yang penting-mendesak.

4. Bagaimana Growtheseed menyikapi jika terjadi perubahan pasar dalam bisnis Growtheseed?

Beradaptasi sebisa mungkin dengan agile

5. Struktur organisasi apa yang saat ini diterapkan Growtheseed?

Struktur organisasi yang chair, Agile.

6. Bagaimana alur kordinasi antar departemen/divisi Growtheseed?

Koordinasi tertinggi ada di pertemuan kuartalan. Setelah itu di rapat antardivisi. Selebihnya melalui grup chat seperti whatsapp.

7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?

Keduanya. Ada yang terpusat, ada yang tersentralisasi.

8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan

Ada yang sudah sesuai: ramping dan agile. Ada yang belum sesuai: ada beberapa fungsi yang dijalankan 1 orang, sehingga kurang optimal.

9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?
Belajar, komunikasi, analisis, membuat dan mengeksekusi rencana.
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Punya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Untuk saat ini kemampuan karyawan dinilai dan dievaluasi secara organik dalam keseharian oleh kepala divisi. Kadang juga dilakukan secara 360°: dievaluasi oleh superordinat, rekan setingkat sedivisi, rekan setingkat beda divisi, dan subordinat.
12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Sebagian besar sudah. Beberapa belum. Karena sedang mencari pola dan bangun sistem, harapannya bisa merekrut ketika pola kerja dan sistemnya sudah terbentuk.
13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Mungkin posisi saya salah satunya, salah satu designer, dan CEO.
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
Project/product Manager, Video-motion graphics, Ops manager, sales manager
15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?
Grup whatsapp, rapat rutin (pekanan/bulanan).
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?
Berdasarkan ketercapaian target (target based).
17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan
Secara umum sudah. Memang ada sebagian kecil yg belum karena masih di bawah umr kota depok. Tapi itu biasa tertutupi dengan bonus project.
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?
Perlu ada jenjang/golongan karyawan.
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?
Setelah membuat proyeksi pertumbuhan Janka menengah, founder-CEO membreakdownnya dengan membuat target tahunan. Target tahunan dipecah-pecah lagi berdasarkan kuartal. Dalam pelaksanaannya kami menggunakan OKR.
20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?

Memerhatikan talenta setiap karyawan dalam bingkai OKR.

21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?

Dirapatkan, disepakati batasan-batasannya, dievaluasi berkala.

22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?

Pertanyaan ini mirip dengan pertanyaan di atas.

23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?

Berusaha menerapkan apa yang ada di buku "First, break all the rules".

24. Core Value apa yang dimiliki oleh Growthseed?

Orientasi Akhirat, Berkah (bukan soal untung rugi), Level up (terus belajar bertumbuh), Impact (kebermanfaatan).

25. Budaya tim apa yang dipegang oleh Growthseed

Kaizen (continues improvement).

26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?

Sama dengan jawaban pertanyaan pertama

Name 5:

Firman firdaus

Position:

Operational Staff

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?

Tersampaikanya produk

2. Menurut anda apa masalah yang sedang dihadapi Growthseed?

Menurut saya saat ini masalah Growthseed adalah yang berkaitan dengan penyimpanan produk

3. Bagaimana Growthseed menyikapi permasalahan tersebut?

Dengan memperbaiki hal tersebut secara Bertahap

4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?

Menaikan keunggulan dan kelebihan

5. Struktur organisasi apa yang saat ini diterapkan Growthseed?

Struktur organisasi fungsional seperti nya

6. Bagaimana alur kordinasi antar departemen/divisi Growthseed?

Ga paham

7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?

Setiap anggota memiliki wewenang

8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan

Ya, sejalan

9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?

Kerja cepat

10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?

Ya

11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?

Ya

12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?

Mengapa?

Ga paham

13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?

Jika ya, posisi apa?

Marketing, RnD

14. Menurut anda posisi apa saja yang saat ini perlu ditambah?

Ga paham

15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?

Ga paham

16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?

Ga paham

17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan

Ya, sesuai

18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?

Ga paham

19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Ga paham

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Meeting/zoom.
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Ga paham.
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
Pekerjaan yang menyebar kebaikan dan manfaat, insya allah mendapat pahala di setiap bukunya
24. Core Value apa yang dimiliki oleh Growtheseed?
Ga paham.
25. Budaya tim apa yang dipegang oleh Growtheseed
Kerjasama.
26. Nilai fundamental apa yang menjadi dasar pendirian Growtheseed?
Ga paham.

Name 6:

Riena Diyanti S.

Position:

Marketing Staff

1. Apa strategi Growtheseed secara umum dalam menjalankan bisnisnya?
Growtheseed selalu mengedepankan inovasi, kualitas, dan orisinalitas produk untuk bersaing dalam kolam usaha penerbitan. Selain itu, Growtheseed juga berfokus kepada service excellence terutama terhadap para mitra Growtheseed yang merupakan distributor utama produk-produk Growtheseed.
2. Menurut anda apa masalah yang sedang dihadapi Growtheseed?
Sebagai perusahaan yang baru berjalan, Growtheseed masih kurang dalam pematangan sistem perusahaan, atau masih banyak meraba-raba dalam beberapa hal, salah satunya penerapan framework goal-setting. Akan tetapi bagi saya pribadi, Growtheseed sudah berkembang secara signifikan selama dua tahun terakhir.
3. Bagaimana Growtheseed menyikapi permasalahan tersebut?

Growtheseed selalu menerapkan semangat belajar yang tinggi, sehingga dalam prosesnya pun kita anggap sebagai wadah bertumbuh bagi semua.

4. Bagaimana Growtheseed menyikapi jika terjadi perubahan pasar dalam bisnis Growtheseed?

Segera menyesuaikan diri dengan keadaan pasar, seperti menyesuaikan jadwal rilis produk, harga, hingga material, tentu tanpa mengurangi kualitas yang ditawarkan.

5. Struktur organisasi apa yang saat ini diterapkan Growtheseed?

Struktur organisasi fungsional, setiap departemen di Growtheseed dibagi sesuai fungsi dan bidangnya masing-masing.

6. Bagaimana alur kordinasi antar departemen/divisi Growtheseed?

Sejauh ini di Growtheseed tidak banyak birokrasi, setiap ada kordinasi, setiap departemen biasanya langsung menghubungi dan mengomunikasikan langsung ke departemen terkait, baik langsung kepada anggota maupun kepala departemen.

7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?

Pembuatan keputusan biasanya banyak mempertimbangkan keadaan dan pendapat setiap anggota terlebih dahulu melalui rapat.

8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan

Ya, karena terasa lebih fleksibel dan efisien, namun ada beberapa bagian yang memang masih perlu perkembangan, seperti pembagian peran antar departemen yang beririsan dalam pekerjaan tertentu.

9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?

Kemampuan belajar, berpendapat, dan bekerja sama.

10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?

Menurut saya iya, karena setiap anggota menjalankan peran masing-masing dengan baik dan terus berkembang.

11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?

Saya tidak tahu pasti bagaimananya, sepertinya melalui kualitas pengerjaan dan kemampuan problem solving yang ditunjukkan.

12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan? Mengapa?

Untuk posisi departemen saat ini menurut saya cukup, melihat jumlah anggota tim yang tidak banyak.

13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?

Jika ya, posisi apa?

Menurut saya setiap anggota mendapat porsi pekerjaan yang cukup, namun memang terkadang ada saatnya setiap anggota turut membantu dan menopang satu sama lain walaupun berbeda departemen, dikarenakan kurangnya tenaga yang diperlukan.

14. Menurut anda posisi apa saja yang saat ini perlu ditambah?

Beberapa posisi dalam departemen Research and Development dan Marketing, seperti layouter untuk keperluan percetakan buku, dan foto/videografer yang saat ini belum ada yang mengambil peran tersebut secara utuh.

15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?

Melalui kanal komunikasi online seperti Whatsapp, dan menggunakan online workspace seperti Notion untuk keperluan manajemen proyek.

16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?

Tingkat ketercapaian target yang dirumuskan setiap kuartal

17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan

Ya, karena sesuai dengan apa yang tawarkan dan dikomunikasikan dengan transparan.

18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?

Sejauh ini belum ada, tapi ada beberapa yang perlu dikembangkan, seperti kepastian perhitungan bonus yang baiknya dituliskan dalam dokumen perjanjian

19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Sesuai dengan target Growtheseed secara umum dan value yang dipegang perusahaan.

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?

Dengan rapat atau zoom meeting

21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?

Dengan tetap mempertimbangkan load pekerjaan yang sedang dipegang setiap staff dan membaginya secara adil sesuai kebutuhan, ketersediaan staff dan waktu yang tersedia.

22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Dengan membagi sesuai keahlian dan kesediaan masing-masing staff melalui rapat departemen yang diadakan secara rutin.
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
Dengan menerapkan lingkungan kerja yang fun dan fleksibel, juga dengan benefit yang sepadan dengan load pekerjaan yang diberikan.
24. Core Value apa yang dimiliki oleh Growthseed?
Menurut saya Growthseed mengutamakan 2 hal, yaitu Iman (spirituality) dan Ilmu Orientasi Akhirat.
25. Budaya tim apa yang dipegang oleh Growthseed
Budaya belajar dan bertumbuh bersama.
26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?
Misi pendidikan berbasis keislaman.

Name 7:
Vina Aprilia

Position:
CEO & Director of Sales

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?
Membangun literasi islam anak serta kepedulian orangtua terhadapnya
2. Menurut anda apa masalah yang sedang dihadapi Growthseed?
Membentuk sistem yg ideal dan tepat internal tim yang akan fit untuk pasar
3. Bagaimana Growthseed menyikapi permasalahan tersebut?
Sejauh ini kita telah menyusun strategi strategis terencana dan selalu menerapkan semangat belajar yang tinggi, sehingga dalam prosesnya pun kita anggap sebagai wadah bertumbuh bagi semua.
4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?
Pasti dengan melihat kondisi industri dan pasar. kita akan merefleksi ke sana
5. Struktur organisasi apa yang saat ini diterapkan Growthseed?
Struktur organisasi fungsional
6. Bagaimana alur kordinasi antar departemen/divisi Growthseed?

tertinggi koordinasi terdapat di pertemuan kuartalan.lalu ada rapat antardivisi. Selebihnya melalui grup chat seperti whatsapp

7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Mayoritas tersentral, namun ada momen yang memang desentral
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Ada yang belum sesuai, ada beberapa fungsi yang dijalankan paralel, sehingga belum optimal.
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?
Kemampuan belajar, berpendapat, dan bekerja sama
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Untuk saat ini dinilai dan dievaluasi secara organik oleh kepala divisi. terkadang juga dilakukan secara 360°: dievaluasi oleh superordinat, rekan setingkat sedivisi, rekan setingkat beda divisi, dan subordinat.
12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Beberapa belum. Karena sedang mencari pola dan bangun sistem, harapannya bisa merekrut ketika pola kerja dan sistemnya sudah terbentuk.
13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Marketing, RnD, dan divisi HR
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
Divisi yang memiliki beban kerja berlebihan seperti Marketing, RnD, dan divisi HR
15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?
Komunikasi dilakukan melalui chanel grup whatsapp
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?
Berdasarkan ketercapaian target (target based).
17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan

Memang ada sebagian kecil yg belum karena masih di bawah umr kota depok.

18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growthseed?

Perlu adanya sistem jenjang/golongan karyawan.

19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Melalui diskusi antar karyawan serta dibantu untuk menurunkan OKR dan detailnya menjadi lebih terstruktur saat dibaca dan dijalankan.

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?

Melalui konfirmasi langsung atau dilihat secara keseluruhan load kerjanya

21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?

Dirapatkan, disepakati batasan-batasannya, dievaluasi berkala.

22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?

Sesuai job desk dan kapasitas juga skill masing2 individu.

23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?

Dengan menerapkan lingkungan kerja kekeluargaan serta saling memotivasi satu dengan yang lainnya.

24. Core Value apa yang dimiliki oleh Growthseed?

Berkah (bukan soal untung rugi), Level up (terus belajar bertumbuh), Impact (kebermanfaatan).

25. Budaya tim apa yang dipegang oleh Growthseed

Kaizen (continues improvement)

26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?

Membangun budaya literasi sehingga tercipta nya manusia yang mempunyai adab baik sesuai tuntunan islam.

Name 8:

Maharini Septi

Position:

Director of Research and Development

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?

Secara umum Growthseed menerapkan inovasi, kualitas, dan orisinalitas produk untuk bersaing dalam kolam usaha penerbitan.

2. Menurut anda apa masalah yang sedang dihadapi Growtheseed?
Growtheseed masih kurang dalam pematangan sistem perusahaan, serta komposisi struktur organisasi yang masih belum tercukupi atau masih banyak meraba-raba dalam beberapa hal, salah satunya penerapan framework goal-setting.
3. Bagaimana Growtheseed menyikapi permasalahan tersebut?
Mengoptimalkan SDM yang anda, namun juga merekrut anggota tim baru jika memang sangat dibutuhkan
4. Bagaimana Growtheseed menyikapi jika terjadi perubahan pasar dalam bisnis Growtheseed?
Adaptasi Sebisa Mungkin Serta Merefleksikan Terhadap Industri Dan Pasar
5. Struktur organisasi apa yang saat ini diterapkan Growtheseed?
Sepertinya fungsional. Karena setiap departemen di Growtheseed dibagi sesuai fungsi dan bidangnya masing-masing.
6. Bagaimana alur kordinasi antar departemen/divisi Growtheseed?
Alur kordinasi selama ini secara horizontal dan vertikal setiap ada kordinasi, setiap departemen biasanya langsung menghubungi dan mengomunikasikan langsung ke departemen maupun kepala terkait.
7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Centralized
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Ada yang belum sesuai, ada beberapa fungsi yang dijalankan paralel, sehingga belum optimal.
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?
membuat dan mengeksekusi rencana, Kemampuan belajar, berpendapat, dan bekerja sama.
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Evaluasi yang dilakukan oleh Growtheseed selama ini dilakuka oleh kepala divisi. Juga biasanya dievaluasi oleh superordinat, seperti rekan setingkat sedivisi, rekan setingkat beda divisi,.

12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Belum, masih belum ada divisi yang bertanggung jawab penuh terhadap SDM seperti RnD yang memang butuh penambahan, Marketing dan HRD
13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Divisi yang memang tadi disebutkan seperti RnD, HRD dan Marketing
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
HRD, Marketing dan RnD. Karena memang posisi tersebut sangat core terhadap inti bisnis, namun terkadang tidak terpenuhi karena jumlah tim yang minim
15. Bagaimana sistem komunikasi kerja yang diterapkan di Growthseed?
Melalui grup WA
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growthseed?
Jadi menggunakan OKR tiap 3 bulan
17. Apakah struktur skala penggajian di Growthseed telah sesuai dengan harapan anda? Mohon jelaskan
Sudah. namun mungkin adanya penambahan input perhitungan jenjang karir seperti
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growthseed?
Input penambahn jenjang karir golongan karyawan.dan jenjang penggajian mungkin diperlukan.
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?
Diskusi dilakukan antar karyawan serta melalui OKR panduannya dengan merefleksi pada visi kedepan lalu menyusun strategi berdasarkan tujuan yang akan dicapai, dijelaskan secara runut dan sistematis.
20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
Melalui rapat OKR yang dilakukan setiap penyusunan
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Dikomunikasikan lalu dimintai kesepakatan awal.
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Melalui rapat OKR tiap 3 bulan
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?

Dengan menerapkan lingkungan kerja yang fun dan fleksibel, juga dengan benefit yang sepadan dengan load pekerjaan yang diberikan.

24. Core Value apa yang dimiliki oleh Growthseed?

Keislaman dan kekeluargaan.

25. Budaya tim apa yang dipegang oleh Growthseed

Kaizen.

26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?

Pendidikan berbasis islami.

Name 9:

Deli Fatmawati

Position:

Research and Development Staff

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?

Merancang OKR setiap kuartal yang disesuaikan dengan kebutuhan industri dan pasar

2. Menurut anda apa masalah yang sedang dihadapi Growthseed?

Anggota tim yang belum terpenuhi seutuhnya sehingga terdapat rangkai tugas pada sebuah divisi

3. Bagaimana Growthseed menyikapi permasalahan tersebut?

Dengan memaksimalkan SDM Growthseed terlebih dahulu, inginnya menambah personel namun belum terealisasi

4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?

Adaptasi sih kuncinya. Tapi tetap dengan kualitas di atas segalanya

5. Struktur organisasi apa yang saat ini diterapkan Growthseed?

Struktur Fungsional.

6. Bagaimana alur koordinasi antar departemen/divisi Growthseed?

Koordinasi dilakukan melalui meeting tiap kuartal, lalu mengerucut antardivisi, lalu dalam divisi menggunakan whatsapp dalam berkoordinasi

7. Apakah pembuatan keputusan dilakukan secara terpusat oleh salah satu pihak (centralized), atau setiap anggota memiliki wewenang (decentralized)?

Majornya centralized, namun ada beberapa momen itu decentralized saat membutuhkan pertimbangan pihak expert di bidang tertentu.

8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Untuk struktur organisasinya sudah sesuai. Namun untuk sistemnya belum. Seperti clarity tugas yang belum optimal.
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?
Komunikasi, analisa serta kemampua adaptasi terhadap perubahan demand pasar
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya. sudah
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Penilaian dilakukan oleh ketua divisi, terkadang antar tim juga dapat mengevaluasi masing-masing anggota. namun evaluasi masih bersifat informal
12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Belum sepenuhnya. karena anggota tim ada yang paralel mengerjakan divisi lain, jygadivisi HRD belum ada
13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Sejauh ini sepertinya posisi marketing, Research and Development dan posisi HRD yang memang belum memiliki dedicated posisi
14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
Marketing khususnya untuk fokus engage konsumen, RnD untuk terus mengembangkan produk, dan HRD mengoptimalkan kondisi internal yang ada
15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?
Rapat tiap kuartal sih, lalu baru distribusi tugas
16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?
Melalui OKR yang telah ditetapkan selama 3 bulan sekali
17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan
Sudah. namun mungkin perlu diberikan input struktur penggajian yang progresif
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?
Dengan melakukan penggolongan dan sistem yang terus naik
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Detail pekerjaan dikomunikasikan dan diinstruksikan dengan jelas.

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?

Melalui konfirmasi langsung seperti meeting besar tiap 3 bulan

21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?

Tentu dirapatkan, lalu disepakati dan dievaluasi tugas-tugas yang diberikan.

22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?

Membagi tugas sesuai dengan kapasitas masing-masing.

23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?

Dengan gaya kepemimpinan yang membuat nyaman karyawan, lingkungan kerja seperti keluarga, juga adanya benefit2 tak terduga.

24. Core Value apa yang dimiliki oleh Growthseed?

Dengan membangun literasi budaya membaca dengan menumbuhkannya melalui bacaan yang berkualitas.

25. Budaya tim apa yang dipegang oleh Growthseed

kerja keras yang dapat terselesaikan.

26. Nilai fundamental apa yang menjadi dasar pendirian Growthseed?

Keislaman yang padu.

Name 10:

Octavia

Position:

Community Staff

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?
dengan membuat OKR tiap Kuartal dengan terus menumbuhkan sebuah komunitas orangtua peduli literasi anak
2. Menurut anda apa masalah yang sedang dihadapi Growthseed?
Kurang anggota tim + project management
3. Bagaimana Growthseed menyikapi permasalahan tersebut?
Tentu dengan Mengoptimalkan SDM yang anda, namun juga merekrut anggota tim baru jika memang sangat dibutuhkan
4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?

- Evaluasi produk, evaluasi strategi marketing
5. Struktur organisasi apa yang saat ini diterapkan Growtheseed?
Struktur organisasi Fungsional
 6. Bagaimana alur kordinasi antar departemen/divisi Growtheseed?
Koordinasi dilakukan langsung (horizontal)
 7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Centralized
 8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Ada yang sudah sesuai: ramping dan agile. Ada yang belum sesuai: ada beberapa fungsi yang dijalankan 1 orang, sehingga kurang optimal.
 9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growtheseed?
Belajar, komunikasi, analisis, membuat dan mengeksekusi rencana.
 10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya punya
 11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?
Masukan dan apresiasi membangun disampaikan saat acara liburan + raker OKR
 12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?
Sudah tapi belum maksimal, karena ada beberapa fungsi yang belum berjalan dengan maksimal. Seperti Grup mitra yang kurang disapa oleh community manager karena masih berkutaat dengan pekerjaan terkait sistem, tim penulis di divisi marketing atau admin sosial media yang belum fokus, masih kekurangan tenaga kerja
 13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?
Ya, Marketing RnD dan Sales
 14. Menurut anda posisi apa saja yang saat ini perlu ditambah?
Tentu sesuia dengan posisi yang overload tugas seperti Marketing RnD dan Sales
 15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?
Belum ada evaluasi yang tertulis dan terukur Grup whatsapp

16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?
Dengan menggunakan acuan OKR yang telah ditetapkan
17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan
Perlu ada jenjang/golongan karyawan.
18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?
Menurut saya mungkin perlu ditambahkan golongan tiap tiap karyawan
19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?
Diskusi dilakukan antar karyawan serta melalui OKR panduannya
20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?
Distribusi secara langsung melalui rapat
21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?
Dirapatkan, disepakati batasan-batasannya, dievaluasi berkala.
22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?
Dengan membagi sesuai keahlian dan kesediaan masing-masing staff melalui rapat departemen yang diadakan secara rutin.
23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?
Menerapkan lingkungan kerja yang fun dan fleksibel, juga dengan benefit yang sepadan dengan load pekerjaan yang diberikan.
24. Core Value apa yang dimiliki oleh Growtheseed?
Membangun literasi budaya membaca dengan menumbuhkannya melalui bacaan yang berkualitas.
25. Budaya tim apa yang dipegang oleh Growtheseed
Kaizen.
26. Nilai fundamental apa yang menjadi dasar pendirian Growtheseed?
Literasi berbasis Islami

Name 11:

Annisa Salsa

Position:

Sales Staff

1. Apa strategi Growthseed secara umum dalam menjalankan bisnisnya?
Membentuk sebuah komunitas orang tua peduli terhadap literasi islam anak
2. Menurut anda apa masalah yang sedang dihadapi Growthseed?
Growthseed masih kurang dalam pematangan sistem perusahaan, atau masih banyak meraba-raba dalam beberapa hal, salah satunya penerapan framework goal-setting.
3. Bagaimana Growthseed menyikapi permasalahan tersebut?
Selalu menerapkan menerapkan semangat belajar yang tinggi, sehingga dalam prosesnya pun kita anggap sebagai wadah bertumbuh bagi semua.
4. Bagaimana Growthseed menyikapi jika terjadi perubahan pasar dalam bisnis Growthseed?
Adanya adaptasi dari cara penjualan, seperti menjual kepada reseller, ke depan akan mencoba peluang kerjasama ke bisnis lain seperti toko buku, lembaga sekolah
5. Struktur organisasi apa yang saat ini diterapkan Growthseed?
Struktur Organisasi Divisional kayanya deh
6. Bagaimana alur kordinasi antar departemen/divisi Growthseed?
Melalui Whatsapp komunikasinya. namun jika dari segi formal kordinasi terdapat pertemuan kuartalan. Setelah itu rapat divisi.
7. Apakah pembuat keputusan dilakukan secara terpusat oleh salahsatu pihak(centralized), atau setiap anggota memiliki wewenang (decentralized)?
Pembuatan keputusan biasanya banyak mempertimbangkan keadaan dan pendapat setiap anggota terlebih dahulu melalui rapat.
8. Apakah struktur organisasi saat ini sejalan dengan ekspektasi anda? Mohon jelaskan
Ya, karena terasa lebih fleksibel dan efisien, namun ada beberapa bagian yang memang masih perlu perkembangan, seperti pembagian peran antar departemen yang beririsan dalam pekerjaan tertentu.
9. Kemampuan/kapasitas apa yang minimal dimiliki oleh setiap tim/divisi Growthseed?
Membuat Dan Mengeksekusi Rencana, Kemampuan Belajar, Berpendapat, Dan Bekerja Sama
10. Apakah tiap anggota divisi memiliki kapasitas/kemampuan untuk memenuhi/menjalankan tugas yang diberikan?
Ya. Sudah punya
11. Bagaimana kemampuan atau kapasitas karyawan dinilai atau dievaluasi?

Melalui evaluasi project pada setaip project, dan evaluasi program OKR di setaip bulannya

12. Apakah posisi tiap divisi/departemen telah mewakili kebutuhan perusahaan?
Mengapa?

Beberapa belum. Karena sedang mencari pola dan bangun sistem, harapannya bisa merekrut ketika pola kerja dan sistem

13. Menurut anda apakah terdapat posisi yang memiliki beban kerja yang berlebihan?
Jika ya, posisi apa?

Marketing Sales, RnD dan HRD

14. Menurut anda posisi apa saja yang saat ini perlu ditambah?

Marketing Sales, RnD dan HRD

15. Bagaimana sistem komunikasi kerja yang diterapkan di Growtheseed?

Rapat Rutin (Pekan/Bulanan)

16. Bagaimana sistem penilaian kerja yang diterapkan oleh Growtheseed?

Operasional kerja dilakukan dengan menggunakan OKR setiap 3 bulan

17. Apakah struktur skala penggajian di Growtheseed telah sesuai dengan harapan anda? Mohon jelaskan

Sudah sesuai, berdasarkan kemampuan keuangan perusahaan, juga sesuai kapasitas pekerjaan

18. Menurut anda sistem penggajian atau kompensasi & benefit apa yang perlu ditambahkan/diubah di Growtheseed?

Perlu diinput sistem penggajian yang progresif

19. Bagaimana founder/CEO mendefinisikan apa yang harus dilakukan/dikerjakan?

Mendiskusikan setiap target melalui rapat okr tiap 3 bulan

20. Bagaimana founder/CEO mendistribusikan tugas kepada para staff?

Rapat tiap 3 bulan

21. Jika terdapat cross tugas, bagaimana founder/CEO mendistribusikan tugas yang nantinya dikerjakan oleh staff/divisi lain?

Dikomunikasikan lalu dimintai kesepakatan awal

22. Bagaimana founder/CEO berbagi tanggung jawab diantara karyawan?

Membagi sesuai tugas di divisi masing-masing, cukup adil sih.

23. Bagaimana founder/CEO memotivasi karyawan untuk bertahan di dalam perusahaan?

.Dengan menerapkan lingkungan kerja yang fun dan fleksibel, juga dengan benefit yang sepadan dengan load pekerjaan yang diberikan.

24. Core Value apa yang dimiliki oleh Growtheseed?
25. Budaya tim apa yang dipegang oleh Growtheseed
pengembangan yang berkelanjutan Kaizen (continues improvement) / Kaizen
26. Nilai fundamental apa yang menjadi dasar pendirian Growtheseed?
Dengan membawa misi pendidikan berbasis keislaman