

**FORMULATING ORGANIZATIONAL STRUCTURE
IN EPC COMPANY (CASE STUDY: PT. X)**

FINAL PROJECT

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for the master's degree
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FORMULATING ORGANIZATIONAL STRUCTURE IN EPC COMPANY (CASE STUDY PT. X)

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ABSTRACT

PT. X is a contractor national private company that is engaged in mechanical, electrical, and plumbing (MEP) and also renewable energy in engineering, procurement, and construction (EPC). PT. X relies on the flow of funds based on incoming projects. Every year they have to have several projects to reach the target. PT. X's experiencing condition where the structural organization's constant restructuring. This occurs due to the formation of the structure at PT. X happened organically. The issues that PT. X encounters on a regular basis and observes that the best answer has not yet been identified by looking at the company's state from the perspective of the project, which has a dynamic impact on the business's operations. Based on these conditions, it is necessary to carry out research to find an appropriate organizational structure at PT. X.

This research aims to look at the advantages and disadvantages of organizational structure changes that occurred at PT. X, evaluate the organizational structure used, and formulate the organizational structure at PT. X. The analysis matrix criteria, namely APKL and the ultrasound analysis matrix factors, will be used to determine the issues or factors that arise in the problems experienced. Apart from that, the company's internal condition will be examined through a SWOT analysis which will produce the required solutions.

Based on the APKL analysis, a validated problem emerged, namely "Frequent changes to the overall organizational structure". The results of the USG analysis found the cause of "Frequent changes to the overall organizational structure" namely "The structure has not been able to accommodate existing tasks and roles". The SWOT analysis shows quadrant four, namely how to increase the fulfillment of performance targets by establishing an organizational structure that can accommodate the duties and functions of PT. X.

Keywords: Organizational Structure, Organizational Design, EPC Company.

MEMFORMULASIKAN STRUKTUR ORGANISASI PADA PERUSAHAAN EPC (STUDI KASUS PT.X)

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ABSTRAK

PT. X merupakan perusahaan kontraktor swasta nasional yang bergerak di bidang mekanikal, elektrikal, dan plumbing (MEP) serta energi terbarukan di bidang engineering, pengadaan, dan konstruksi (EPC). PT. X mengandalkan aliran dana berdasarkan proyek yang masuk. Setiap tahunnya mereka harus memiliki beberapa proyek untuk mencapai target tersebut. PT. X mengalami kondisi dimana struktur organisasi terus menerus mengalami restrukturisasi. Terjadi perubahan struktural hampir setiap tahun. Hal ini terjadi akibat terbentuknya struktur di PT. X terjadi secara organik. Permasalahan yang dialami PT. X bertemu secara rutin dan mengamati bahwa jawaban terbaik belum teridentifikasi dengan melihat keadaan perusahaan dari perspektif proyek, yang memiliki dampak dinamis terhadap operasional bisnis. Berdasarkan kondisi tersebut, maka perlu dilakukan penelitian untuk mencari struktur organisasi yang sesuai pada PT. X.

Penelitian ini bertujuan untuk melihat kelebihan dan kekurangan perubahan struktur organisasi yang terjadi pada PT. X, mengevaluasi struktur organisasi yang digunakan, dan merumuskan struktur organisasi pada PT. X. Kriteria matriks analisis yaitu APKL dan matriks analisis USG faktor akan digunakan untuk mengetahui permasalahan atau faktor yang timbul pada permasalahan yang dialami. Selain itu, kondisi internal perusahaan akan diperiksa melalui analisis SWOT yang akan menghasilkan solusi yang diperlukan.

Berdasarkan analisis APKL muncul permasalahan yang tervalidasi yaitu “Sering terjadi perubahan pada struktur organisasi secara keseluruhan”. Hasil analisis USG menemukan penyebab “Seringnya perubahan struktur organisasi secara keseluruhan” yaitu “Struktur belum mampu mengakomodasi tugas dan peran yang ada”. Analisis SWOT menunjukkan kuadran empat yaitu bagaimana meningkatkan pemenuhan target kinerja dengan membentuk struktur organisasi yang dapat mengakomodir tugas dan fungsi PT. X.

Keywords: Struktur Organisasi, Desain Organisasi, Perusahaan EPC.

VALIDATION PAGE
MEMFORMULASIKAN STRUKTUR ORGANISASI
PADA PERUSAHAAN EPC (PT.X)

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Bandung, 11th July 2024

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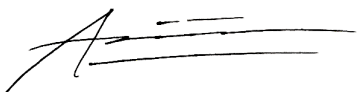
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This final project is dedicated to my parents, my sister, my family, and all of my friends who always supported me.

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CHAPTER I

INTRODUCTION

1.1 Background

Typically, a well-functioning organization possesses a strong and effective organizational structure. The organizational structure plays a crucial role in every organizational activity of any business company (Chokheli, 2015). The presence of an organizational structure is crucial to the functioning of construction enterprises. The construction industry is a commercial enterprise that specializes in the development of facilities and infrastructure for the betterment of the community. The significance of the organizational structure in this business stems from the construction sector's contribution to the country's economic advancement (Badan Pusat Statistik, 2021).

According to Ahadiat (2023), referring to the Badan Pusat Statistik (BPS), the construction sector based on current prices reached IDR. 1.77 Quadrillion in 2021. Gross Domestic Product (GDP) in this sector contributed 10.44% to National GDP which reached IDR. 16.97 Quadrillion. The contribution of this sector is the fourth largest after the processing industry, agriculture, and wholesale and retail trade (Kusnandar, 2022). In 2022, the construction sector will increase to Rp. 1.9 quadrillion and occupies the fifth highest position in terms of GDP income (Ahdiat, 2023). The following is a graph of GDP from various sectors:

Gross Domestic Product - 2022

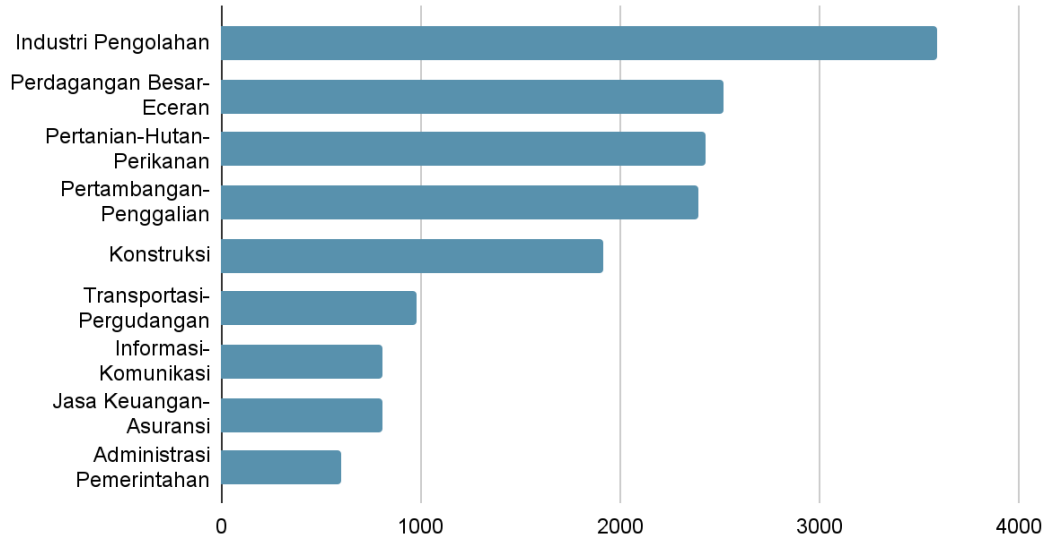


Figure 1.1 Gross Domestic Products 2022
Source: (Ahdiat, 2023)

Based on Graph 1.1, it can be said that the construction sector is one of the important sectors in Indonesia as seen from the GDP it obtains. Therefore, the role of the construction sector is quite important for a country, both in terms of its function and income for the country itself.

PT. X is a private company that has a complete structure in which there are top management, middle management, administrative support, technical support staff, and technical core. The structure owned by PT. X is formed organically or can be said, this organizational structure changing following the project or business being carried out.

PT. X relies on the flow of funds based on incoming projects. Every year they have to have several projects to reach the target. PT. X focuses on projects related to Mechanical, Electrical, Plumbing (MEP) as well as projects related to Engineering, Procurement, and Construction (EPC). There are several companies that work with PT. X, for example, PLN which has become a partner of PT. X to carry out regular maintenance on the transformer.

One of PT. X's problem is the organization's constant restructuring. There is a structural change almost annually, as shown in the years 2008, 2010, 2011, 2012, 2013 and so on. This occurs due to the formation of the structure at PT. X happened organically. Project based and funding that goes to PT. X makes the existing structure

obey these two conditions. Some of the impacts that occur are overlapping work, employee competencies that are not appropriate to their position, and failure to achieve targets for the work carried out.

PT. X has 47 employees consisting of 7 permanent employees, 27 contract employees and 13 casual employees. This number of employees are employees recorded by the company. There are 10-20 employees who are not recorded by the company who focus on project based work. Every main project carried out by PT. X, namely MEP, the company requires a minimum of 10-20 people per project consisting of employees registered in the company and employees who are not registered in the company or referred to as project based employees.

To get over this issue, PT. X tried a few different approaches. The strategies employed by PT. X are implemented gradually and include terminating employee employment, modifying existing activities and roles, and altering PT. X's organizational structure. For instance, a role that did not previously exist in the organization can now be held since it both adapts to the employees' competencies and the other way around.

Organization exists when people interact with each other to perform essential functions that help attain goals (Daft, 2010). According to Daft (2010), organization exist because *“it bring together resources to achieve desired goals and outcomes, produce goods and services efficiently, facilitate innovation, use modern manufacturing and information technologies, adapt to and influence a changing environment, create value for owners, customers, and employees, and accommodate ongoing challenges of diversity ethics, and the motivation and coordination of employees”*. According to Soekanto (1983) in "Organizational Functions in Project Management" (Buulolo, 2021) states that organizational structures are divided into five types, namely functional organizational structures, project organizational structures, matrix organizational structures, business organizational structures and working time organizational structures. Buulolo (2021) states that in construction companies there are three types of organizational structures commonly used, namely the functional type, matrix type and line type. The matrix type is a type of organizational structure that currently many organizations or construction companies use, because using this type of organizational structure makes it easier for a company to work on a project (Sari, 2006).

The new organizational structure needs to be simple to put into place. In order to ensure that all operations proceed as planned and do not conflict, that resources are used as efficiently as possible, and that channels of communication and information flow freely, all programs and work plans that are implemented must be built around the principles of structured organization. These elements demonstrate the significance of organizational structure in the company. Altering the organizational structure can affect the business in both positive and negative ways. This may entail making the current structure larger or smaller. The idea of organizational restructuring is used to adjust to recent advancements. An organization is considered effective when it can reengineer itself.

The author is able to identify the core of the issues that PT. X encounters on a regular basis and observes that the best answer has not yet been identified by looking at the company's state from the perspective of the project, which has a dynamic impact on the business's operations. PT. X must thus implement organizational restructuring in light of the current circumstances in order for this business to address current issues and find suitable solutions.

1.2 Company Profile

PT. X is a contractor national private company that was founded in 2006 which was originally located in Bogor. PT. X is a subsidiary of PT. XYZ is engaged in mechanical, electrical, and plumbing (MEP) and also renewable energy in engineering, procurement, and construction (EPC). They specialize in the installation, maintenance, supplying electrical mechanical with high, medium, or low voltage. Business of PT. X also provides services on IT and telecommunications.

They have worked on several projects, for example work on the maintenance of electrical substations within PT. PLN Majalaya, replacement of low voltage electrical panels at TNI Headquarters, installation of solar panels at PT. DT, and others. PT. X clients are from government, private companies, or BUMN.

PT. X in 2010 they moved to Bandung. Change of location of PT. X is due to the fact that in terms of their project and human resources, the majority of the project are in Bandung and the majority of the employees are domiciled in Bandung. Although PT. X

operates in Bandung, West Java, they still provide their services to their clients outside Java island. For example, they have several projects in Kalimantan, Sulawesi, Sumatera, and Papua. Currently PT. X already has a total of 47 employees which are divided into Permanent Employees, PKWTT, and PKWT. PT. X has been certified by several institutions such as ESDM, BPMPT, LPJK, and others that can support operating activities in construction and maintenance work in PT. X fields. They also have an expertise source in the electrical field who has been certified by several official institutions.

PT. X current conditions have a capability and resources to develop their business. According to their condition, PT. X needs to maintain and develop their advantage to become a company that its consumers can rely on.

1.2.1 Vision and Mission

PT. X has a goal to become a leading company in Indonesia that focuses on Engineering, Procurement, Construction, and Maintenance in the sector of Electrical and Renewable Energy. These are the PT. X Vision and Mission:

Vision

To become a trusted company with High Quality Services in Construction and Installation Provider on Mechanical and Electrical Sector and become a leading in Environment-Friendly Energy Solution Providers in Indonesia.

Mission

- Running a business professionally and with quality to create satisfaction for all stakeholders (stakeholders)
- Building synergistic cooperation with suppliers, strategic partners and national electricity infrastructure companies
- Develop the competence of the company's human resources so that they can support the quality of service, as well as improve the welfare of employees.

1.2.2 Corporate Value

There are three core values of PT. X:

Table 1.1 Core Values of PT.X

No.	Value	Definition
1.	Technology & Innovation	We believe that innovation can bring out the best of business, and the core of the innovation is added value in every product we crafted. We have been doing the tradition of innovation since day one.
2.	Spirit of Locals	The things that underlie our work is the love of locality. We build most of our best products with local resources both people and material, to develop products that fantastically work.
3.	Service Excellent	To deliver quality service, we need a great commitment. From the first stage to other stages, we always provide a customer-oriented touch. So, we are a company with service excellent as a priorities

Source: (Internal Data)

1.2.3 Scope of Business

PT. X business sector focuses on Mechanical, Electrical, and Plumbing (MEP). Companies give Engineering, Procurement, Construction (EPC) services in MEP such as consultation, planning, designing, and implementing for their clients. Below are the details about scope of business:

a. Electrical Maintenance Services

PT. X has experience in transformer maintenance by carrying out purification, repair, and replacement of spare parts, rewinding, and other maintenance and repairs in Mobile Substation Units (UGB) manufacture. PT. X is also competent in low to high voltage transmission maintenance services, and facilitated by workshops with supportive equipment. Low voltage and Medium voltage electrical equipment maintenance. PT. X also maintains others such as Electrical Cubicle Parts, Mobile UPS, and others.

b. Mechanical and Electrical Construction

Building and Designing mechanical, electrical and plumbing (MEP) construction according to the PT. X clients needs such as Low and Medium Voltage Transmission Grid, Telecommunication Towers, and others. PT. X always applies

the Health Safety and Environment (HSE) culture in carrying out work. They have experience in building construction and electricity with high levels of safety such as mining areas, oil refinery areas, high-altitude work, and others.

c. Power System

Building and designing system AC and DC power supply of electrical power system for telecommunication, warehousing and factory, data center using rectifiers, batteries, diesel generators, and other with remote monitoring system for those power systems.

d. Renewable energy

Building and designing renewable energy sources using solar panels and other renewable energy systems. PT. X already has a license from PLN as the official list of selected providers for renewable energy IPP license to implement and construct a solar panel and micro-hydro power plant.

1.2.4 Client of PT. X

Here are the list of clients that are using PT. X services:

Table 1.2 Clients of PT.X

No.	Company Name	Category (Industry)	No.	Company Name	Category (Industry)
1	PT Dayamitra Telekomunikasi	Infrastructure	17	PT Perusahaan Listrik Negara	Electric Utilities
2	PT Infrastruktur Telekomunikasi Indonesia	Infrastructure	18	PT Power Kalista Satria	Electric Utilities
3	PT Haniff Power Services	Infrastructure	19	PT Graha Sarana Duta	Properties & Real Estate
4	PT Bukaka Teknik Utama Tbk	Infrastructure	20	PT Pertamina	Energy, Oil and Gas
5	PT Wijaya Karya Tbk	Infrastructure	21	PT Bukit Makmur Mandiri Utama	Mineral & Coal
6	PT Wideband Media Indonesia	Infrastructure	22	PT Solusi Bangun Indonesia Tbk	Construction Materials
7	PT Kinarya Selaras Piranti	Infrastructure	23	PT. Lontar Papyrus Pulp & Paper Industry	Forestry & Paper
8	PT Pakoakuina	Infrastructure	24	PT Surya Citra Media	Telecommunication and Media
9	PT Waskita Beton Precast Tbk	Manufacture	25	Perum DAMRI	Transportation
10	PT Gatramas Internusa	Manufacture	26	PT Astra Otoparts Tbk	Auto Components
11	PT. Argo Pantes Tbk.	Manufacture	27	PT Unilever Indonesia Tbk	Personal Care Products
12	PT. Gokak indonesia	Manufacture	28	PT Kabepe Chakra	Plantation
13	PT Wavin Duta Jaya	Manufacture	29	RS Dr. Cipto Mangunkusumo	Healthcare
14	PT So Good Food	Food & Beverages			
15	PT Japfa Comfeed Indonesia Tbk	Food & Beverages			
16	PT Santosa Agrindo	Food & Beverages			

Source: (Internal Data)

1.3 Business Issue

PT. X changed the organizational structure to suit the conditioning current experienced by the company, because the company is oriented to the accepted project or in another sense is the income that is included in the company. PT. X organizational structure, it can be said to change organically. This happened when PT. X gets a variable quantity of projects with different types. Almost every year there are conditions where

companies have to change their organizational structure, such as in 2008, 2010, 2011, 2012, 2013, 2014, 2016, 2018, 2019, 2021, up to 2022. These frequent changes have an impact on PT. X is the overlapping of work, employee competencies that are not in accordance with their position, and the target of the work is not achieved.

Frequent changes in the organizational structure make the job descriptions of each division overlap, unclear chain of command, unclear job level, which causes the performance of the employees of PT. X is not optimal. PT. X employee feeling confused about the new organizational structure, how communication flows, who should report to, how team collaboration is carried out. Therefore, several projects carried out were not optimal, both in terms of working time, work coordination and work results. There are several clients who felt the impact and caused the company's portfolio to suffer, thus continuing to create problems for existing or upcoming projects for PT. X.

Based on the results of interviews conducted with the general manager, manager, coordinator, and staff of PT. X numerous issues were identified, including an excessive workload, multiple jobs that fell short of goals, employee placement that did not match job competency, a shortage of personnel when there were numerous projects underway, overlapping work, unclear job descriptions, and frequent changes to the organizational structure as a whole.

PT. X has 47 employees consisting of 7 permanent employees, 27 contract employees and 13 casual employees. This number of employees are employees recorded by the company. There are 10-20 employees who are not recorded by the company who focus on project based work. Every main project carried out by PT. X, namely MEP, the company requires a minimum of 10-20 people per project consisting of employees registered in the company and employees who are not registered in the company or referred to as project based employees.

The author will use criteria matrix analysis, namely Actual, Problematic, Kekhalayakan, and Layak (APKL), and factor matrix analysis, namely Urgency, Seriousness, and Development (USG), to validate issues that arise from the interview data. APKL analysis and USG analysis according to the Lembaga Administrasi Negara (2008) is an analysis to determine an actual issue or the factors that cause an issue to occur. This analysis is usually used by the State Civil Apparatus (ASN). A Likert scale

value approach with the following categories: (1) Not at all important , (2) Slightly Important, (3) Moderately Important, (4) Very Important, and (5) Extremely Important was used to conduct these two analyses.

a. Criteria Analysis (APKL)

APKL parameter are as follows:

Table 1.3 APKL Indicator

No	Indicator	Notes
1	Aktual (A)	Issue that is currently happening, in the process, or issue that is going to happen.
2	Problematic (P)	This issue is an urgent problem that requires various alternative solutions through various concrete activities & actions.
3	Kekhalayakan (K)	Issues that impact a lot of people, not just a person or certain people.
4	Layak (L)	Issues that are reasonable (logical), appropriate, realistic, and can be discussed in accordance with duties, rights, authority & responsibilities

Source: (Lembaga Administrasi Negara, 2008)

Based on the explanation regarding APKL above, the following is the APKL table to determine actual issues at PT. X:

Table 1.4 APKL Analysis

No	Actual Issue	A	P	K	L	Total	List
1	Excessive workload	5	4	1	3	13	VI
2	Multiple jobs that fell short of goals	3	5	5	4	17	III
3	Employee placement that did not match job competency	5	4	3	4	16	IV
4	A shortage of personnel when there were numerous projects underway	4	4	4	5	17	II
5	Overlapping work	5	4	1	3	13	VII
6	Unclear job description	4	4	2	5	15	V
7	Frequent changes to the organizational structure as a whole	5	5	5	4	19	I

Source: (Lembaga Administrasi Negara, 2008)

From the table above, the validation of the actual issue based on the criteria matrix analysis is "Frequent changes to the organizational structure as a whole".

b. Factor Analysis (USG)

After the issue was validated using APKL analysis and a valid issue was found, the author carried out an analysis of the factors causing the issue using factor matrix analysis (USG).

USG parameter are as follows:

Table 1.5 USG Indicator

No	Indicator	Notes
1	Urgency (U)	How urgently an issue must be discussed, analyzed and acted upon.
2	Seriousness (S)	how seriously an issue should be discussed in relation to the consequences it causes
3	Growth (G)	how much worse the issue will be if it is not addressed immediately

Source: (Lembaga Administrasi Negara, 2008)

Based on the explanation regarding the USG factor matrix analysis above, the following is an USG table to determine the cause of "Frequent changes to the organizational structure as a whole" at PT. X:

Table 1.6 USG Analysis

No	Actual Cause	U	S	G	Total	List
1	The structure cannot accommodate existing tasks and roles	4	5	5	14	I
2	Structural changes were carried out without a discussion process with each level	4	4	5	13	II
3	There are overlapping positions	3	3	4	10	IV
4	There is no employee evaluation tool	3	4	5	12	III

Source: (Lembaga Administrasi Negara, 2008)

From the table above, there are actual causes for "Frequent changes to the organizational structure as a whole", looking at the USG validation results it is determined that "The structure has not been able to accommodate existing tasks and roles" is a valid factor causing "Frequent changes to the organizational structure as a whole".

Based on the results of interviews and actual problem formulation (validity criteria, factors and causes), the business problem in this work can be determined, namely how to formulate an appropriate organizational structure for PT. X.

1.4 Organizational Structure

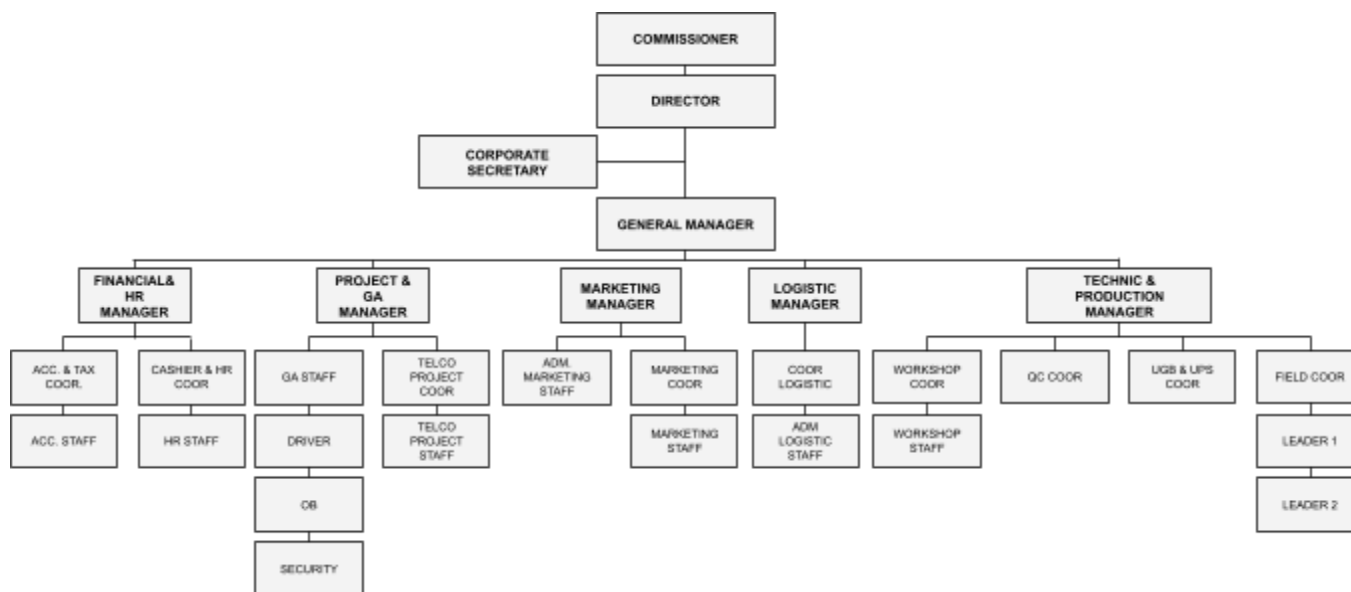


Figure 1.2 Organizational Structure of PT. X
Source: (Internal Data)

The organizational structure above is the condition of the PT X structure at the moment. The Director reports to the commissioner or to the holding companies and the director supervises the general manager. Supervision of the five divisions is carried out by the general manager. The general manager reports to the company director. Coordinator in every division reports to their own managers and they supervise their staff. Existing staff directed by their coordinator or their division managers.

1.5 Research Objective

1. Examine the benefits and drawbacks of the previous organizational structure.
2. Evaluating existing structure
3. Establish a new organizational structure.

1.6 Benefits of Research

This research can help to see what aspects or factors can hinder the formation of an organizational structure. Therefore, this research can make a positive contribution to other researchers based on the findings and data mining conducted at PT. X.

1.7 Limitation of Research

Limitation of this research is only focusing on formulating the organizational structure for PT. X.

CHAPTER II

LITERATURE REVIEW

2.1 Conceptual Framework

To define the solution for PT. X business issue, the researchers need to make a conceptual framework to formulate the new organizational structure.

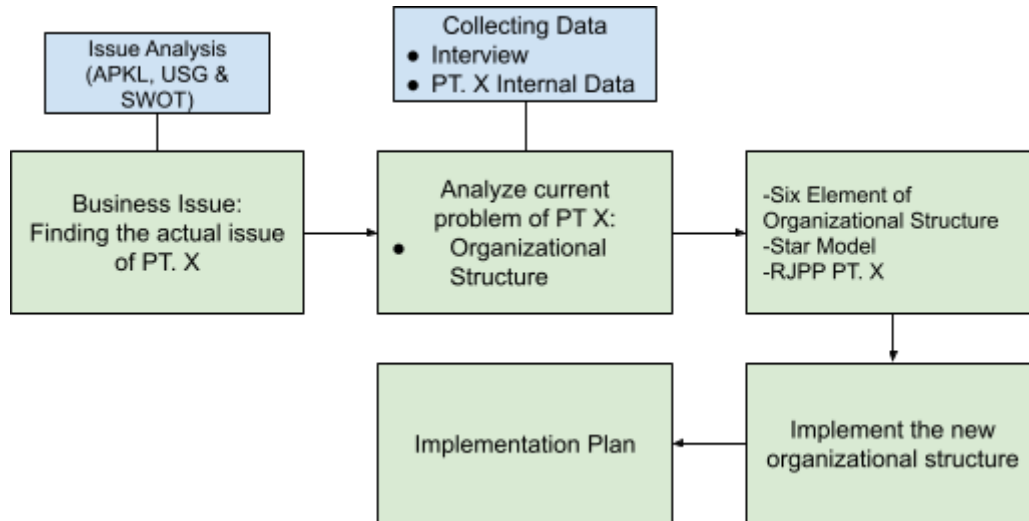


Figure 2.1 Conceptual Framework
Source: (Authors)

2.2 Theoretical Foundations

In this section, the author will discuss the theories that will be used around topics related to research.

2.2.1 Management

Management is a dynamic and evolving field that has significantly shaped the way organizations operate and achieve their objectives. As businesses strive to navigate an increasingly complex and competitive global environment, the study and application of management theories have become essential for effective leadership and organizational success. Management is coordinating work activities to complete them efficiently and effectively with and through other people (Wamalwa, 2023). According to Fayol (1916) management to forecast and plan, to organize, to command, to co-ordinate and to control. Examining the future and creating a plan of action are examples of foreseeing and

providing. Organizing entails strengthening the endeavor's dual structure—material and human. To command is to keep the staff members engaged. Coordinating entails tying every action and endeavor together, bringing it all together, and harmonizing it. To be in charge is to ensure that everything happens in accordance with stated directives and established rules (Kaehler & Grundei, 2019).

Based on a variety of sources and the numerous definitions of management discussed above, it can be said that management serves as a tool for efficiently coordinating work as well as for organizing, planning, directing, and managing to achieve the organization goals.

2.2.2 POAC

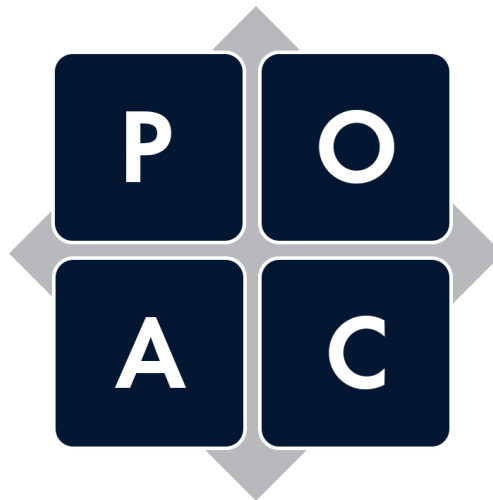


Figure 2.2 POAC
Source: (Firmansyah & Mahardika)

The field of management comprises multiple components or functions. The author of this work adopts one of George R. Terry's hypotheses about the roles or components of management. Planning, Organizing, Actuating, and Controlling abbreviated POAC are the four key components of management, according to George R. Terry (Firmansyah & Mahardika, 2018). In their work, Firmansyah & Mahardika (2018) outline the four crucial components of management as follows:

1. Planning

Planning can be interpreted as a planning function which aims to provide certainty regarding the activities and goals of an organization. The achievements that must be obtained in this function are:

- a. Obtaining and binding resources within the organization to achieve goals
- b. Activities carried out by members of the organization can be in accordance with their role planning.
- c. There is good monitoring and evaluation of the progress made

2. Organizing

Organizing is the formation of a formal structure in accordance with predetermined positions. The following are the groupings and determinations in the organizing function:

- a. Determination of resources and activities that refer to organizational goals
- b. Design and development that is in line with organizational goals
- c. Determining the duties and responsibilities of each member of the organization
- d. Delegation of authority between certain members in carrying out responsibilities

3. Actuating

After going through the two components of planning and organizing, the actuating function is directing members to move so that organizational goals can be achieved. In this component there is involvement in quality, motivation, leadership style, communication and organizational culture.

4. Controlling

The final component is controlling, where this function has a role as a guarantor so that the plans implemented are running according to the targets to be achieved. There are two sides to the controlling function, namely:

- a. Positive
- b. A method that ensures that organizational goals are achieved effectively and efficiently
- c. Negative
- d. A method that guarantees that activities that are not needed to achieve organizational goals will not occur again.

The controlling function has four elements, namely:

- a. Determination of implementation standards
- b. Determination of implementation measures
- c. Comparison of real measurements with existing standards
- d. Taking necessary corrective actions in implementation that does not comply with standards

The four existing functions starting from Planning, Organizing, Actuating, Controlling must function well and be carried out by members of the organization, especially management or leadership. Organizing function will be the focus for this research.

2.2.3 Organization

In a business or any other type of organization, the term often refers to the way the organization is designed and arranged. This includes how tasks, responsibilities, and authority are divided among individuals and departments. Organizations are social entities that are designed as deliberately structured, are goal-directed, and coordinated activity systems, and are linked to the external environment. Organizations are made up of the relationships of the people inside.

Organization exists when people interact with each other to perform essential functions that help attain goals (Daft, 2010). According to Daft (2010), organization exist because *“it bring together resources to achieve desired goals and outcomes, produce goods and services efficiently, facilitate innovation, use modern manufacturing and information technologies, adapt to and influence a changing environment, create value for owners, customers, and employees, and accommodate ongoing challenges of diversity ethics, and the motivation and coordination of employees”*.

Organizations are divided into two types according to Daft (2010, 15), there are structural dimensions and contextual dimensions. Structural dimension gives a label to describing the internal characteristics of the organization. There is a basis for measuring and comparing organizations. Contextual dimension means the whole organization including its technology, size, goals, and environment. It can be said that organizational settings affect and shape the structural dimension.

Structural Dimension consist of six dimensions, there are:

1. Formalization

Related to the amount of written documentation in the organization. Documentation includes procedures, job descriptions, regulations, and policy manuals. These written documents describe behavior and activities. Formalization is often measured by simply counting the number of pages of documentation within the organization. Large state universities, for example, tend to be high on formalization because they have several volumes of written rules for such things as registration, dropping and adding classes, student associations, dormitory governance, and financial assistance. A small, family-owned business, in contrast, may have almost no written rules and would be considered informal.

2. Specialization

Organizational tasks are subdivided into separate jobs. If specialization is extensive, each employee performs only a narrow range of tasks. If specialization is low, employees perform a wide range of tasks in their jobs. Specialization is sometimes referred to as the division of labor.

3. Hierarchy of authority

Describes who reports to whom and the span of control for each manager. The hierarchy is depicted by the vertical lines on an organization chart. The hierarchy is related to span of control (the number of employees reporting to a supervisor). When spans of control are narrow, the hierarchy tends to be tall. When spans of control are wide, the hierarchy of authority will be shorter.

4. Centralization

Refers to the hierarchical level that has authority to make a decision. When decision making is kept at the top level, the organization is centralized. When decisions are delegated to lower organizational levels, it is decentralized.

5. Professionalism

Professionalism is the level of formal education and training of employees. Professionalism is considered high when employees require long periods of training to hold jobs in the organization. Professionalism is generally measured as the average number of years of education of employees.

6. Personnel ratio

Deployment of people to various functions and departments. Personnel ratios include the administrative ratio, the clerical ratio, the professional staff ratio, and the ratio of indirect to direct labor employees. A personnel ratio is measured by dividing the number of employees in a classification by the total number of organizational employees.

Contextual dimension consist of five dimensions, there are:

1. Size

Size can be measured for the organization as a whole or for specific components, such as a plant or division. Because organizations are social systems, size is typically measured by the number of employees.

2. Technology

Refers to the tools, techniques, and actions used to transform inputs into outputs. It concerns how the organization actually produces the products and services it provides for customers and includes such things as flexible manufacturing, advanced information systems, and the Internet.

3. Environment

All elements outside the boundary of the organization. Key elements include the industry, government, customers, suppliers, and the financial community. The environmental elements that affect an organization the most are often other organizations.

4. Goals and strategy

Goals and strategy define the purpose and competitive techniques that sets it apart from other organizations. Goals are often written down as an enduring statement of company intent. A strategy is the plan of action that describes resource allocation and activities for dealing with the environment and for reaching the organization's goals. Goals and strategies define the scope of operations and the relationship with employees, customers, and competitors.

5. Culture

An organization's culture is the underlying set of key values, beliefs, understandings, and norms shared by employees. These underlying values and norms may pertain to ethical behavior, commitment to employees, efficiency, or customer service, and they provide the glue to hold organization members together. An organization's culture is unwritten but can be observed in its stories, slogans, ceremonies, dress, and office layout.

Organizations have to accommodate and adapt to today's challenges of workforce diversity and growing concerns over social responsibility and ethics, as well as find effective ways to motivate employees to work together to accomplish organizational goals.

2.2.4 Organizational Structure

Organizational structure is the framework of the relations on operating processes, systems, jobs, people and groups to achieve the goals (Ahmady et al., 2016). An organization structure is a form of a pattern and interrelationships among the subunits of the organization (Gibson et al., 2011). Pitts and Clawson (2008) thinks that organizational structure is a reporting relationship of framework in an organization. Based on the definition put forward by the experts above, it can be interpreted that organizational structure is a framework of the relation between people, subunits, system, operating process in the organization.

Daft (2010) stated that organizational structure has three components, where these three elements are necessary for an ideal organization that encourages its employees to coordinate and provide information horizontally wherever and whenever. The first and second elements relate to the structural framework where the hierarchy is vertical.

Meanwhile, the third element is related to the interaction patterns that occur between employees within the organization. The following are the three components stated by Daft (2010):

1. *Organization structure designates formal reporting relationships, including the number of levels in the hierarchy and the span of control of managers and supervisors.*
2. *Organization structure identifies the grouping together of individuals into departments and of departments into the total organization.*
3. *Organization structure includes the design of systems to ensure effective communication, coordination, and integration of efforts across departments.*

Organizational structure has six elements according to Robbins (2016, 289), it defines how job tasks are divided, grouped, and coordinated. Here are the following of six elements of organizational structure:

1. Work Specialization

The point of work specialization is to divide a job into steps and completed by number of employees. Every employee has a different skill, that is why management saw specialization as meaning the most efficient use of its employees skill and they successfully completed the task through repetition. Work specialization goals is to increase the efficiency and productivity by encouraging the creation of customized inventions.

2. Departmentalization

Once tasks have already been divided through work specialization, they must be grouped so the common task can be coordinated.

3. Chain of Commands

A chain of commands cannot be separated from authority and unity of command. A chain of command clarifies the communication from the top of the organization to the lowest echelon and also clarifies who reports to whom. Authority meaning in chain of commands is the rights inherent in the position of managerial to give orders and to be obeyed. The principle of unity of command is to clarify the concept of an unbroken line of authority.

4. Span of Control

Span of control regulates the number of direct reporters managed by a single supervisor. All things being equal, the wider or larger the span, the more efficient the organization. There are two types span of control:

a. Narrow Span of Control

There are three major drawbacks from the narrow spans:

- Expensive for the companies, they have more levels of management.
- Complexity in communication, because they added levels of hierarchy that slowed down the decision making and tended to isolate upper management (vertical communication).
- Encourage overly tight supervision and the autonomy of the employee becomes limited.

b. Wider Span of Control

Wider spans are more consistent with companies. Here are the things why wider span are more consistent:

- Efforts to reduce cost
- Cut overhead
- Speed decision making
- Increase flexibility
- Get closer to customer
- Empower the employees

Organizations have been investing in employee training to make sure performance did not suffer. Managers recognize that they can handle a wider span best when employees know exactly what jobs they are doing or can turn to coworkers when they have a confusion.

5. Centralization and Decentralization

Centralization means that decision making is focused on a single point organization such as top managers, they make all the decisions for the organization and the lower-level managers carry out their directives. Centralized organizations are better for avoiding errors of commission (bad choice). For decentralization, decision making is pushed down to the managers closest to the

action or even to work groups. Decentralization organizations are better for avoiding errors of omission (lost opportunities). A decentralized organization has a different structure with the centralized organization, decentralized usually more quickly to solve problems because there are more people that gives input into decision and also employees are less likely to feel left behind from those who make decision that affect their works

6. Formalization

Formalization means to the degree to which jobs within the organization are standardized. When formalization is low, job behaviors are relatively unprogrammed, and employees have a great deal of freedom to do discretion in their work. This not only eliminates the possibility of employees engaging in alternative behaviors, but even removes the need for employees to consider alternatives.

From the explanation above and looking at the conditions experienced by PT X, there are still several things that are not suitable. Current condition of PT. X there are still many core documents that are not yet owned or written such as business process, procedural, and job description. The division of tasks based on specialization has not yet been carried out by PT. X for several related divisions, there are still many overlapping tasks that are experienced by the employee. Apart from that, PT. X not yet departmentalizing existing work because employee duties and functions can change according to how many or how few projects are being worked on. In the chain of command element, PT. X has implemented vertical relations. Span of Control carried out by PT. X is a narrow range of control types. PT. X implemented centralization in their organization, where top management at PT. X became a decision maker for the company.

2.2.4.1 Information Sharing

According to Daft (2010), in order for a company to accomplish its objectives, information must flow either vertically or horizontally. Information flow separated into horizontal and vertical links. The following provides an explanation of these information streams:

- Vertical linkage

Coordination is done at both the top and bottom of an organization through a relationship called vertical linkage, which is intended for control. Workers must complete tasks consistently, keeping in mind the direction of their ultimate objectives. Employees at the highest level must receive information from them about the tasks that need to be completed and their results. Organizational methods including formal management information systems, planning, hierarchical referral (chain of command), and regulations can all be used to create vertical connectivity.

- Horizontal linkage

A relationship intended for cooperation and coordination—where control or control is diminished—is known as a horizontal linkage. Departmental barriers can be removed and chances for collaboration to accomplish organizational objectives can be fostered by horizontal linking. The organization uses a number of methods to facilitate horizontal linking, including teams and permanent task forces, direct interaction (liaison role), task forces, full-time integrators, and cross-functional information systems.

2.2.4.2 Organizational Design

Three elements are necessary for an organizational design: departmental groupings, reporting relationships, and needed job tasks. These three points are explained as follows by Daft (2010):

- Required work activities

A department is established to carry out tasks in accordance with a decided plan to meet business objectives. Manufacturing businesses, for instance, typically have a variety of job tasks that are broken down into a number of functions that aid in the achievement of corporate goals. The hiring and training of staff by human resource departments is another example. Typically, departments or divisions are established by organizations to divide up the work emphasis and accomplish tasks or goals.

- Reporting relationships

Reporting relationships or what is popularly known as chain of command. Because it serves as a link between the departments and the actions carried out, this component of a hierarchy is crucial. In an organization chart, reporting relationships are shown as vertical lines. *"The chain of command should be an unbroken line of authority that links all persons in an organization and shows who reports to whom"*.

- Departmental groupings

Departmental groupings have a significant impact on employees in an organization since they share resources and a supervisor, are accountable for each other's performance, and have a tendency to relate to and work well with one another. Departmental groupings might be functional, divisional, multi focused, horizontal, or virtual network groupings, to mention a few.

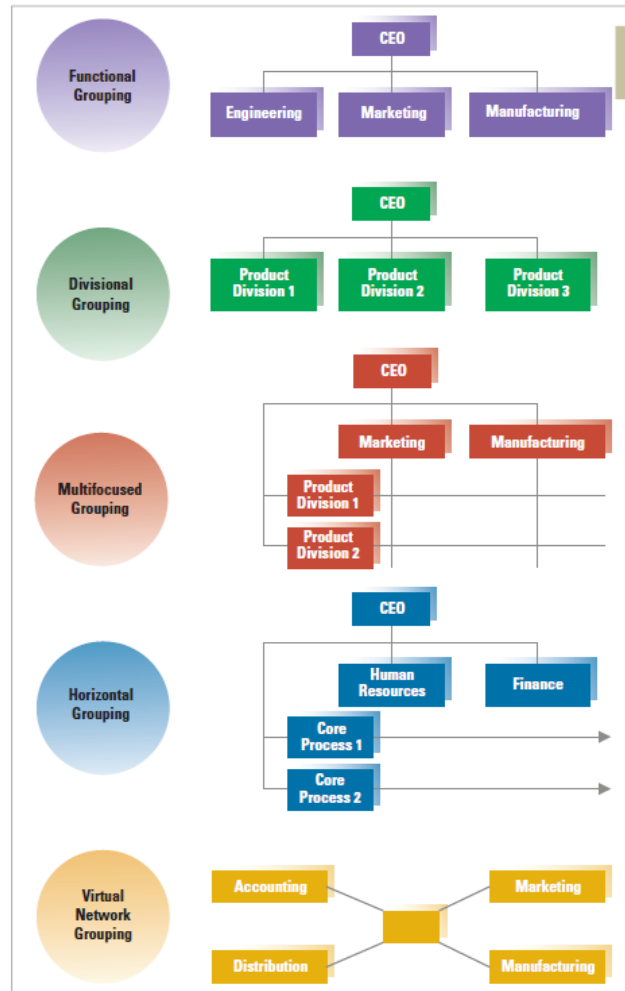


Figure 2.3 Structural Design Options for Grouping Employees
Source: (Daft, 2010)

Henry Mintzberg (Lunenburg, 2012) concludes that an organization's strategy tends to influence its structure. Strategy indirectly determines such variables as the organization task, environment, technology, and each of these variables influences the structure of the organization. He suggesting that organization can be differentiated with three basic dimension: (1) the key part of the organization meaning this part of the organization plays the major role in determining its success or failure; (2) the prime coordinating mechanism meaning the major method the organization uses to coordinate its activities; and (3) the type of decentralization used meaning which the organization involves subordinates in the decision-making process.

a. The Key Parts of an Organization

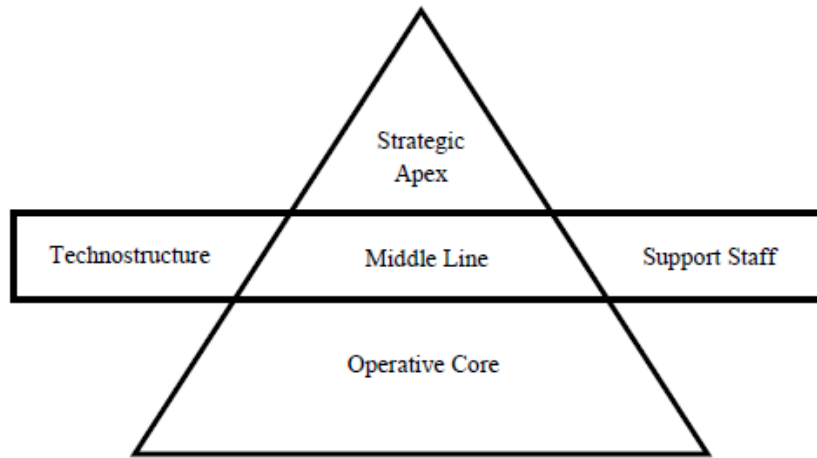


Figure 2.4 The Key Parts of an Organization
Source: (Lunenburg, 2012)

- i. The strategic apex is top management and its support staff.
- ii. The operative core are the workers who actually carry out the organization's tasks.
- iii. The middle line is middle- and lower-level management.
- iv. The technostructure are analysts such as engineers, accountants, planners, researchers, and personnel managers.
- v. The support staff are the people who provide indirect services.

b. The Prime Coordinating mechanism

- i. Direct supervision means that one individual is responsible for the work of others.
- ii. Standardization of the work process exists when the content of work is specified or programmed.
- iii. Standardization of skills exists when the kind of training necessary to do the work is specified.
- iv. Standardization of output exists when the results of the work are specified..

- v. Mutual adjustment exists when work is coordinated through informal communication. Mutual adjustment or coordination is the major thrust of Likert's (1987) "linking-pin" concept.
- c. The Type of Decentralization
 - i. Vertical decentralization is the distribution of power down the chain of command, or shared authority between superordinates and subordinates in any organization.
 - ii. Horizontal decentralization is the extent to which non administrators (including staff) make decisions, or shared authority between line and staff.
 - iii. Selective decentralization is the extent to which decision-making power is delegated to different units within the organization.

2.2.4.3 The Galbraith Star Model Organization

In most cases, a design model is required to formulate the structure. Applying a different design paradigm can also depend on the sort of organization. Determining the design model involves not only considering the form of organization but also considering its intended purpose, adaptability, and other factors. The Star Model is one of the various varieties of the design model itself (Galbraith, 2004).

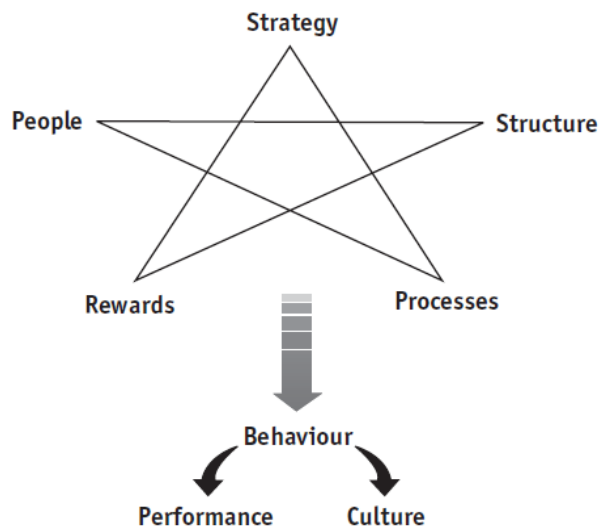


Figure 2.5 Galbraith Star Model
Source: (Stanford, 2015)

"The Galbraith Star Model," or "Star Model," is the name of the organization model design framework that is shown in Figure 2.5. It consists of five elements, or categories. Strategy is the first because it establishes direction. The second factor is structure, which establishes where decision-making authority is located. The third category is processes, which deal with information flow and are ways to adapt to new information technology. The fourth is incentives and reward structures, which affect people's drive to work hard and accomplish company objectives. Human resource policies, which impact and often define the mindsets and competencies of employees, are the sixth category of the model (Galbraith, 2004).

a. Strategy

The company's strategy lays out the fundamental course for the organization and outlines the aims and objectives to be met in addition to the values and missions to be upheld. The strategy outlines the markets to be served, the goods or services to be supplied, and the value to be given to the client in detail. Additionally, sources of competitive advantage are specified. This component is crucial to the organization design process because it provides the standards for selecting amongst different organizational structures.

b. Structure

The distribution of authority and power within an organization is determined by its structure. Four categories comprise structure policies: departmentalization, distribution of power, shape/span of control, and specialization.

c. Processes

The organization's structure is permeated by information and decision-making processes. Both vertical and horizontal procedures are used in management. The limited resources of money and skill are distributed through vertical procedures. Budgeting and company planning are examples of vertical processes. The requirements of several departments are gathered centrally, and priorities are established for capital, research and development, training, budgeting, and other

purposes. These management procedures are essential to matrix companies' efficient operation. Information systems that are dual or multidimensional must support them.

Processes that are designed around workflows, such as new product creation or the entry and fulfillment of customer orders, are referred to as horizontal or lateral processes. In today's firms, these management procedures are increasingly serving as the main means of management. There are several ways to carry out lateral processes, ranging from simple, mutually-initiated interactions to intricate, officially managed groups.

d. Rewards

According to the Star Model, in order to affect the strategic direction, the reward system needs to be compatible with the processes and structure. Only when reward systems are combined with other design decisions to create a cohesive whole are they effective.

e. People

The policies related to hiring, selection, rotation, training, and development in human resources are governed by this domain. When human resource policies are combined in the right ways, they can generate the talent needed to carry out the organization's strategy and create the skills and mindsets needed to carry it out. These policies function best when they are in line with the other linking design areas, just like the decisions made regarding policies in the other areas.

Policies pertaining to human resources also strengthen organizational capacity to carry out strategic directives. People must be adaptable in order for organizations to be flexible. People who can work well with others and are generalists are needed for cross-functional teams. People who can persuade without authority and handle conflict are needed in matrix organizations. Policies pertaining to human resources foster both organizational and individual capacity development.

This Star Model's structural components are just one aspect of an organization's overall design. The majority of design projects spend far too much time creating the organizational chart and not nearly enough time on procedures and incentives. Because structure has an impact on status and influence, it is typically overemphasized. Any changes to structure are almost guaranteed to be publicized across the organization and in the business press. But in a business climate that is changing quickly and in matrix companies, people, procedures, and rewards are becoming more significant than structure.

2.2.4.4 Types of Organizational Structures

The foundation for developing organizational strategies that result in five different structural configurations is found in Mintzberg's three dimensions: divisional form, adhocracy, machine bureaucracy, professional bureaucracy, and simple structure (Lunenburg, 2012). The three fundamental dimensions linked to each of the five structural configurations are outlined below, along with an explanation of each organizational type individually:

Table 2.1 Mintzberg's Five Organizational Structures

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
Simple Structure	Direct Supervision	Strategic Apex	Vertical and Horizontal Centralization
Machine Bureaucracy	Standardization of Work Processes	Technostructure	Limited Horizontal Decentralization
Professional Bureaucracy	Standardization of Skills	Operating Core	Vertical and Horizontal decentralization
Divisionalized Form	Standardization of Outputs	Middle Line	Limited Vertical Decentralization
Adhocracy	Mutual Adjustment	Support Staff	Selective Decentralization

Source: (Lunenburg, 2012)

a. Simple Structure

The strategic apex serves as the fundamental component of the straightforward structure, which also makes use of direct supervision and vertical and horizontal centralization. Smaller enterprises, recently established government agencies, medium-sized retail establishments, and

primary school districts are a few instances of simple organizational systems. The organization is made up of a few employees in the operative core and the top management. There is little support staff and little technostucture; employees do duties that are duplicated.

b. Machine Bureaucracy

The technostucture is the main component of machine bureaucracy, which also leverages limited horizontal decentralization and standardization of labor processes as its primary coordinating mechanism. There are numerous levels in the chain of command that go from top management to the lowest levels of the organization, meaning that the span of management is narrow and the organization is tall. There isn't much lateral or horizontal coordination required. Moreover, machine bureaucracy employs a sizable support workforce and technostucture. Large government agencies, steel corporations, and auto manufacturing are a few examples of machine bureaucracy. Internal efficiency is the main objective of a machine bureaucracy, which usually operates in a steady environment.

c. Professional Bureaucracy

Standardization of skills serves as the primary coordinating mechanism, vertical and horizontal decentralization are used, and the operating core is the essential component of professional bureaucracy. Although the organization is decentralized to provide professionals autonomy, it is relatively formalized. Clients receive nonroutine services from highly skilled personnel. The technostucture is often modest, middle management is few, and top management is small. To support the professional operating core with clerical and maintenance tasks, however, the support staff is usually quite extensive. Professional bureaucracy seek to innovate and deliver superior services. They are usually medium to large in size and live in settings that are both complex and stable. Issues

with coordination are frequent. Large legal businesses, medical facilities, and universities are a few examples of this type of organization.

d. Divisionalized Form

The divisionalized form uses limited vertical decentralization, standardizes output as its primary coordinating mechanism, and emphasizes the center line as its central component. Divisions make decisions in a decentralized manner. The various sections don't really work together. Employees at the corporate level offer some coordination. As a result, every division has a tendency to be highly centralized and machine-like in nature. Support employees are stationed in each division, but the technostructure is housed at corporate headquarters to serve all divisions. The divisionalized form will probably be adopted by large organizations.

e. Adhocracy

The core component of the adhocracy is the support staff; it coordinates through mutual adjustment and upholds specific decentralization patterns. There is typically little formalization and decentralization in the organization. Because technical specialists work in the organization's operational core, the technostructure is minimal. To support the intricate system, there is a sizable support workforce. Adhocracies use advanced technologies and perform nonroutine jobs. Innovation and quick environment adaption are the main objectives. Adhocracies usually have to be medium-sized, flexible, and resource-efficient. Research and development companies, as well as the electronics and aerospace sectors, are examples of adhocracies.

According to State Administration Institute (2008) there are three categories of organizational structure types:

a. Line Organization

With this organizational structure, individuals are grouped according to common jobs, interests, or abilities. In this kind of organization, the relationships between the levels are vertical. This kind is appropriate for small businesses with few employees and the owner serving as the organization's top executive.

b. Line and Staff Organization

This kind divides the structural units into staff units and line units. Staff units assist in carrying out the primary responsibilities of the organization, whereas line units carry out those functions directly. Governmental agencies and other large-scale, intricate organizations fall under this category.

c. Matrix Organization.

The addition of a project structure to an already-existing structure is known as a matrix type organization. This category includes two different forms of leadership: project leadership and company leadership. By allocating them to specific projects, the use of specialized human resources can be further optimized. Within the company, where current staff members are recruited to join the project structure that has been established, specialized personnel can be found. Upon completion of the project, these workers can go back to their previous department or team.

According to Robbins (2016, 289), there is also another opinion or theory that claims there are five different forms of organizational structure. These are as follows:

a. Function

The employees are divided based on their function. Employees who have the same specialization directly to be in one group become the major advantage because the task becomes more efficient to complete.

b. Product or service

Sales staff, for example, can be highly trained in certain areas, making them better to know the customer, it can enhance customer experience, enhance sales, and brand loyalty.

c. Geographic

This form of departmentalization is valuable when an organization's customers are scattered over a large geographic area and have special needs based on their location. For example, insurance companies.

d. Business process

This kind of type is different from functional departmentalization. Individuals with different skills and roles may all be involved in the same process and therefore be on the same team.

e. Type of customer

This type uses the particular type of customer, for example, Microsoft. Customers from each market have a common set of problems and needs best met by having specialists for each.

There are four categories of organizational structure types, according to Eliana Sari in her book "Organization Theory: Concepts and Applications"(2006). It is impossible to say which of these four organizational structure types is ideal for a given firm; instead, leaders must decide which structure best suits the current environment, keeping the option to combine any of the four kinds in mind. Sari (2006) identified the types of organizational structures as follows:

a. Functional

A system established in accordance with the knowledge and tools required to carry out comparable tasks. An illustration of a functional structure is as follows:

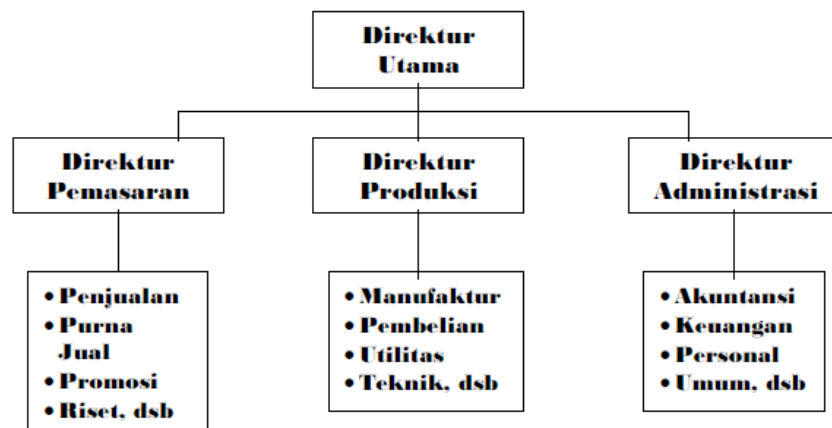


Figure 2.6 Organizational Structure Functional Types
Source: (Sari, 2006)

Advantages:

- Boost your ability to specialize.
- Reduce duplication of resources and increase coordination.

- Offer training and career development in the relevant field.
- transferring knowledge within the same domain between managers and employees.
- Boost your capacity to provide high-quality solutions to technical difficulties.
- Decision-making becomes more centralized.

Disadvantages:

- places a focus on carrying out regular tasks.
- Communication between departments is reduced.
- Conflicts resulting from priorities for different products are a potential.
- Scheduling conflicts exist between departments.
- Focus on departmental goals and problems rather than the organization as a whole.
- Enhance your leadership abilities with specialized knowledge.

b. Geographics

Structures developed according to certain geographical regions under leadership direction. An illustration of a geographic organizational structure is as follows:

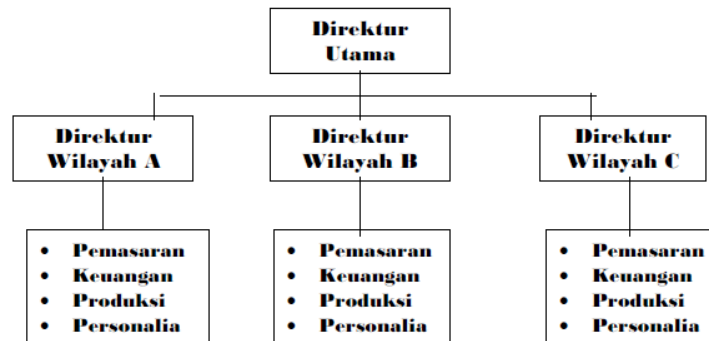


Figure 2.7 Organizational Structure Geographics Types
Source: (Sari, 2006)

Advantages:

- Time and costs are more efficient because the equipment used to produce products is in the same area.

- Developing leadership experience through unique problem solving based on regional conditions.
- Manager who understands local customer problems.
- The method used is in accordance with multinational organizations.

Disadvantage:

- All functions in the structure are duplicated in each region.
- There will be conflicts regarding the targets of each region and corporate targets.
- Requires extensive rules and regulations to coordinate and ensure quality diversity between regions.

c. Products (goods/services)

A structure for organizations that is built around their products or services, allowing them to function as autonomous entities with the ability to create and produce things and services within their purview. This is an illustration of a structure based on a product:

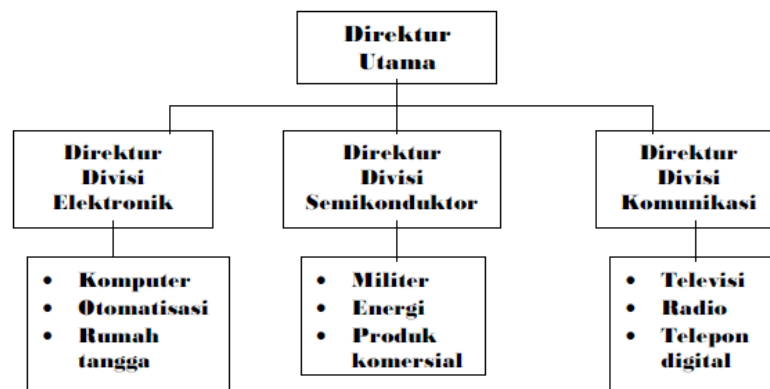


Figure 2.8 Organizational Structure Products Types
Source: (Sari, 2006)

Advantages:

- Suitable for businesses that require rapid changes to products/services.
- Enables a broader vision of product/service coverage.
- Primary attention to customer needs.

- Comprehensive and clear responsibilities.
- Developing managers who can think cross-functionally.

Disadvantage:

- Ineffective utilization of skills and resources
- Lack of coordination of activities between product lines
- There is politicization in resource allocation
- Limited problem solving to only a single product
- Limited career mobility for employees outside the product line.

d. Matrix

This structure is added to an organizational structure of a functional type to concentrate on a particular project, which is the basis of the matrix structure. At the moment, organizations or businesses involved in building frequently employ matrix architectures. An illustration of a matrix-style organizational structure is as follows:

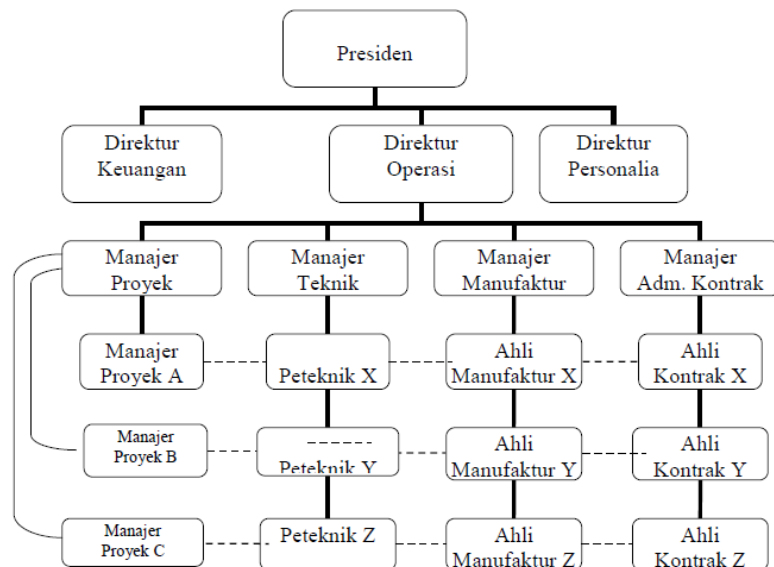


Figure 2.9 Organizational Structure Matrix Types

Source: (Sari, 2006)

Advantages:

- Leadership flexibility in appointing employees to be assigned to a particular project.
- There is collaboration between departments

- There is development of skills for leaders in dividing interpersonal, informational and decision-making roles.
- Provide new challenges for employees.
- Various types of projects encourage specialization of knowledge for employees and leaders.

Disadvantage:

- Implementation of this matrix structure is expensive.
- The skills required are very high
- Tends to produce political skills and not leadership skills
- It has the potential to frustrate employees because they receive orders from more than one leader.

From the explanation about types of structure above, the functional type combined with the matrix type are the organizational structure types that make the most sense for construction enterprises, according to the explanation of each kind. These two categories will serve as a guide while creating PT. X's organizational structure.

The following are the actions that researchers took to prepare an organizational structure for PT. X, based on the above theoretical explanation of organizations and organizational structures:

1. Determine the information sharing carried out
2. Determine organizational design by looking at work activities, reporting relationships, and departmental grouping
3. Determine the type of structure that suits PT. X
4. Applying structural design by looking at the structural alignment.

2.2.5 SWOT Analysis

Strategic planning and management in organization can be created or developed using SWOT analysis. SWOT can be very effective to build organizational strategy and competitive strategy (Gürel, 2017). An organization can be affected by two factors which are internal factors and external factors, these two factors must be analyzed in order to create an effective strategy for the company. According to Thompson et. al (2007), *“SWOT Analysis is a simple but powerful tool for sizing up an organization’s resource*

capabilities and deficiencies, its market opportunities, and the external threats to its future”. Below are the explanation of each aspect for the SWOT analysis:

Table 2.2 Swot analysis definition

Organizational Strength	Characteristics that give advantage over others in the industry.
Organizational Weakness	Characteristics that place them at a disadvantage relative to others.
Environmental Opportunities	External elements in the environment that give benefits for the organization
Environmental Threats	External elements in the environment that could cause trouble for the organizations

Source: (Gürel, 2017)

In SWOT analysis, there are strengths, weaknesses, opportunities, and threats. These four things determine things that are inside and outside the company. Strengths and Weaknesses determine what factors exist within the company (internal). Opportunities and Threats determine what factors exist outside the company (external). SWOT analysis is used for this research to make an initial decision making for PT. X. Here is the explanation of the SWOT analysis of the company based on Strength, Weakness, Opportunity, and Threats faced by PT. X.



Figure 2.10 SWOT

Source: (Authors)

Strength

1. PT. X already have a license for their competence in their field
2. PT. X already have various development in organizational structure
3. Expert of PT. X who are competent in the electrical field have been certified
4. Having a good supportive facility

Weakness

1. PT. X having a Human Resource less than optimal

2. Organizational structure is not accommodated with suitable infrastructure (manpower, tasks, functions)
3. Lack of discipline from experts of PT. X
4. High cost of maintenance of their facility

Opportunities

1. Having a wide scope of work in MEP, Trafo, and Renewable Energy field
2. There is a development of the transition to renewable technology
3. Have future potential to establish relationship with various stakeholders
4. Having reputable clients to improve the company's image

Threats

1. Various competitors of PT. X are increasing
2. Supporting technology in PT. X field are difficult to obtain and also expensive
3. Difficulties in maintaining relationships with their clients due to indiscipline and inconsistency
4. The number of jobs that do not meet targets

The breakdown of SWOT above is continued by carrying out a comparative test of the urgency of internal factors and external factors and then continuing with carrying out an evaluation test of internal and external factors on the selected factors. To assess the level of urgency for each factor the author uses a subjective method. This method is intended to determine the urgency/level of importance of a factor. Weighting is carried out using the Likert scale method (1-5).

2.2.5.1 Identification of Internal and External Factors

The assessment carried out determines the key success factors. The factors assessed are as follows:

1. Urgency factors for the mission, including urgency value (NU)
2. The level of urgency is expressed in weight factor (BF) with percentage (%).

The following are the results of the assessment of the level of urgency of the factors presented in the matrix in the following table:

Table 2.3 Internal Factors S-W Comparison

INTERNAL FACTORS COMPARISON									
No.	Factor	S1	S2	S3	W1	W2	W3	NU	BF (%)
Strength									
S1	PT. X already have a license for their competence in their field		S2	S1	W1	W2	W3	1	7%
S2	PT. X already have various development in organizational structure	S2		S2	S2	W2	S2	4	27%
S3	Expert of PT. X who are competent in the electrical field have been certified	S1	S2		S3	W2	W3	1	7%
Weakness									
W1	PT. X having a Human Resource less than optimal	W1	S2	S3		W1	W3	2	13%
W2	PT. X organizational structure cannot accommodate the tasks and functions within the organization	W2	W2	W2	W1		W2	4	27%
W3	Lack of discipline from experts of PT. X	W3	S2	W3	W3	W2		3	20%
TOTAL								15	100%

Source: (Authors)

Table 2.4 External Factors O-T Comparison

EXTERNAL FACTORS COMPARISON									
No.	Factor	O1	O2	O3	T1	T2	T3	NU	BF (%)
Opportunities									
O1	Having a wide scope of work in MEP, Trafo, and Renewable Energy field		O2	O3	O1	O1	T3	2	13%
O2	There is a development of the transition to renewable technology	O2		O3	O2	T2	T3	2	13%
O3	Have future potential to establish relationship with various stakeholders	O3	O3		O3	O3	T3	4	27%
Threats									
T1	Supporting technology in PT. X field are difficult to obtain	O1	O2	O3		T2	T1	1	7%
T2	Difficulty maintaining relationships with their clients	O1	T2	O3	T2		T3	2	13%
T3	The number of jobs that do not meet targets	T3	T3	T3	T3	T1		4	27%
TOTAL								15	100%

Source: (Authors)

2.2.5.2 Evaluation of Internal and External Factors

The next step after assessing the urgency factor is to evaluate the internal and external factors as follows:

1. Factor Support Value / Nilai Dukungan (ND)

The assessment is carried out on each factor which is measured using a Likert scale (1-5)

2. Support Weight Value / Nilai Bobot Dukungan (NBD)

NBD is determined using the formula $NBD = ND \times BF$

3. Linkage Value / Nilai Keterkaitan (NK)

Conduct factor assessment by comparing factors with each other on a Likert scale (1-5)

4. Average Linkage Value / Nilai Rata-rata Keterkaitan (NRK)

The total NK value is divided by 11 as the average linkage. The NRK formula is $NRK = \text{Total NK} / 11$

5. Linkage Weight Value / Nilai Bobot Keterkaitan (NBK)

Each factor is calculated using the formula $NBK = NRK \times BF$

6. Total Value Weight / Total Nilai Bobot (TNB)

TNB is obtained by calculating each factor using the formula $NBD + NBK = TNB$

7. Key Success Factors / Faktor Kunci keberhasilan (FKK)

FKK is determined by looking at the priority ranking of the largest TNB from each factor. In this work, the FKK that will be selected for further analysis are the two highest FKK

The following is an evaluation table of internal and external factors:

Table 2.5 Internal Factors S-W Evaluation

INTERNAL FACTORS																					
No.	Factor	NU	BF (%)	ND	NBD	NK												NRK	NBK	TNB	FKK
						S1	S2	S3	W 1	W 2	W 3	O1	O2	O3	T1	T2	T3				
Strength																					
S1	PT. X already have a license for their competence in their field	1	7%	3	0.20		1	4	3	1	3	2	4	3	3	2	3	2.64	0.18	0.38	2
S2	PT. X already have various development in organizational structure	4	27%	4	1.07	1		2	2	5	2	2	1	2	2	2	4	2.27	0.61	1.67	1
S3	Expert of PT. X who are competent in the electrical field have been certified	1	7%	3	0.20	4	2		4	3	4	3	2	1	3	1	3	2.27	0.15	0.35	
																				2.40	
Weakness																					
W1	PT. X having a Human Resource less than optimal	2	13%	3	0.40	3	2	4		3	4	2	3	1	4	1	3	2.73	0.36	0.76	
W2	PT. X organizational structure cannot accommodate the tasks and functions within the organization	4	27%	5	1.33	1	5	3	3		3	2	1	1	1	1	5	2.36	0.63	1.96	1
W3	Lack of discipline from experts of PT. X	3	20%	4	0.80	3	2	4	4	3		2	1	1	1	1	4	2.36	0.47	1.27	2
		15	100%																	4.00	

Source: (Authors)

Table 2.6 External Factors O-T Evaluation

EXTERNAL FACTORS																					
No.	Factor	NU	BF (%)	ND	NBD	NK												NRK	NBK	TNB	FKK
						S1	S2	S3	W 1	W 2	W 3	O1	O2	O3	T1	T2	T3				
Opportunities																					
O1	Having a wide scope of work in MEP, Trafo, and Renewable Energy field	2	13%	4	0.53	2	2	3	2	2	2		3	3	4	2	3	2.55	0.34	0.87	2
O2	There is a development of the transition to renewable technology	2	13%	3	0.40	4	1	2	3	1	1	3		1	4	1	2	2.09	0.28	0.68	
O3	Have future potential to establish relationship with various stakeholders	4	27%	2	0.53	3	2	1	1	1	1	3	1		1	4	1	1.73	0.46	0.99	1
																				2.55	
Threats																					
T1	Supporting technology in PT. X field are difficult to obtain	1	7%	3	0.20	3	2	3	4	1	1	4	4	1		1	2	2.36	0.16	0.36	
T2	Difficulty maintaining relationships with their clients	2	13%	2	0.27	2	2	1	1	1	1	2	1	4	1		2	1.64	0.22	0.48	2
T3	The number of jobs that do not meet targets	4	27%	4	1.07	3	4	3	5	3	4	3	2	1	2	2		2.91	0.78	1.84	1
		15	100%																	2.68	

Source: (Authors)

2.2.5.3 Determination of Key Success Factors / Faktor Kunci Keberhasilan (FKK)

Based on the evaluation table, the results of factors that have been determined based on the TNB value are found. There are only two factors selected from each of strengths, weaknesses, opportunities and threats. The following factors have been determined:

Table 2.7 Selected Internal & External Factors

FKK List	INTERNAL FACTOR		
No.	Strength	No.	Weakness
1	PT. X already have various development in organizational structure	1	PT. X organizational structure cannot accommodate the tasks and functions within the organization
2	PT. X already have a license for their competence in their field	2	Lack of discipline from experts of PT. X
FKK List	EXTERNAL FACTOR		
No.	Opportunities	No.	Threats
1	Have future potential to establish relationship with various stakeholders	1	The number of jobs that do not meet targets
2	Having a wide scope of work in MEP, Trafo, and Renewable Energy field	2	Difficulty maintaining relationships with their clients

Source: (Authors)

2.2.5.4 Mapping of Organization Strength

Mapping the strengths of the organization aims to see the position of strengths of the organization which is expected to be the basis for making changes. Based on the results of the evaluation table, look at the TNB column for strengths, weaknesses, opportunities and threats. TNB Strength value = 2.40, Weakness = 4.00, Opportunity = 2.55, Threats = 2.68. Referring to the existing TNB values, a mapping of the strengths of the PT organization was formed. X. The following is a map of PT's strength map. X:

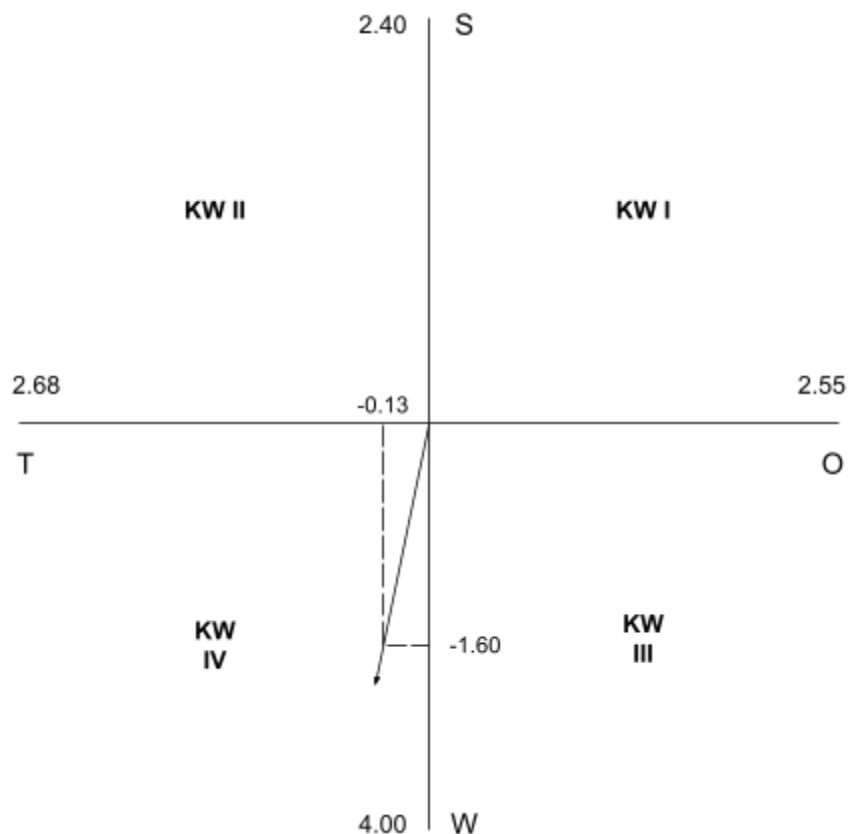


Figure 2.10 Quadrant SWOT of PT. X
Source: (Authors)

The picture above shows the position of strength of PT. X is in quadrant IV. Therefore, the main focus in this work is on the aspects of weaknesses and threats. One way to improve work objective fulfillment at PT. X, is to create an organizational structure that can accommodate PT. X's responsibilities and tasks.

2.2.6 PT. X Corporate Planning

Referring to the RJPP from PT. X, 2021 to 2025, PT. X still uses the same vision and mission as the previous period. Based on interviews conducted, there was a statement "So far there has been no change in the vision and mission, because it is still considered relevant for the next 5 years." Although the vision and mission of PT. X still uses the same vision and mission, there are different targets. The following are several targets that have been achieved in the 2016-2020 period, namely:

1. Starting to focus on Renewable energy and has received several projects related to Renewable energy

2. It already has clients, not only state-owned companies. PT.X has started to enter mining for its EPC as a provider and provides installation services in the MEP sector.
3. The core business scope has begun to expand. Starting from electrical maintenance, entering the EPC.
4. Development of the Power System for PLN in the form of a UPS.
5. EPC in the telecommunications sector.

The targets in the previous period are considered to have been achieved, therefore PT. X in the 2021-2025 period sets new targets such as:

1. Developing company capabilities in terms of resources and work in the field of Renewable Energy
2. Developing business lines in the fields of MEP, Renewable Energy and telecommunications.
3. Developing capabilities related to factory, warehouse and data center construction.
4. Development in the EPC sector in the mining realm.
5. Development of business lines that are starting to reach the large islands in Indonesia and starting to expand to an international scope.

Apart from the targets mentioned above, PT. X is focusing on maximizing the proportion of the business they are working on as in the electrical field by 40%, renewable energy 30%, and 30%telecommunications. The strategy used by PT. X refers to several aspects, namely Economic and Social, Business Model Innovation, Technology, Investment and Human Resource Development. The following is a table regarding RJPP PT. X period 2021-2025:

Table 2.8 Corporate Planning of PT. X

Corporate Planning of PT. X 2021-2025				
2021	2022	2023	2024	2025
Target				
36 Miliar	48.5 Miliar	59.75 Miliar	74.25 Miliar	92.5 Miliar
Strategy		Initiative		
Social & Economics		Alternative planning in Financial Restructuring to adjust priority needs per year		
		Expansion of sustainable benefits in work for companies and society		
Business Model Innovation		Strengthening integrated and proportional business lines in line with market developments		
		Development of new business models that intersect with the company's main business		
Technology		Repair and update the system used		
		Increase technology research and integrate it with the systems used		
Investment		Asset optimization		
		Additional investment in movable and immovable assets to support the implementation of company strategy		
HR Development		Increase networking and collaboration internally and externally		
		Optimizing human capital to increase competence for company development		

Source: (Internal Data)

CHAPTER III

BUSINESS SOLUTION

3.1 Business Solution Analysis

Externally, PT. X's business development appears to be progressing well. According to their Strategic Long-Term Plan (RJPP), PT. X is focusing on expanding into various sectors, including MEP, RE, telecommunications, and data centers. Additionally, they are developing their EPC capabilities in the mining sector. PT. X aims to broaden its business reach to major Indonesian islands and the international market. There are numerous opportunities available to PT. X, such as a 60% growth in the EPC business within the MEP sector. Consequently, their strategic planning is crafted to capitalize on these opportunities.

Regarding PT. X's organizational structure, it has not yet been developed based on theoretical frameworks or structural elements. The organizational design remains incomplete; the structure was established solely by the director without consulting with management at different levels. Several important steps were overlooked in the structure's formation, including defining company strategies, evaluating dimensional structural elements, establishing information-sharing methods, choosing an organizational design, and deciding on the type of organizational structure.

PT X organizational structure from 2008 to 2022, ten changes were made, this can be seen in the appendices. The table below shows the changes that occur each year:

Table 3.1 Changes in the Organizational Structure That Occur Every Year

No	Year of Change In Organizational Structure	Changes That Occur in the Organizational Structure
1	2008 - 2010	There is a merger of position - Merging of Finance and HR/GA Position - Supervising Logistik Division, Accounting Division, and Ass.Man HR/GA position
2	2010 - 2011	There was the formation of new divisions, changes in division names, and amalgamations - Formation of Subordinate Direktur: - Establishment of the position of Ahli Pengembangan Usaha Staff - Establishment of the position of QA & QC Staff - Establishment of the position of MR & QA Division - Establishment of the position of OPS & Pemasaran General Manager - Change of name of Finance Division to Finance and General Admin Division - General Manager of OPS & Pemasaran - Establishment of the position of Operasi dan Pemasaran Manager - Operasi Manager Position - Establishment of the position of Pemeliharaan Gardu & Purifikasi and Teknik Ass.Man - Marketing Manager Position - Establishment of the position of Marketing Ass. Man - Finance become Keuangan & Admin Umum Division - Supervising HRD/GA Position, Logistik Position, dan Finance & Accounting Position
3	2011 - 2012	There is the formation of new division and the consolidation of - Formation of Subordinate Direktur: - Consolidation of the Position Staf Ahli Pengembangan Usaha - Consolidation of the OPS & Pemasaran General Manager Position - Establishment of position of Staff Ahli QC - Establishment of position of Project Manager - Establishment of position of Marketing Manager - Establishment of position of Teknik Trafo Manager - Establishment of position of Pemeliharaan Manager
4	2012 - 2013	There was an overhaul of the entire structure - Formation of Subordinate President Director: - Establishment of position of Business Dev & Administration Director - Establishment of position of Operation & Marketing - COO Director - Position of Business Dev & Administration Director - Establishment of position of Finance & Treasury Manager - Establishment of position of HRD, Legal & IT Manager - Establishment of position of Legal & Procurement Manager - Establishment of position of Business Power Solution Manager - Position of Operation & Marketing - COO Director - Establishment of position of Operation Trafo - Manage & Services GM - Establishment of position of Sales & Marketing Manager - Establishment of position of Repair Maintenance Trafo

No	Year of Change In Organizational Structure	Changes That Occur in the Organizational Structure
		Manager - Establishment of position of Manage & Service Manager - Establishment of position of Construction GM - Establishment of position of Sales & Marketing - Construction Manager - Establishment of position of Project Planning & Implementation Manager
5	2013 - 2014	There was a structural overhaul, development in several divisions, and the formation of new business units - Formation of Subordinate President Director: - Establishment of position of Admin & Busdev Director - Establishment of position of Konstruksi GM - Position of Business Dev & Administration Director - Establishment of position of Produksi & Jasa GM - Establishment of position of Engineering & Workshop Manager (Unit Bisnis Engineering & Workshop) - Establishment of position of Litbang Staff - Establishment of position of Ass.Man Workshop Ass. Man - Establishment of position of Trading & Services Manager (Unit Bisnis Divisi Trading & Services) - Establishment of position of Trading Ass. Man - Establishment of position of Maint. Service Ass. Man - Establishment of position of Mobile Service Ass. Man - Establishment of position of Keuangan Manager - Establishment of position of Cost Control Ass.Man - Establishment of position of Accounting Ass.Man - Establishment of position of Keuangan Staff - Establishment of position of Logistik & GAManager - Establishment of position of Procurement Ass.Man - Establishment of position of Inventory Ass.Man - Establishment of position of GA Staff - Establishment of position of Administrasi & HRD Manager - Establishment of position of Admin & Sekretariat Staff - Establishment of position of HR Ass. Man - Merging of Legal & Treasury Position - Konstruksi General Manager (Unit Bisnis Konstruksi & Project Management) - Establishment of position of Marketing Manager - Establishment of position of Sales Ass.Man - Establishment of position of Management Manager - Establishment of position of Mechanical Ass.Man - Establishment of position of Electrical Ass.Man - Establishment of position of Project Support Manager - Establishment of position of Subcon Management Ass.Man - Establishment of position of Project Monitoring Ass.Man
6	2014 - 2016	There is a streamlining of the organizational structure - Komisaris - Direktur

No	Year of Change In Organizational Structure	Changes That Occur in the Organizational Structure
		- Establishment of position of Staff Ahli - Establishment of position of Konstruksi GM - Establishment of position of Implementasi Manager - Establishment of position of Logistik Ass.Man - Establishment of position of G&A Ass.Man - Establishment of position of Operasi Ass.Man - Establishment of position of Marketing Proyek/Operasional Manager - Establishment of position of Trafo Manager - Establishment of position of Operasi Ass.Man - Establishment of position of Keuangan Manager - Establishment of position of HRD Adminstrasi As.Man
7	2016 - 2018	There is a change in organizational structure - Komisaris - Direktur - Establishment of position of Operasi dan Teknik - Trafo Manager - Establishment of position Workshop - Establishment of position Lapangan - Establishment of position of Operasi dan Teknik - Proyek Manager - Establishment of position Staff - Establishment of position Team Leader - Establishment of position of Marketing Manager - Establishment of position Staff - Establishment of position of Logistik & GA Manager - Establishment of position GA Staff - Establishment of position Logistik Koordinator - Establishment of position Staff - Establishment of position of Keuangan & Admin Manager - Establishment of the position of Adm. Legal dan IT Koordinator - Establishment of position of Keuangan & HRD Koordinator - Establishment of position of Keuangan Staff - Establishment of position of Personalia Adm.
8	2018 - 2019	The changes that occurred were not very significant - Position Manager Operasi dan Teknik - Proyek - Staff Position only - Position Manager Keuangan & Admin - Eliminating the Position of Admin Staff Personnel
9	2019 - 2021	There are changes and additions to positions in the organizational structure - Commissioner - Direktur - Establishment of HSE & K3 Division - Establishment of position of Operation GM - Establishment of position of Technical Manager - Establishment of position of Electrical Engineer - Establishment of position of Technical Engineer

No	Year of Change In Organizational Structure	Changes That Occur in the Organizational Structure
		- *Establishment of position of Posisi Drafter - Establishment of position of Implementation Manager - PembentukanEstablishment of position of dua Posisi Project Implementation Officer - Establishment of position of Project Admin - Establishment of position of Logistics & GA - Establishment of position of Electrical Purchasing Officer - Establishment of position of Mechanical Purchasing Officer - Establishment of position of GA Officer - Establishment of position of Finance & HRD Manager - Establishment of position of AR & AP Officer - Establishment of position of HRD Officer
10	2021 - 2022	There are changes and additions to positions in the organizational structure - Establishment of the position of Finance and HR Manager - Establishment of the position of Acc. & Tax Coor - Establishment of the position of Acc. Staff - Establishment of the position of Cashier & HR Coor - Establishment of the position of HR Staff - Establishment of the position of Project & GA Manager - Establishment of the position of GA Staff - Establishment of the position of Driver - Establishment of the position of OB - Establishment of the position of Security - Establishment of the position of Telco. Project Coor - Establishment of the position of Telco. Project Staff - Establishment of the position of Marketing Manager - Establishment of the position of Adm. Marketing Staff - Establishment of the position of Marketing Coor - Establishment of the position of Marketing Staff - Establishment of the position of Logistic Manager - Establishment of the position of Logistic Coor - Establishment of the position of Logistic Staff - Establishment of the position of Logistic Manager - Establishment of the position of Workshop Coor - Establishment of the position of Workshop Staff - Establishment of the position of QC Coor - Establishment of the position of UGB & UPS Coor - Establishment of the position of Field Coor - Establishment of the position of Leader 1 - Establishment of the position of Leader 2

PT. X faces continuous challenges with its organizational structure which often undergoes changes as seen in table 3.1, impacting both employees and company operations. These issues have prompted a thorough analysis using APKL & USG methods, followed by a SWOT analysis to identify potential solutions. It was concluded

that implementing a new structure tailored to tasks and functions could significantly enhance PT. X's performance targets.

To develop this new structure, PT. X has undertaken a comprehensive approach. Initially, they conducted a company-wide survey to gather data on current conditions, including organizational structure, business processes, employee details, and job descriptions. This data serves as the foundation for refining the existing structure to ensure efficient operations, clarify job roles, improve coordination, and establish a clear organizational framework aligned with business processes.

The new organizational structure at PT. X will be designed around its core business focus of Engineering, Procurement, and Construction (EPC). Given the challenges observed, emphasis will be placed on stabilizing the structure, particularly at top, middle, and low management levels. The proposed structure combines functional and matrix elements tailored to PT. X's specific business lines and projects (MEP, Transformers, Renewable Energy). Up until the perfect organizational structure can be created, PT. X's organizational structure is developed by comparing changes in organizational structure, identifying six structural dimension aspects, identifying five points from the "Star Model," and taking RJPP from PT. X into consideration.

Overall, PT. X aims to stabilize its organizational dynamics by implementing a structured approach that addresses current challenges and supports its strategic business objectives in the EPC sector. Up until the perfect organizational structure can be created, PT. X's organizational structure is developed by comparing changes in organizational structure, identifying six structural dimension aspects, identifying five points from the "Star Model," and taking RJPP from PT. X into consideration.

3.1.1 Galbraith Star Model Analysis

As the business solution in this study, the author uses the Galbraith Star Model to design the organization framework.

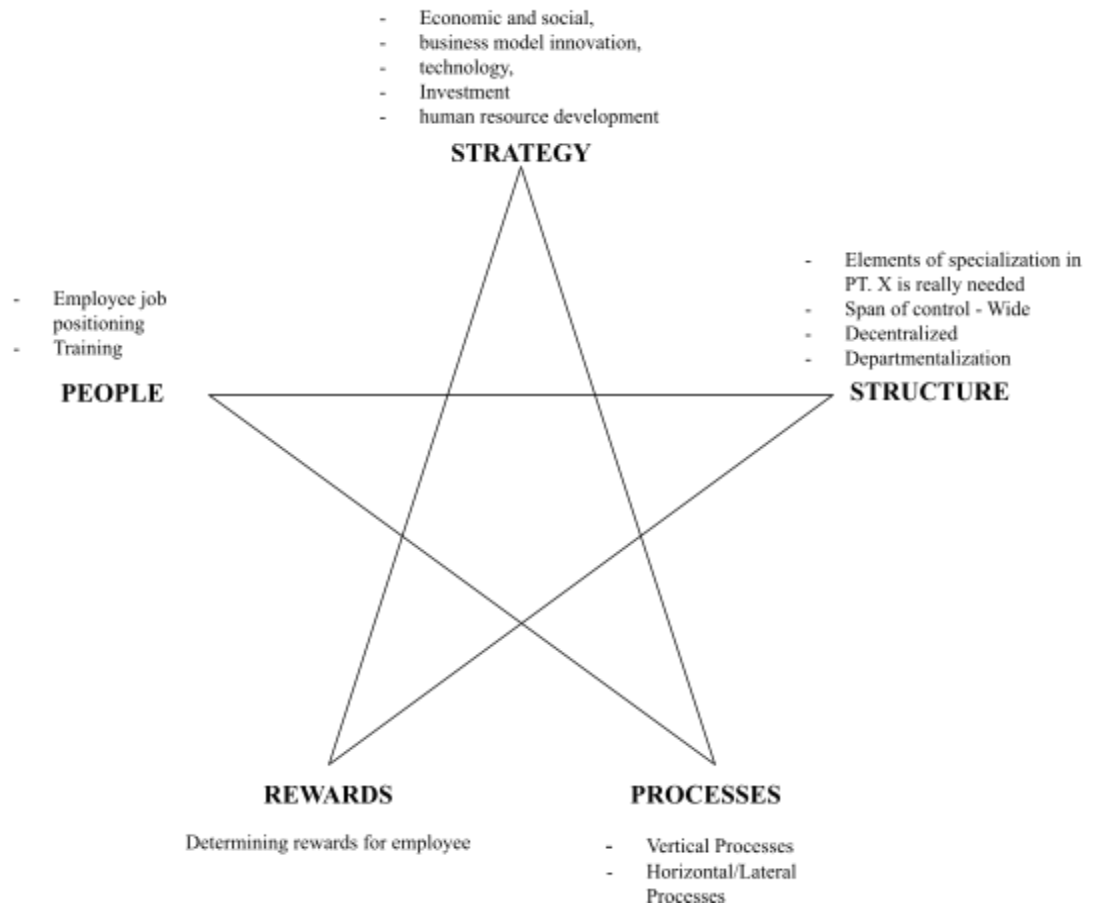


Figure 3.1 Galbraith Star Model of PT. X
Source: (Authors)

As previously explained, Star Model using five elements and this will be explained in sequence below.

a. Strategy

An organization's strategy is defined by its vision, mission, values, goals, and objectives. Strategy dictates which activities are most necessary. Looking at the RJPP, PT. X made several strategies from various aspects, which are economic and social, business model innovation, technology, investment and human resource development. Apart from that, PT. X has a vision, mission and values that are instilled and offered to its clients. This strategy is the basis for PT. X in determining the direction of his company

b. Structure

Organizational design is not limited to structural considerations, there are many variations of organizational structure that can be made to work. However, if the specified structure is not appropriate, especially if it does not accommodate the function and duties, there will be difficulties experienced by PT. X.

There are several things that are still inappropriate about the structure owned by PT. X. Formation of Structure at PT. X is organic in nature where the structure follows the conditions of the company. Important elements of structural dimensions have not been considered in the formation of existing structures. Therefore, the structure that will be formed must look at the important elements in the structural dimensions.

Elements of specialization in PT. X is really needed considering the line of business they work on. Then in terms of the element span of control, it is better to use a wider range of control types because using this type can encourage flexibility, speed in decision making, and so on. It is better to apply a decentralized type in decision making in PT. X, because the decentralized type pushes decision making to the managers closest to the work they do. Then for the final element, namely division into departmentalization, where PT. X must divide its divisions based on tasks and functions in accordance with the strategy used.

By considering the elements explained above in forming the structure at PT. X it is hoped that it can help the strategies used to achieve company goals.

c. Processes

The processes that occur in an organization are the flow of information and decisions. This flow is usually divided into two, namely vertical and lateral/horizontal. Vertical is a process that includes business planning and budgeting processes. Meanwhile, horizontal tends to relate to relationships that occur.

PT. X must encourage and provide opportunities for communication between divisions. Apart from that, PT. X invites employees who have the authority to determine the direction of the company or determine the strategy that will be implemented. Apart from the two things above, PT. X must have written

internal company documents such as business processes, procedures and other things.

d. Rewards

A reward system must be given when employee goals meet company goals. This aims to increase employee motivation. PT. X must discuss and determine rewards and punishments that are appropriate to the employee's performance. Apart from that, PT. X must have a tool to assess its employees. These two things must be communicated to employees both orally and in writing. This encourages employees to be motivated about the work they do and feel appreciated by the company.

e. People

Policies that occur in human resources include recruitment, promotion, rotation, training and development. This is done to produce skills and build the capacity needed to fulfill the strategy determined by the company.

PT. X already has a policy in their human resource that suits the company's needs. However, there are still some employees working in positions that do not match their competencies. Apart from that, PT. X should provide training to its employees so that they can help with the strategy implemented by the company.

Based on the analysis above, the formation of a new structure must be based on the important points explained in the Galbraith Star Model analysis.

3.2 Purpose Organizational Structure

Looking at the structure owned by PT. X is currently unable to accommodate the tasks and functions in its business line. This is supported by the General Manager's statement during the interview where "I think the structure can still be improved, because maybe we are a project-based company so we can add more based on the type of project". See the comparison with the organizational structure of similar companies operating in the EPC sector. Other companies have one division that focuses on each line of business, for example there is a construction division, engineering division, or procurement division.

The table below shows the use of the six dimensions of organizational structure used in the new organizational structure at PT. X:

Table 3.2 Six Dimension of Organizational Structure Implemented

Work Specialization	The division of duties, functions and positions is regulated based on employee specialization
Departmentalization	Forming divisions that focus on the specialization carried out
Chain of Commands	PT. X uses a vertical chain of command
Span of Control	Implementing a wider span of control to encourage consistency in the company
Centralization & Decentralization	Decentralization is implemented so that it pushes decision making to the managers closest to the work they do
Formalization	Standardization must be established in every work carried out in order to encourage discipline and certainty about what must be done at work.

Referring to the company's goals and objectives, the six elements of organizational structure, and the Galbraith Star Model analysis, the formation of a new structure for PT. X must consider those things mentioned previously. The new organizational structure was formed by taking into account the business fields carried out by PT. X, can help to focus and provide improvements to PT. X.

The formation of the new organizational structure has been adjusted based on theory and coordination with PT. X. The new organizational structure was formed based on a functional and matrix type organizational structure with horizontal linkages. A functional mix with matrix structure with horizontal linkages encourages horizontal coordination using information systems, direct coordination between divisions, full-time integrators or project managers, task forces, or teams.

The following is PT's X old organizational structure:

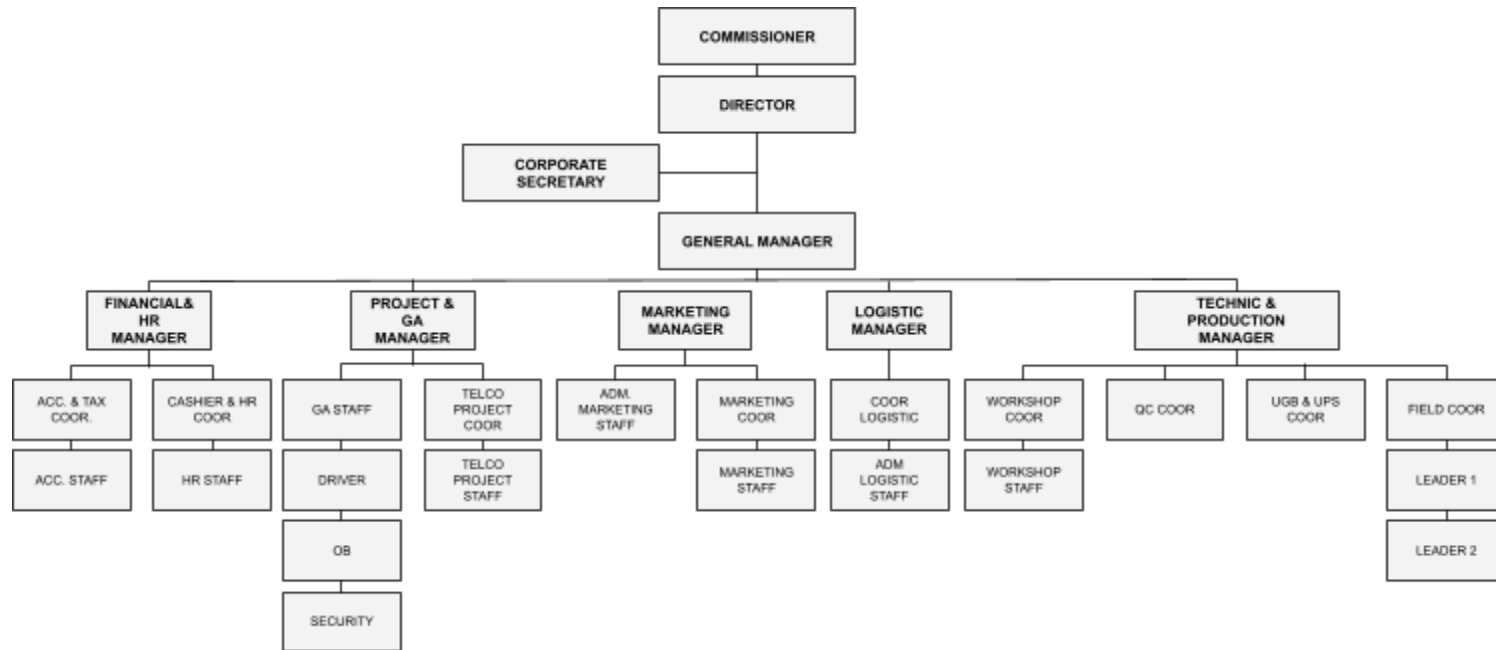


Figure 3.2 Organizational Structure of PT. X

Source: (Internal Data of PT. X)

The following is the formulation of PT's X new organizational structure:

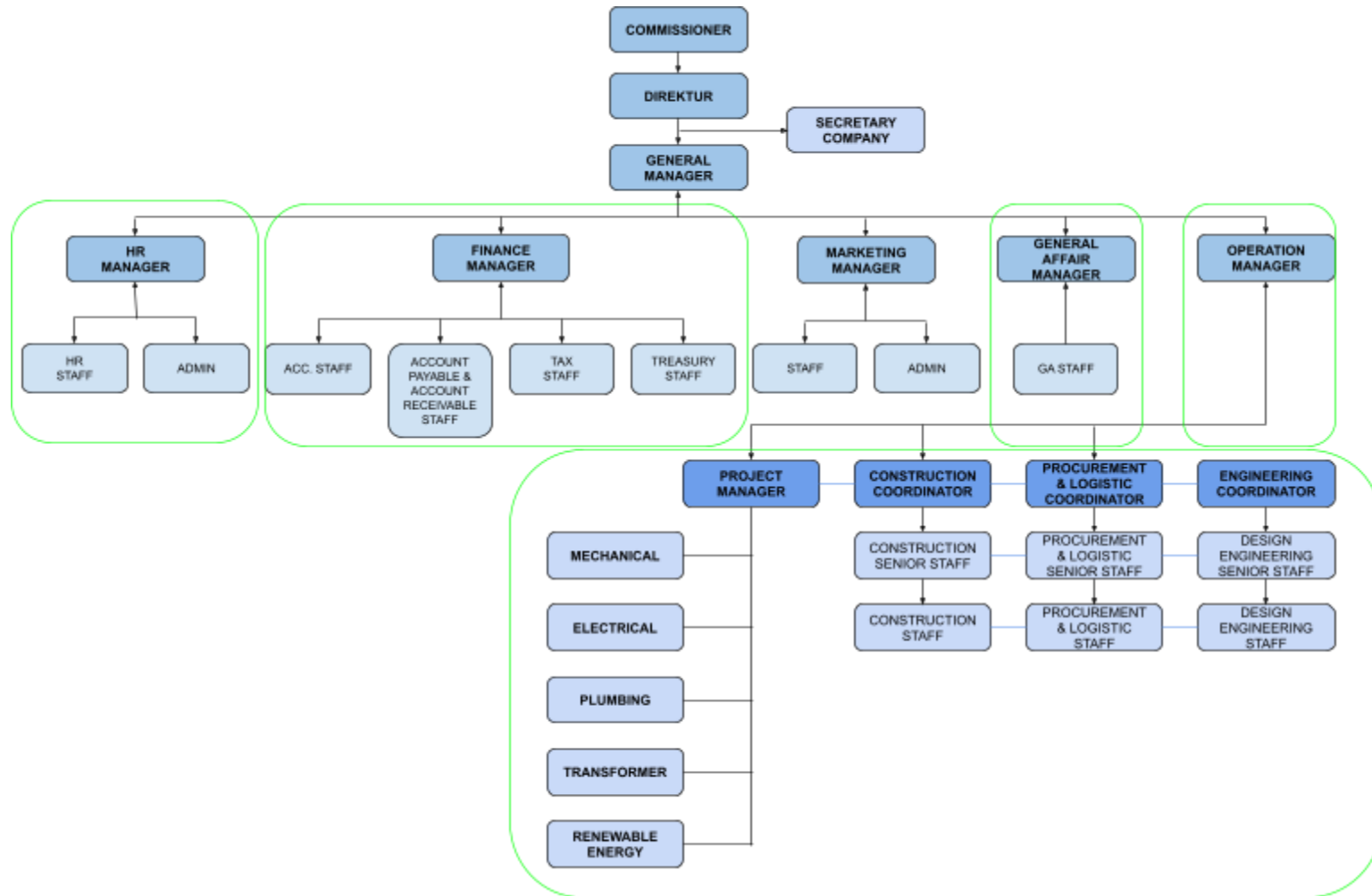


Figure 3.3 New Organizational Structure of PT. X
Source: (Authors)

Changes that occurred in the organizational structure formulated for PT. X, it can be seen that there is a division of specialization for the business lines. Apart from that, if you compare it with the organizational structure of PT. X previously, project manager, logistics, technic & production manager were separate divisions. In the new structure, the three divisions are under one umbrella under operations. Apart from that, there are separate divisions in this new structure, namely the Human Resources division with Finance and the General Affairs division with Projects. This was formed with the aim that employees can focus more on their work, can increase employee specialization, improve horizontal and vertical coordination between divisions, and provide clarity on what is being done.

The new organizational structure above has three levels of management, namely top management, which includes the CEO position. Middle level management includes General Manager, HR Manager, Finance Manager, Marketing Manager, General Affairs Manager, Operations Manager, and Project Manager. Lower level management consists of Engineering coordinator, Procurement coordinator, and Construction coordinator.

The CEO position accepts duties and reports to the commissioners regarding the condition of the company. In addition, the CEO provides instructions and gives the general manager freedom to make decisions. This position determines the company's strategy through coordination with all middle level management based on the company's vision and mission.

The General Manager is responsible for the entire performance of the division he oversees. This position has the role of evaluating the work carried out by the division heads under him. Apart from that, the General Manager has a role in overseeing the performance of all divisions at PT. X. The general manager coordinates with operational managers and managers in other divisions regarding projects that are not yet, currently and will be running.

The Operations Division is responsible for all projects that have not been, are being and will be carried out. This position is responsible for the business lines carried out by PT. X. The operations manager has a policy to determine the leader or project manager for a project where this is coordinated with the General Manager. In the new structure, the Operations manager heads the EPC division and the Project manager.

The Finance Division is responsible for all forms of recording both expenditure and financial income within the company. In the new structure, the Finance manager heads the Accounting staff, Accounts payable & Accounts receivable staff, Tax staff, and Treasury staff. The finance division coordinates with the operations division, especially the project manager regarding existing projects.

The Marketing Manager Division has the role of finding and maintaining PT clients. X. This division must be able to maintain and improve the image of the company so that clients can trust and be interested in using PT services. X. Seeing the Company's Long-Term Plan (RJPP) that there are targets for business development on large islands in Indonesia and also international development, this division must begin to study and compare PT. X in the direction that matches the target you have.

The Human Resource Manager division is responsible for all employee records, employee attendance, employee contracts, recruitment, employee mediators with management, payroll, and others. In the new structure, the human resources division is a separate section from the finance division.

The Project Manager division manages all projects entering the company. In this new structure, all business focuses were formed, namely MEP, Transformers and Renewable Energy. Apart from that, three EPC divisions were formed, where when a project comes in, the Project Manager has the authority to divide and organize work among the EPC division, taking into account what type of project is being entered (EPC, Transformer, or Renewable Energy). The Project Manager has responsibility for monitoring and evaluating all projects that will be worked on, will be worked on, or projects that have been completed.

In this new structure, there is still the possibility that one employee will have multiple positions provided they have the appropriate competencies or have sufficient experience. However, dual positions are only recommended for Project Managers and each coordinator of EPC division.

The table below shows a comparison between the old and the new organizational structure:

Table 3.3 Changes that occur in the old and new organizational structure

Previous Organizational Structure	New Organizational Structure
General Manager managing: - Financial & HR Division - Project & GA Division - Marketing Division - Logistic Division - Technic & Production Division	General Manager managing: - HR Division - Financial Division - Marketing Division - General Affair Division - Operation Division
- Financial & HR Division becomes one division - The HR division has two subordinates. One doubles as cashier and HR coordinator, second as HR Staff - The Finance Division has three subordinates. One doubles as cashier and HR coordinator, second as Acc & Tax coordinator, third as Acc. Staff.	- Separate HR Division and Finance Division - The HR division has two subordinates, namely HR Staff and Admin - The Finance Division has four subordinates, namely Acc. Staff, Accounts Payable & Accounts Receivable Staff, Tax Staff, and Treasury Staff
The Project & General Affairs division is combined into one with six subordinates, namely Telco. Project coordinator, Telco. Project Staff, GA Staff, Driver, OB, and Security	- Separate Project & General Affairs Division. - The Project Division merged into the Operational Division. - Subordinates from the General Affairs division become one, namely GA Staff
The Marketing Division has three subordinates, namely Marketing Coordinator, Marketing Staff, and Marketing Admin.	The Marketing Division has two subordinates, namely Marketing Staff and Admin.
The Logistics Division becomes one division with a Logistics Coordinator and Logistics Admin Staff	Logistics Division joins Procurement Division
The Engineering & Production Division has become one division with seven subordinates, namely Workshop Coordinator, Workshop Staff, QC Coordinator, UGB & UPS Coordinator, Field Coordinator, Leader 1, and Leader 2	The Logistics Division joins the Procurement Division
There is no division that focuses on each business line at PT. X	Formation of a division that focuses on all business lines of PT. X namely: There is a Project Manager The division of sub jobs in the Project Manager is: - Mechanical - Electrical - Plumbing - Transformers - Renewable energy Establishment of the Engineering Division Establishment of the Procurement & Logistics Division Establishment of the Construction Division

CHAPTER IV

IMPLEMENTATION PLAN AND CONCLUSION

4.1 Implementation Plan

After carrying out the analysis and the solution explained for PT. X, the new organizational structure will be implemented with the time and cost calculations that will be incurred. The author determines time and costs based on discussions with GM from PT. X. The implementation will take 10-12 months with the following details:

1. 2 months are used to update company data and documents such as job descriptions, SOPs, compensation, and others
2. 8-10 months are used to implement the new system. Starting from training, establishing communication flows between divisions, superiors and subordinates, to between employees. Apart from that, there is an operational system that has been adapted to the new structure.

Table 4.1 Implementation Plan

Activity	Description
Administration & Legal Process	Legal & Permits Document a. Identify & prepare all the legal and permits document for the new organizational structure
Office Procedure	1. CEO/Directors will give a coordination about source of rules and guidelines to the office 2. Conduct new standard operation for the new organizational structure
Internal Procedures	Internal Procedure a. Update the SOP document for every level of job, employee activity, policy, job description, job competence. b. every standard procedure applied must be monitored c. make adjustments to standards that are still not in accordance with the new organizational structure d. Standard form of employee evaluation benchmark to provide reward & punishment
Human Resource Allocation	Human Resource Management a. identify employee competencies in the new organizational structure b. identification of the number and competency of employees for placement in positions in the new structure c. Recruiting competent staff to fulfill the job position

4.2 Recommendation and Conclusion

4.2.1 Conclusion

The conclusion of this research is the changing (organically) organizational structure of PT. X causes the formation of an unsealed organizational structure of the system theory of the model in the organization of design (Galbraith Star Model) and the six elements of the organization structure. The structure owned by PT. X previously had not been able to accommodate existing duties and functions, resulting in employee performance targets not meeting targets. With the formation of a new organizational structure whose formation uses the theory of organizational design and uses elements from organizational structures, this new organizational structure can provide a definite and effective structure but still offers changes if needed with the condition that changes occur only at low level management. Apart from that, the new structure helps PT. X in developing its business because it has formed a division that focuses on every business carried out by PT. X.

4.2.2 Recommendation

The recommendations for this research and expectations are:

1. This research teaches how to organize or restructure a company to make it more effective by paying attention to the theory of how organizational structures are formed.
2. PT. X should implement a new organizational structure so that in the future they can face problems that arise as before.
3. PT. X should place employees in positions that match their competencies.
4. PT. X can still make structural changes to suit its conditions. But in the new structure, changes can only occur in the matrix type structure or in the operational division subordinates.

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APPENDIX

APPENDIX A - Corporate Planning PT X 2021-2025

RENCANA JANGKA PANJANG PERUSAHAAN 2021 - 2025 PT. X

RINGKASAN EKSEKUTIF

Secara garis besar Rencana Jangka Panjang Perusahaan (RJPP) PT. X tahun 2021-2025 berisikan hal-hal sebagai berikut:

1. Visi Perusahaan, yaitu: “To become a trusted company with High Quality Services in Construction and Installation Provider on Mechanical and Electrical Sector and become a leading in Environment-Friendly Energy Solution Providers in Indonesia”.
2. Misi yang dimiliki oleh perusahaan:
 - a. Running a business professionally and with quality to create satisfaction for all stakeholders.
 - b. Building synergistic cooperation with suppliers, strategic partners and national electricity infrastructure companies
 - c. Develop the competence of the company’s human resources so that they can support the quality of service, as well as improve the welfare of employees.

Misi ini masih dianggap masih sejalan dengan kondisi dan target perusahaan yang akan dicapai pada 5 tahun mendatang (2021-2025).
3. Selama tahun 2016-2020, perusahaan sudah melakukan berbagai upaya secara internal maupun eksternal untuk mengembangkan bisnis perusahaan. Berikut beberapa hal yang sudah dilakukan:
 - a. Mengumpulkan berbagai informasi, relasi, dan project terkait pengembangan Renewable Energy.
 - b. Memiliki klien-klien baru yang tidak hanya BUMN, tetapi perusahaan swasta serta sudah masuk pada ranah pertambangan.
 - c. Scope core business meluas, tidak hanya maintenance pada elektrik tetapi sudah mulai masuk pada ranah EPC.
 - d. Melakukan pengembangan pada power system berupa UPS untuk PLN
 - e. Mengerjakan EPC pada bidang Telekomunikasi.
4. PT. X pada lima tahun mendatang (2021-2025) berfokus untuk melakukan pengembangan ke arah sebagai berikut:
 - a. Pengembangan kemampuan perusahaan secara sumber daya dan pekerjaan dibidang Renewable Energy
 - b. Melakukan pengembangan terhadap lini bisnis yang dilakukan pada bidang MEP, Energi Terbarukan, dan telekomunikasi.
 - c. Pengembangan kemampuan terkait pembangunan pabrik, warehouse, dan data center.
 - d. Pengembangan pada bidang EPC di ranah pertambangan.
 - e. Pengembangan lini bisnis yang mulai menjangkau pulau-pulau besar yang ada di Indonesia dan mulai mengembangkan ke lingkup Internasional.
5. PT. X pada tahun 2021-2025 sedang berfokus untuk memaksimalkan proporsi bisnis yang mereka kerjakan seperti pada bidang elektrik sebesar 40%, Energi terbarukan 30%, dan telekomunikasi 30%.

6. Strategi yang dilakukan mengacu pada beberapa aspek yaitu ekonomi dan sosial, inovasi model bisnis, teknologi, investasi, dan pengembangan SDM.

Perusahaan menetapkan Strategi dan Program kerja guna mencapai target RJPP tahun 2021-2025 adalah sebagai berikut:

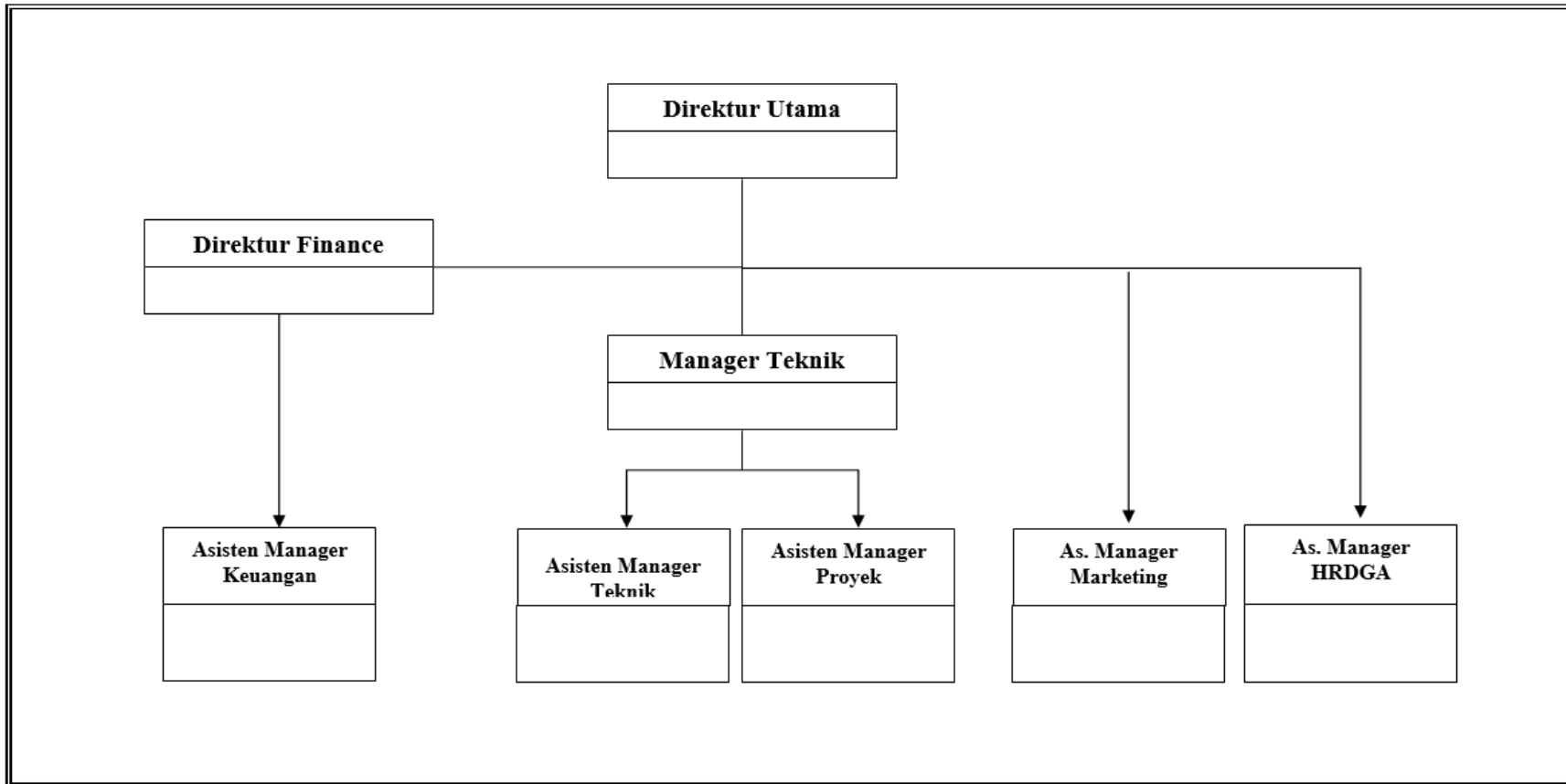
Rencana Jangka Panjang Perusahaan PT. X 2021-2025

2021	2022	2023	2024	2025
Target Pendapatan				
36 Miliar	48.5 Miliar	59.75 Miliar	74.25 Miliar	92.5 Miliar
Strategi		Inisiatif		
Ekonomi dan Sosial		Perencanaan alternatif dalam Restrukturisasi Keuangan untuk penyesuaian prioritas kebutuhan pertahun		
		Perluasan manfaat yang berkelanjutan dalam pekerjaan untuk perusahaan dan masyarakat		
Inovasi Model Bisnis		Penguatan lini bisnis yang terintegrasi dan proporsional sesuai dengan perkembangan pasar		
		Pengembangan model bisnis baru yang beririsan dengan bisnis utama perusahaan		
Teknologi		Memperbaiki dan memperbaharui sistem yang digunakan		
		Memperbanyak riset teknologi serta mengintegrasikan dengan sistem yang digunakan		
Investasi		Optimalisasi aset		
		Penambahan investasi aset bergerak maupun tidak bergerak dalam menunjang pelaksanaan strategi perusahaan		
Pengembangan SDM		Memperbanyak jaringan dan kolaborasi secara internal maupun eksternal		
		Optimalisasi modal insani untuk peningkatan kompetensi terhadap perkembangan perusahaan		

Demikian gambaran singkat Rencana Jangka Panjang Perusahaan (RJPP) PT. X tahun 2021-2025 yang telah dijelaskan di atas, untuk dapat dipahami lebih lanjut oleh segenap jajaran manajemen perusahaan sehingga dapat menjadi acuan strategi bisnis bagi pengembangan perusahaan ke depan

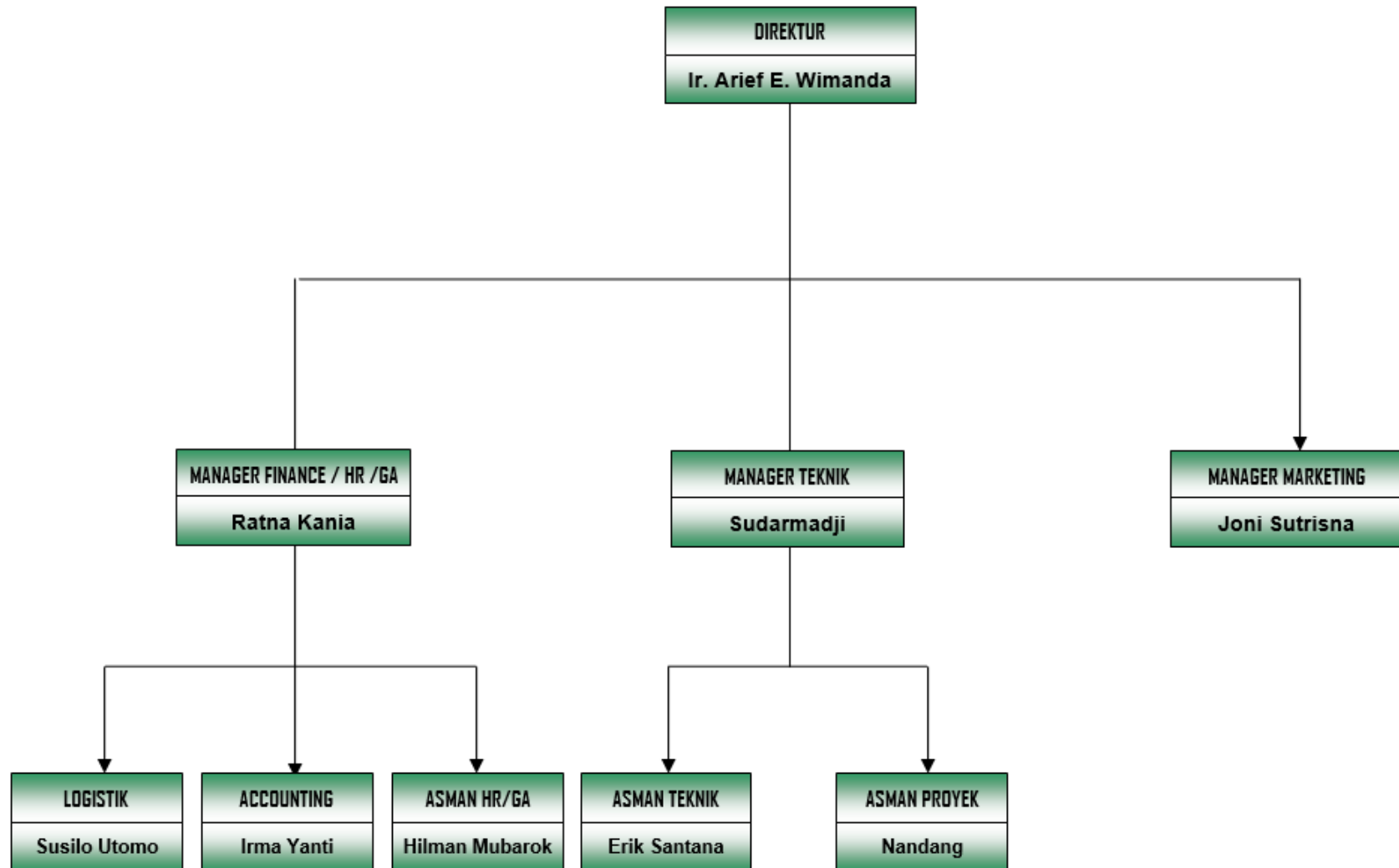
APPENDIX B - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2008



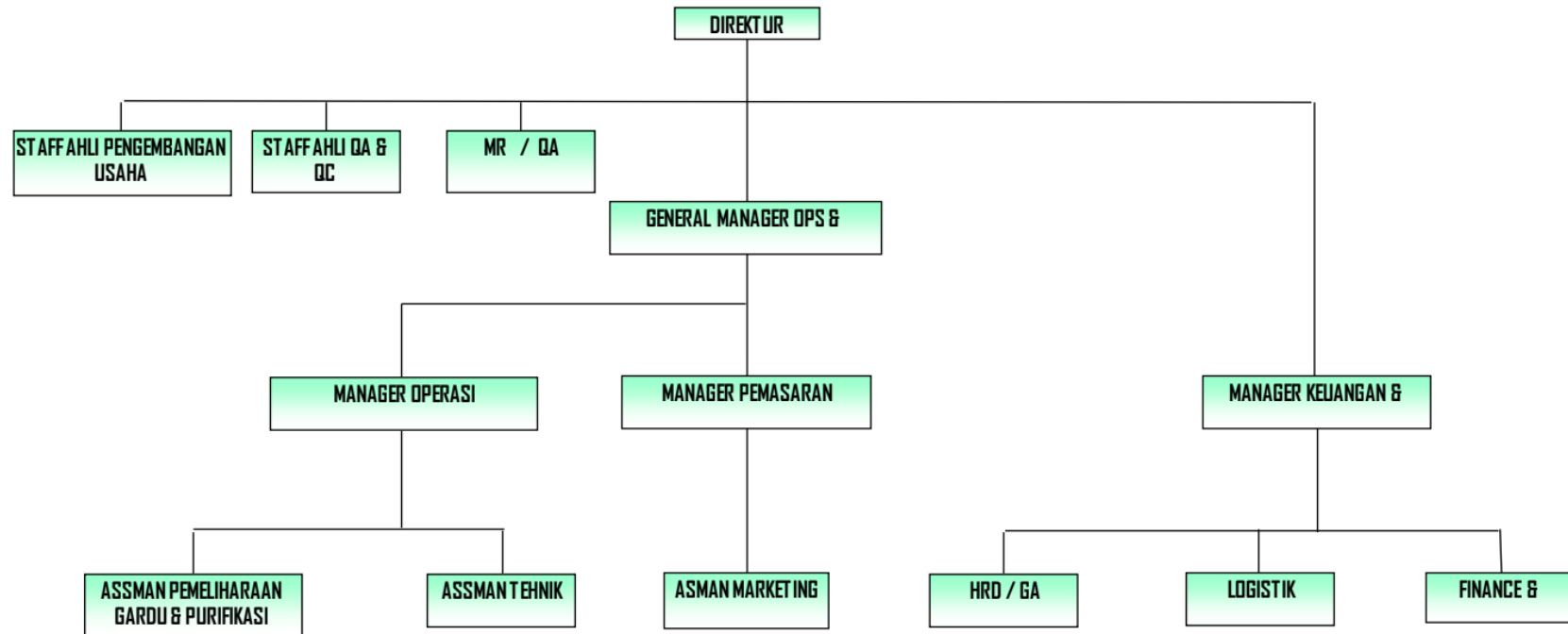
APPENDIX C - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2010



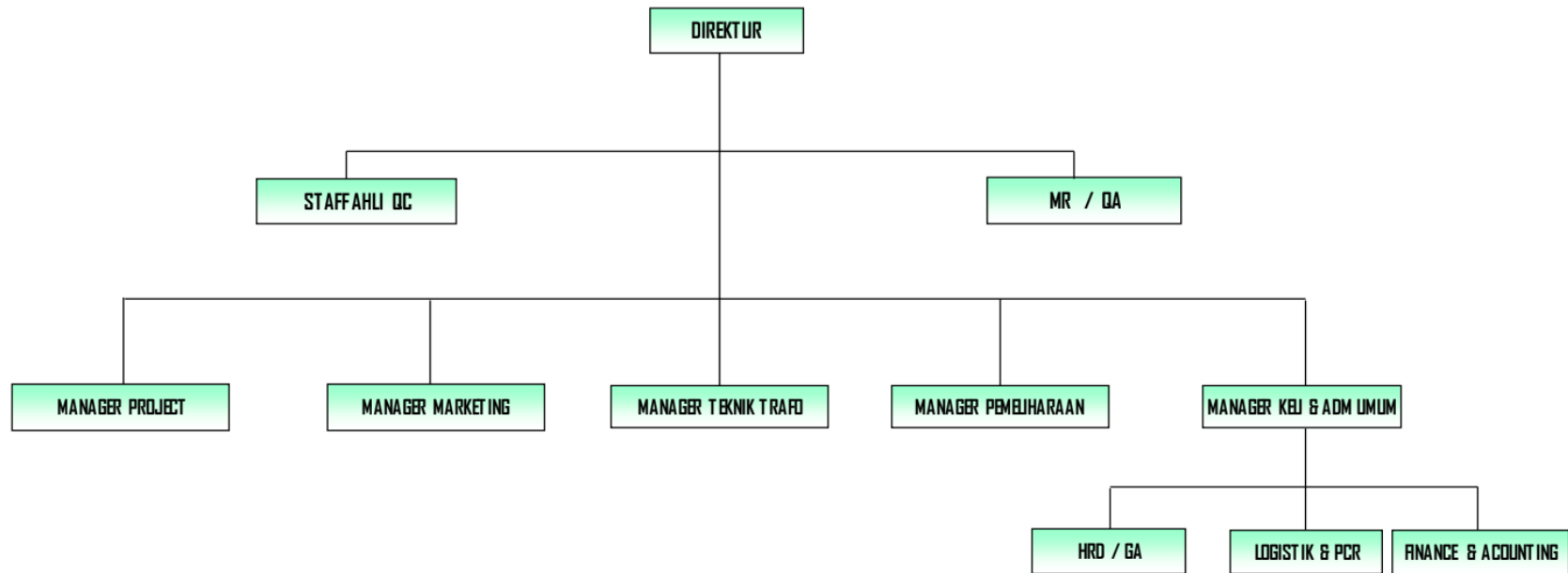
APPENDIX D - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2011



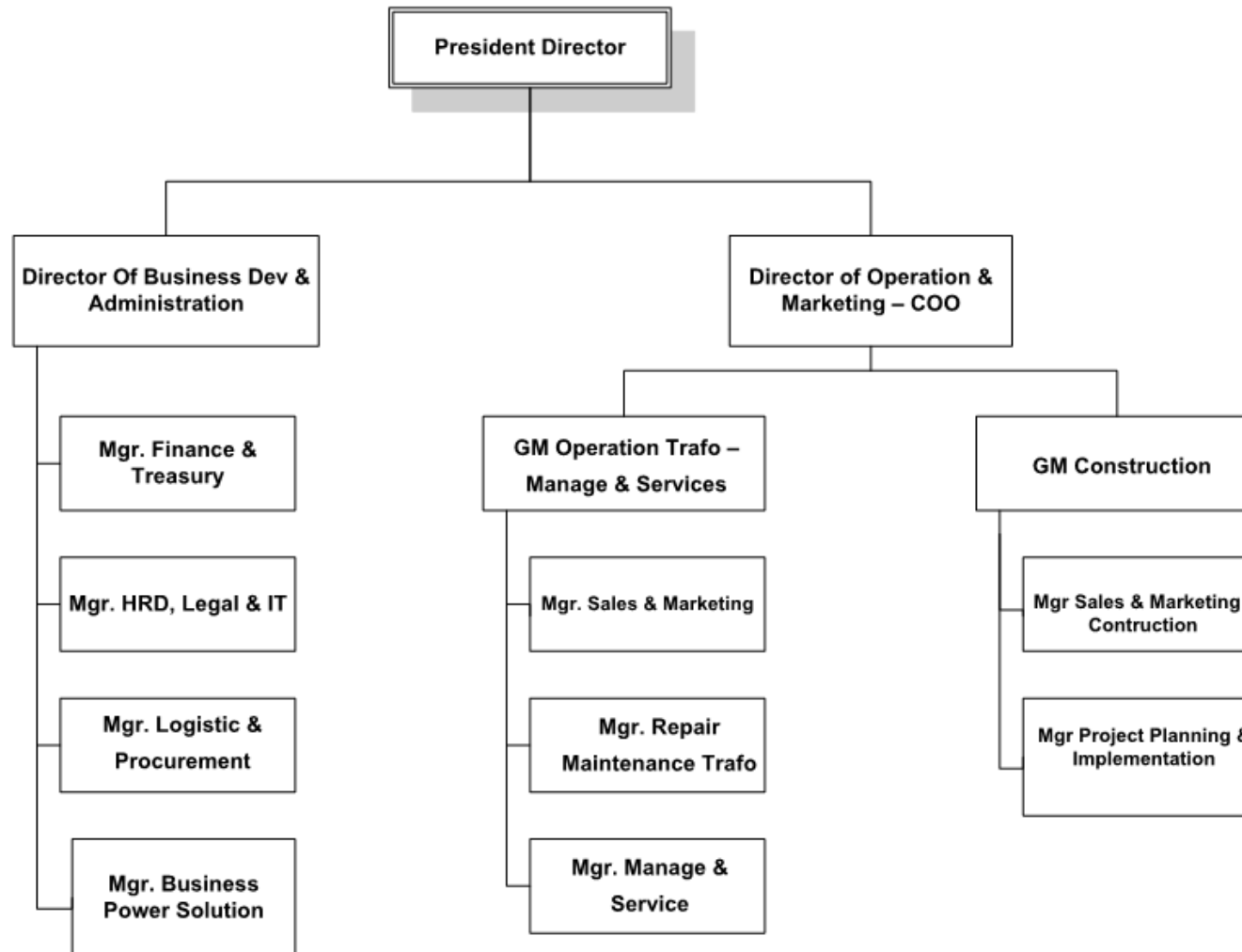
APPENDIX E - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2012



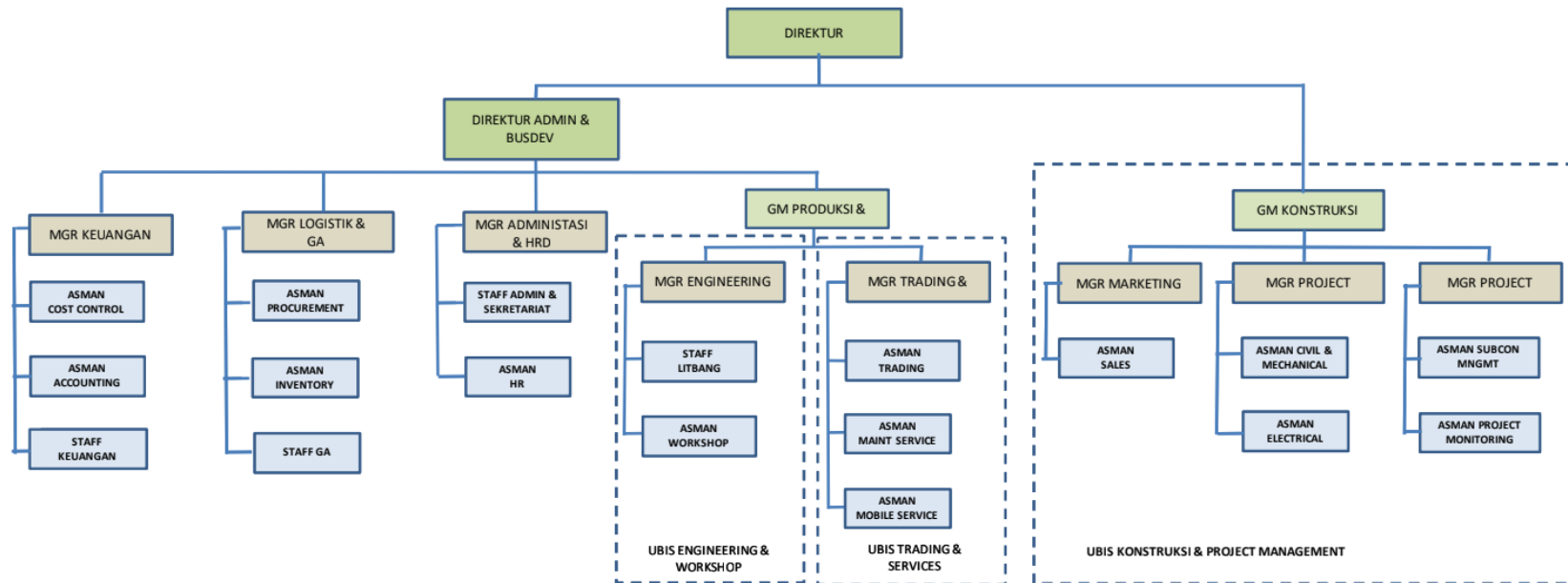
APPENDIX F - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2013



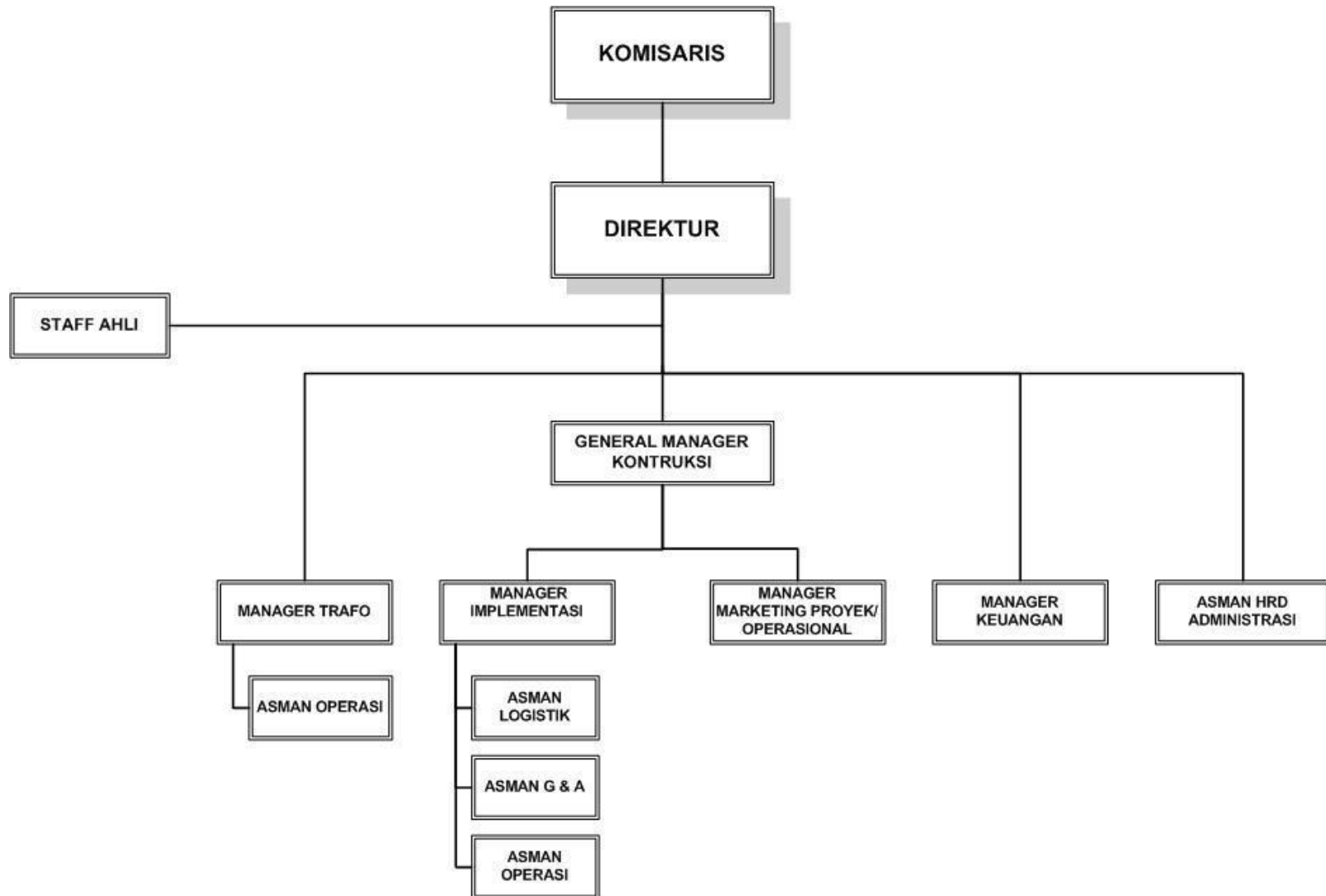
APPENDIX G - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2014



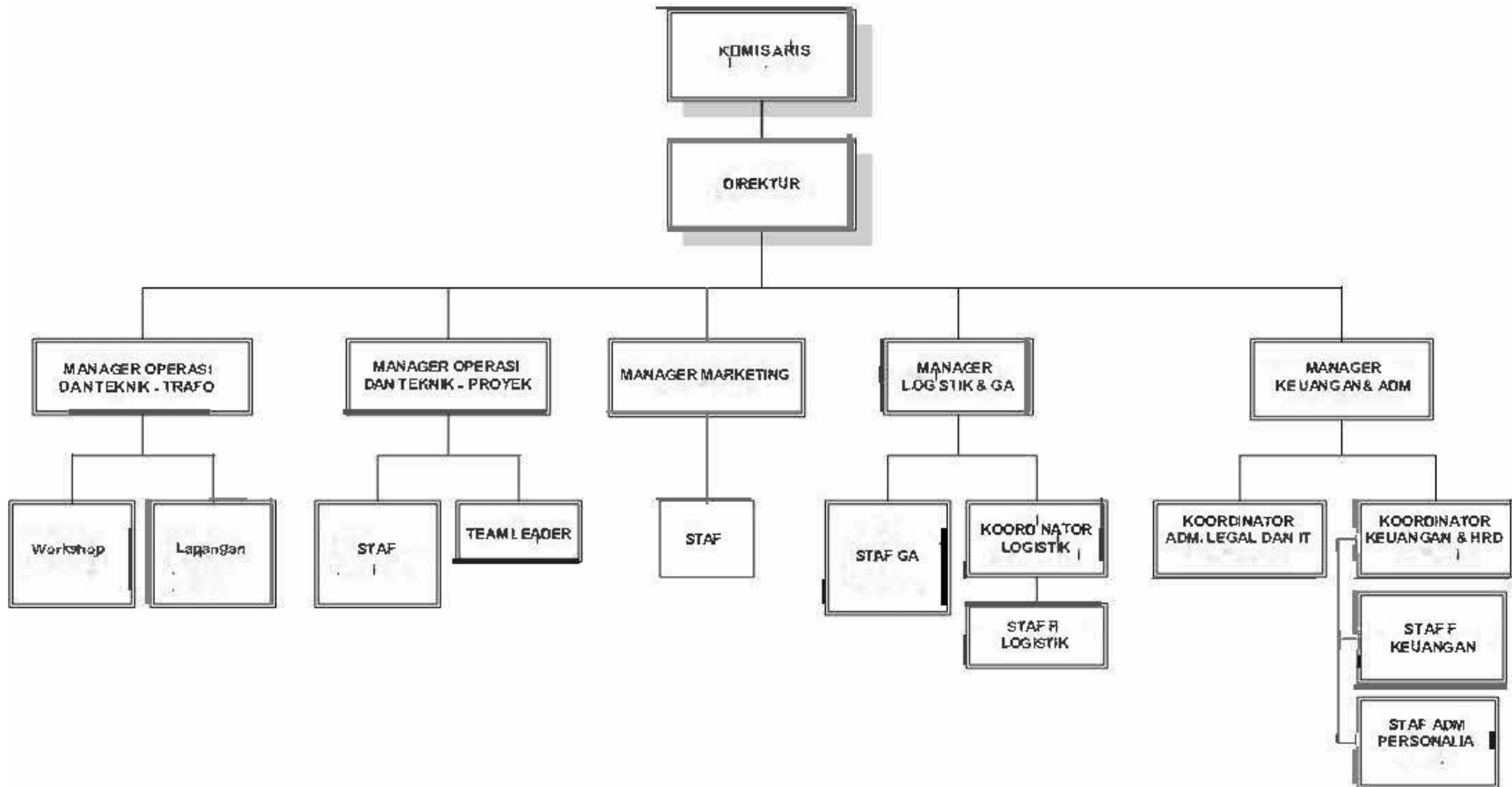
APPENDIX H - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2016



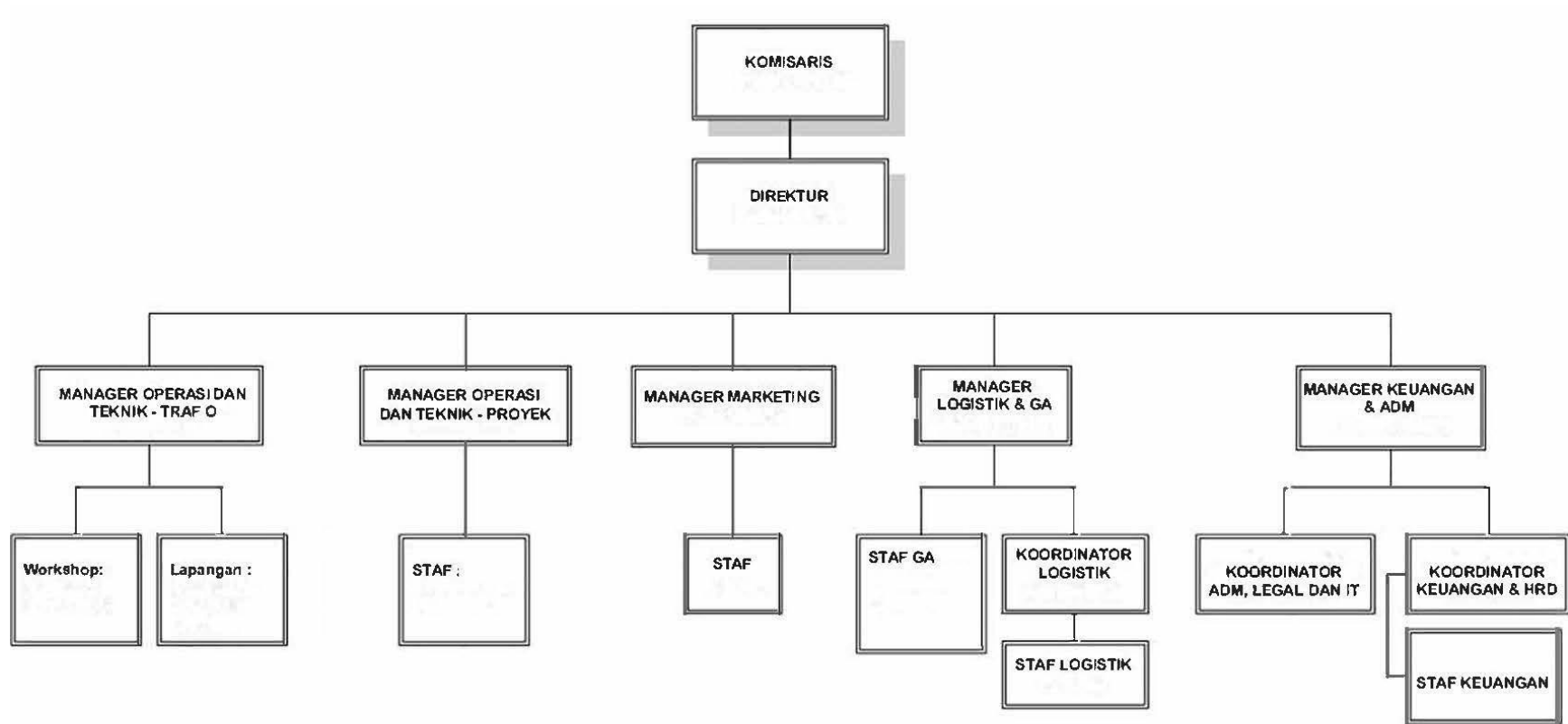
APPENDIX G - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2018



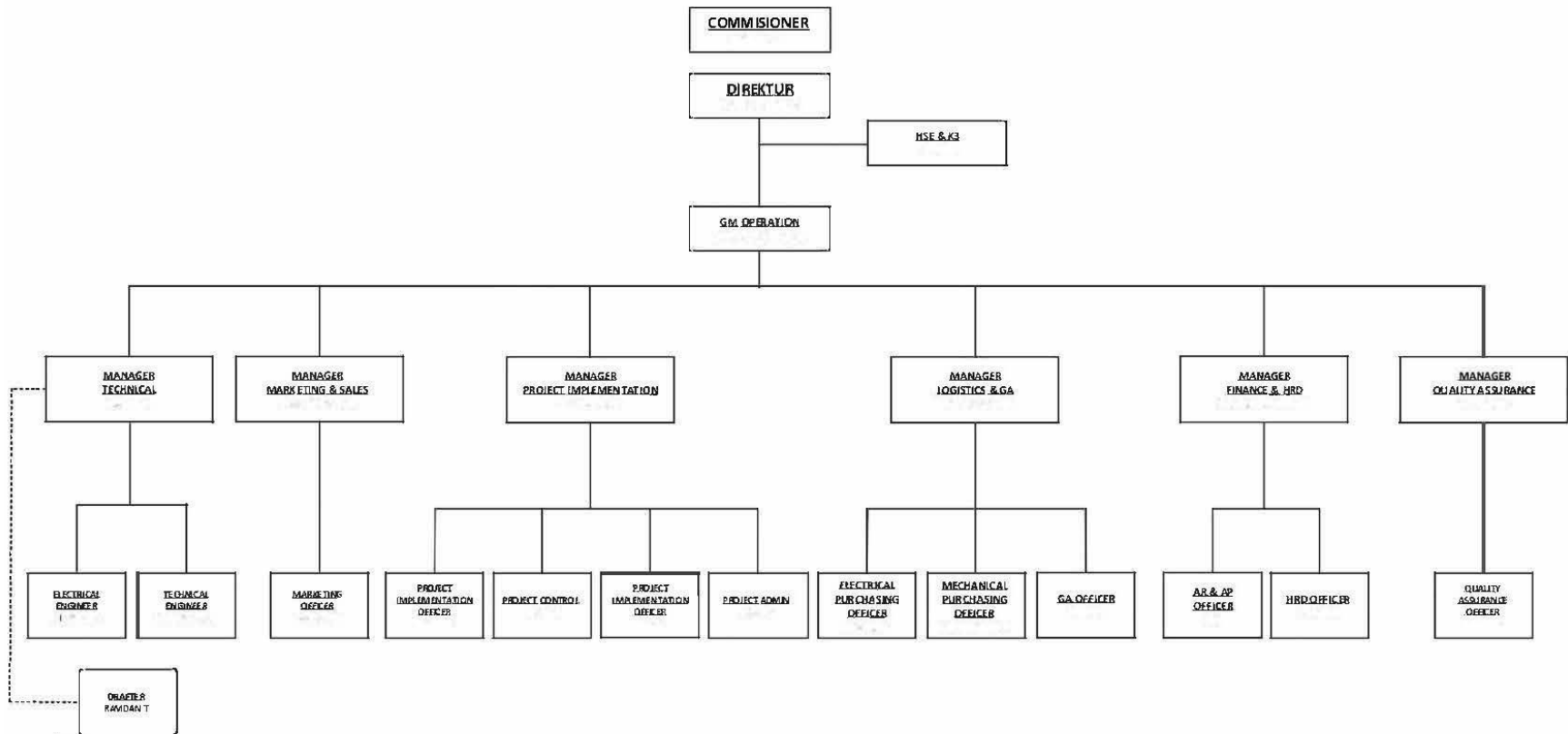
APPENDIX I - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2019



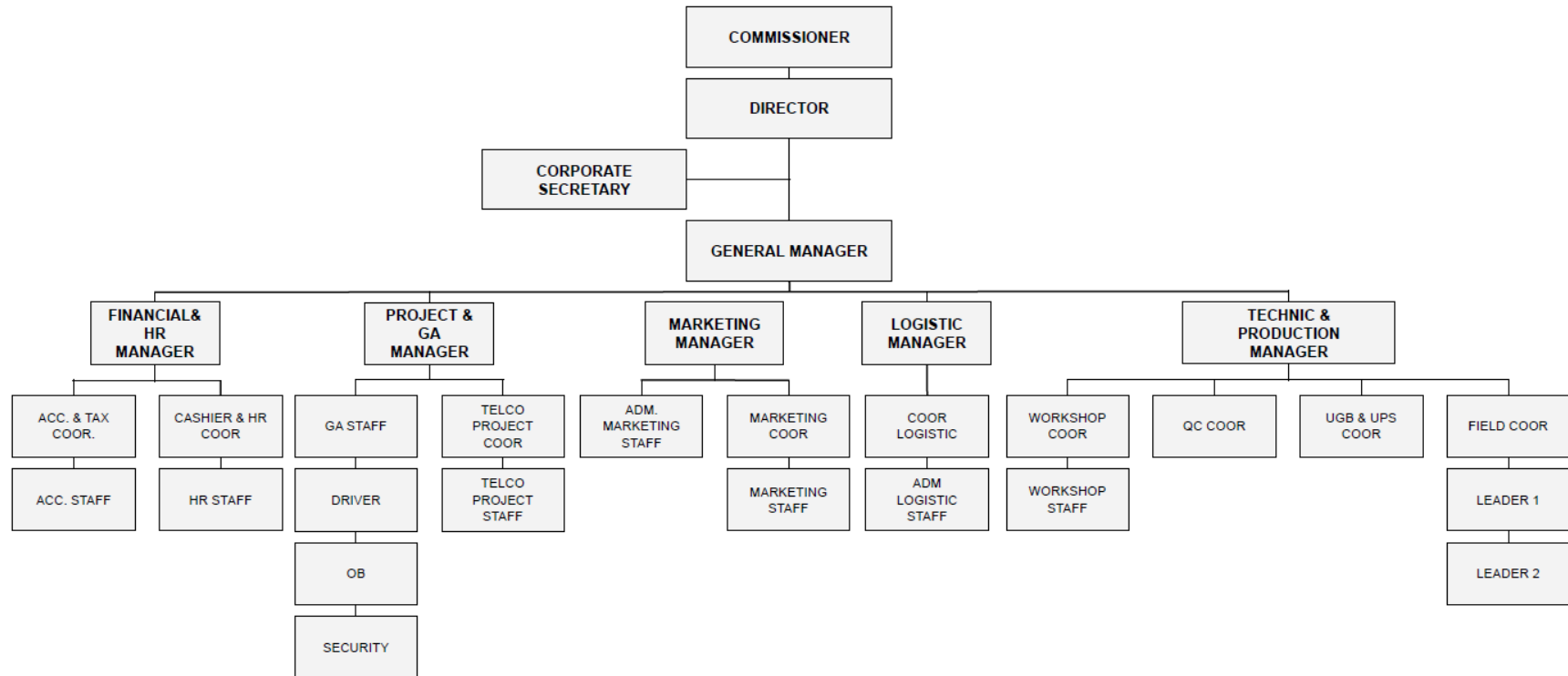
APPENDIX J - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2021



APPENDIX K - ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE PT. X 2022



APPENDIX L - Interview Verbatim's

VERBATIM GENERAL MANAGER INTERVIEW PT. X

Name : X
 Job Position : General Manager
 Date of Interview : Monday, 05 February 2024
 Place of Interview : Coffee Shop (Jalan Pulang)

Question	Answer	Notes
Oke, selamat malam pak. Perkenalan saya Aziiz, saya mahasiswa S2 ITB, program EMBA, angkatan 63. Yang dimana seperti yang bapak sudah tahu, kalau misalnya saya kan sedang mengambil tesis di perusahaan bapak, mungkin bapak bisa perkenalan dulu.	halo mas Aziiz, saya X dari PT.X sebagai GM yang nantinya semoga bisa menjawab semua pertanyaan mas Aziiz terkait penyusunan tesisnya.	
Baik, terima kasih bapak. Oke, jadi... Pada saat ini, hari ini saya akan mempertanyakan terkait rencana jangka panjang perusahaan, baik itu 5 tahun sebelumnya, atau 5 tahun yang akan datang, atau yang 5 tahun yang pada saat ini masih berjalan rencananya. Nah, pertama, sebenarnya RJPP di perusahaan bapak itu ada atau tidak? Lalu, yang kedua, kalau misalnya ada, itu tuh sekarang yang RJPP yang ada itu tuh sudah berjalan? Atau... Atau untuk 5 tahun ke depan, pak?	Ya, mas Aziiz, kalau untuk RJPP itu sebenarnya yang saat ini sudah berjalan dari tahun 2021 setelah jaman COVID. Ya, jadi setelah... jadi jaman COVID memang tidak diduga untuk semua kalangan perusahaan, termasuk holdingnya. Tapi, ya, pas... Momentumnya untuk membuat RJPP yang memperbarui Yang sebelumnya meskipun Sekarang udah berjalan Dari 2021 sampai Dengan 2025	
Berarti sekarang masih dalam proses perjalanan Oke baik pak Berarti kan ada terjadi Perubahan RJPP ketika Setelah covid itu ya pak ya Berarti mungkin bisa di asumsi Kan 5 tahun kebelakang itu ketika 2016 sampai 2020 Itu RJPP yang sebelumnya berarti ya Lalu ketika covid berubah Direncanakan baru. Lalu Untuk RJPP yang saat ini sedang berjalan Visinya itu	Kalau visi misinya Sejauh ini sih memang belum ada perubahan Karena Masih dinilai Relevan untuk 5 tahun ke depan Yaitu yang pertama jadi Apa namanya Supplier atau Penyedia Yang terpercaya Yang berkualitas untuk masalah Mekanikal atau elektrikal Apa namanya EPC atau Yang di bidang konstruksi sih Kemudian Juga mengejar untuk Energi baru dan terbarukan Yang memang Sudah mulai digalakkan dari lama Di Indonesia sebenarnya, jadi intinya	Belum adanya perubahan visi dikarenakan masih relevan. 1. Menjadi supplier atau penyedia yang terpercaya pada bidang EPC 2. Memfokuskan pada

apa aja pak Kalau boleh tau	antara penyedia dan instalasi yang memang kita mau bangun untuk bidang MEP, Mechanical Electrical Plumbing, dan juga EBT, Energi Baru dan Terbarukan di Indonesia.	pengerjaan Energi baru dan terbarukan
Oke, berarti itu untuk visi yang RJPP 2021-2025 itu pun masih pakai yang lama berarti ya Pak ya, karena masih relevan dengan tujuan perusahaan, strateginya juga. Lalu untuk misinya Pak, itu apa aja untuk 5 tahun ini?	Untuk misinya sendiri sebenarnya nggak berubah juga secara RJPP, karena masih dinilai sama, masih relevan untuk. Yang pertama itu dijalankan selama 2021 sampai dengan 2025. Yang pertama itu secara bisnis kita harus menyediakan jasa atau layanan yang profesional, yang berkualitas untuk kepuasan pelanggan, ataupun pemangku kepentingan lainnya, baik internal maupun eksternal ya berarti. Kemudian yang kedua itu membangun kerjasama yang sinergi untuk... Supplier, kemudian partner-partner kita, dan juga lembaga-lembaga nasional di bidang elektrik. Kemudian yang terakhir adalah mengembangkan kompetensi dari perusahaan ini yang tentunya dimulai dari modal insani atau... Human resource gitu, sehingga dapat... Dan mewujudkan misi-misi yang lainnya yang barusan secara profesional kemudian sinergi kerjasamanya itu bisa dibangun secara berkualitas sehingga visinya dapat tercapai Dan kemudian membangun improvement dari karyawannya itu sendiri	Misi belum ada perubahan karena dianggap masih relevan. 1. Menyediakan jasa atau layanan yang profesional, yang berkualitas untuk kepuasan pelanggan ataupun pemangku kepentingan lainnya secara internal dan eksternal. 2. Membangun kerjasama sinergi dengan partner dan lembaga nasional dibidang elektrik 3. Pengembangan kompetensi yang menunjang untuk mewujudkan misi-misi yang direncanakan.
Oke berarti itu misi-misinya. Nah pertanyaan selanjutnya pak saya mau menanyakan terkait dari RJPP yang sebelumnya Hal apa saja yang sudah tercapai atau misalkan sudah terlaksana di perusahaan bapak?	16 sampai 2020 oke Karena memang poinnya masih sama meskipun jamannya juga.. Sorry Dari 2016 ke 2020 Sudah mulai ada Ada namanya ya informasi-informasi mengenai energi baru dan terbarukan Nah dari situ pun perusahaan ini sudah mulai mencari dan alhamdulillah sudah mendapatkan beberapa pekerjaan mengenai hal tersebut Itu yang satu dari RJPP yang bisa dicantumkan ya Yang memang sudah terlaksana Di RJPP sebelumnya Yang kedua Balik lagi ke misi yang masih sama, sama RJPP 2021-2025, 2016-2020 itu kita sudah juga melakukan penyedia ataupun instalasi untuk bidang MEP. Jadi karena core bisnisnya kita itu adalah maintenance elektrik yang biasanya hanya untuk satu lembaga BUMN, kita	Hal yang sudah tercapai pada planning tahun sebelumnya/RJPP sebelumnya: 1. Mulai berfokus pada Renewable energy dan sudah mendapatkan beberapa project terkait Renewable energy

	mulai gerak lebih banyak di 2016-2020. Salah satunya juga sudah masuk ke dalam perusahaan. Perusahaan tambang di mana kita jadi penyedia EPC, engineering, procuring, dan constructing untuk perusahaan tambang. Nah yang ketiga adalah core bisnis kita sendiri yang memang sebenarnya sudah mulai di... diperluas skop pekerjaannya yang awalnya tadi hanya maintenance, apa namanya, maintenance elektrikal, kemudian kita juga masuk ke dalam EPC-nya di elektrikal, kemudian ada juga elektrikalnya juga bisa dari distribusi kemudian transmisi gitu. Jadi yang memang sebelumnya core-nya adalah distribusi gitu, trafo-trafo distribusi itu kan yang biasa kita lihat di pinggir. Ada yang di pinggir jalan atau ada yang gardu, gardu kecil ya. yang memang untuk warga lah gitu. Jadi dari aliran PLN untuk warga, dari distribusi nah transmisi itu, salah satu bentuknya adalah pembangunan tower sutat. Yang umum dikenal orang-orang kan sutat gitu. Padahal sebenarnya tower itu ada yang jaringan menengah, ada yang jaringan tinggi atau dan ada yang lebih tinggi lagi sih gitu. Yang memang di atas sutat gitu. Terus kemudian pengembangannya antara dari transmisi, kemudian ada juga dari 2019 atau 2020 di jaman, COVID itu sudah mulai masuk ke power system dari PLN. Nah power system dari PLN itu berupa unit gardu bergerak atau biasa juga dipakai UPS ya atau uninterruptible power supply atau power system ya, saya lupa. Nah jadi dari situ kita masuk juga. Kemudian kita juga ke EPC-nya, dari engineering-nya kemudian procuring, kemudian kita juga membuat apabila ada permintaan gitu. Jadi secara RJPP yang sebelumnya itu masih di 2016 sampai 2020, itu masih kita lakukan poin-poinnya, cuman kita berusaha mengembangkan di, klien-klien barunya jadi secara skop pekerjaannya masih kurang lebih masih sama 2021 sampai dengan 2025 itu masih sama intinya itu	2. Sudah memiliki klien tidak hanya BUMN. PT.X sudah mulai masuk ke pertambangan untuk EPC-nya sebagai penyedia serta melakukan jasa instalasi pada bidang MEP. 3. Scope core bisnis yang sudah mulai diperluas. Berawal dari maintenance electrical, masuk pada EPC-nya. 4. Pengembangan pada Power System untuk PLN berupa UPS. 5. EPC dibidang telekomunikasi
berarti bisa disimpulkan kalau misalkan planning pada RJPP yang 2016 sampai 2020 itu adalah, pertama yang soal core bisnisnya itu itu masih terlaksana lalu sudah mencoba masuk ke pertambangan, terus udah mulai masuk juga ke renewable energy, lalu pembangunan di bisnis bekerjasama dengan PLNnya lebih meluas bisa dibidang seperti itu. oke lalu untuk RJPP yang saat ini berjalan itu planningnya atau targetnya itu apa saja nih	sorry saya ada yang kelewat jadi untuk yang distribusi dan transmisi itu tidak hanya untuk PLN saja sejak 2016 pokoknya di periode RJPP sebelumnya itu kita juga sudah menyasar atau mengarahkan tim kita untuk ke swasta jadi perusahaan swasta memang sudah masuk cuman memang gak sebanyak pekerjaan yang di keluarkan oleh PLN gitu karena ya balik lagi ini tim marketing kita yang harus ngebangun awareness terhadap produk-produk elektrikal mereka sendiri untuk dilakukan maintenance ataupun itu pun jadi PR kita	Hal yang direncanakan untuk RJPP tahun 2021-2025: 1. Target yang direncanakan masih sama yaitu mengembangkan bisnis kearah Renewable Energy,

untuk yang 5 tahun sekarang ini sampai 2025 boleh pak?	untuk bersaing dengan kompetitor yang memang sudah ada dari segi internal ataupun secara brand image kita performance kita itu seperti apa nah kemudian untuk menjawab pertanyaan tadi mas Aziiz menanyakan masalah RJPP yang saat ini ya menargetkan apa secara target memang masih sama cuman terlihat dari pekerjaan yang dilakukan di 2020 kemudian 2022 itu kita sudah berubah proporsionalnya jadi kalau core businessnya kita kan memang biasanya itu lebih dari 50% nah dari 2021 awal kita itu udah dapet pekerjaan energi terbarukan baru dan terbarukan itu kurang lebih bisa jadi 30 30 persen dari target kita jadi biasanya kan karena 2016 sampai 2020 itu mungkin baru kita baru mulai masuk ke lahan ini gitu jadi di 2021 sampai 2022 kita tuh udah dapet sekitar 30 persen dari target kita untuk energi baru dan terbarukan kemudian MEP kita sorry EPC kita di bidang MEP ini sudah mulai masuk ke area tambang dan secara kuantitas memang lebih banyak dan juga kita mulai masuk ke dalam pembangunan pabrik pabrik ataupun warehouse saya gak perlu sebutkan kliennya ya tapi maksudnya dari tambang ini kemudian kita ke pabrik pabriknya itu ada yang membuat data center kemudian ada juga yang pabrik apa namanya, instalasi pabrik pakan hewan produksi pakan hewan yang memang sebelumnya kita belum pernah melakukan hal tersebut nah yang ketiga itu dari segi aduh banyak yang kelewat tapi ya, gimana ya gak apa-apa lanjut aja ya jadi kayak dari yang 2016 2020 itu sebenarnya kita ada proyek telekomunikasi itu kita juga menerima EPC untuk telekomunikasi dimana proyek yang memang sudah didapatkan sudah didapatkan bisa menasar ke bagian proyek tersebut secara keseluruhan baik pengadaan EPC ya intinya EPC lah ya nah cuman pada realisasinya dari 2021 sampai 2025 proyek EPC ini porsinya menurun dibandingkan dari target kemudian dibandingkan dari RJPP yang sebelumnya karena memang secara secara operasional dan mungkin hitungan manajemennya kita mungkin tidak terlalu menguntungkan lah atau tidak mendapatkan manfaat dari proyek-proyek tersebut kemudian secara core business kita sudah juga masih melanjutkan yang mungkin kalau dibagi proporsionalnya energi baru terbarukan 30% ditambah ditambah juga dengan telco kemudian 30% lagi core business kita yang dimana maintenance atau EPC lah untuk di bidang elektrikal secara keseluruhan baik distribusi maupun transmisi nah yang tidak diduga adalah dari MEP tadi instalasi MEP EPC di bidang MEP itu kita bisa mencapai 60%	memperluas klien dimana tidak hanya berfokus pada BUMN, Handling EPC pada bidang electrical, dan pengembangan terhadap Power System/UPS 2. EPC dibidang MEP sudah mulai banyak masuk ke area tambang dan secara kuantitas lebih banyak. 3. Adanya pembangunan untuk pabrik, warehouse, dll. 4. Hal yang tidak terduga bahwa bisnis EPC pada bidang MEP meningkat sebesar 60%.
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	sejauh ini berjalannya sampai dengan 2024 saat ini sisanya memang kita ada juga gitu pengadaan-pengadaan kecil yang memang dari klien kita itu anggap kita punya satu klien kita punya satu proyek tapi pengadaannya dipecah gitu karena balik lagi klien kita juga saat covid terdampak jadi tapi ada pekerjaan yang harus dikerjakan sehingga tetap harus mendukung operasional klien kita untuk yang kita punya gitu makanya dipecah-pecah tapi ya instalasi mungkin dilakukan oleh timnya klien sendiri atau penunjukkan langsung klien sendiri tapi kita sebagian proyeknya mendapatkan untuk bagian pengadaannya jadi kalau ngomongin 2021 sampai 2025 Kesimpulannya adalah itu, jadi 60% MEP, 30% energi baru terbarukan dan telekomunikasi Yang 30% lagi adalah core business kita, jadi yang antara EPC untuk di bidang kelistrikan Including maintenance Intinya itu sih.	
Oke, baik kalau begitu pak Berarti untuk targetnya seperti tadi di bilang 60% itu untuk core businessnya, 30% untuk di Sorry,	60% yang jadi targetnya memang harusnya secara RJPP itu 50% core business Kemudian 50% core business 25% energi baru terbarukan, kemudian including telekomunikasi Yang satu lagi adalah MEP Yang 25%, jadi kan 100% tuh ya Nah, pada saat perjalanan ini hingga saat 2023 Sorry, 2021 hingga 2022 itu target kita agak mencong-mencong sedikit gitu Karena memang kondisi Secara Indonesia ya Antara pembangunan MEP, kemudian yang memang masih nyantol di kita gitu kliennya Sedang mengalami permasalahan dan segala macam Intinya 2021-2022 60% MEP, kemudian kemudian 2021-2023 60% MEP, kemudian 20% energi baru terbarukan, kemudian 20% lagi adalah core business kita gitu ya. Yang dimana EPC untuk bidang kelistrikan.	Secara RJPP, target yang ditentukan: 1. 50% EPC dibidang MEP 2. 25% Energi terbarukan 3. 25% Telekomunikasi
Berarti bisa disimpulkan kalau misalnya target yang direncanakan itu 50% sebenarnya 50% di core business, 25% di energi terbarukan, dan 25% lagi di MEP itu Pak. Tapi pada kenyataan yang sekarang sudah berjalan bahwa kalau misalkan ada penurunan di core business dari realita core businessnya berarti Pak. Lalu untuk yang energi terbarukan juga masih belum tercapai, baru 20%, dan sisanya itu tadi yang Bapak bilang kalau misalkan 60% di MEP. Oke, berarti yang bisa dibbilang sudah sesuai target itu yang	Nah, balik lagi, secara peraturan pemerintah, kemudian anggaran pemerintah, ini mungkin yang berhubungan dengan klien pemerintah ya Mas. Secara aturan dan anggarannya yang dilakukan oleh pemerintah itu bisa jadi tidak sesuai dengan rencana jangka panjang perusahaan kita gitu. Satu itu, kemudian kondisi di... lapangan saat ini kayak MEP untuk di bagian tambang apakah perencanaan perusahaan tambang ini sesuai atau tidak kan itu juga bergantung terhadap harga-harga misal harga emas atau harga batu bara itu juga yang mempengaruhi proyek-proyek kita yang akan kita kerjakan	RJPP tahun 2021-2025 terdapat target yang belum tercapai seperti Energi Terbarukan

di MEP, baru MEP ya Pak ya?		
berarti itu untuk 5 tahun pada saat ini ya Pak sampai 2025 nanti maaf mungkin pertanyaan terakhir Pak kalau misalkan dari tadi pembahasan yang sebelumnya yang sudah saya bilang kan untuk MEP itu targetnya sudah tercapai untuk energi terbarukan masih kurang 5% dan untuk core bisnisnya pun masih kurang dari 5% bisa dibilang seperti itu kalau dari obrolan itu berarti sebenarnya pengembangannya itu pengembangan ke depan untuk kerja PP sekarang atau yang terjadi pada realitas sekarang bisa dikatakan kalau misalkan gimana caranya mengembangkan untuk di core bisnis dan di energi terbarukannya tapi kalau misalkan sesuai planning awal 2021 kemarin Pak yang dibikin sebenarnya pengembangan perusahaan itu arahnya pengennya kemana sih Pak gitu	justru kalau ngomongin maunya arahnya kemana ya secara proporsi harusnya itu kita bisa jadi masih besar di core bisnis kita EPC di bidang listrikan ataupun maintenance gitu Harusnya mungkin 40%, jadi 30% dan 30% lainnya antara energi baru terbarukan berserta telekomunikasi, kemudian instalasi atau MEP secara target dari 2021 sampai 2025. Cuman ya balik lagi, itu tergantung satu permintaan, kemudian dua kondisi pasar saat ini, kemudian ketiga peraturan pemerintah yang berhubungan dengan anggaran-anggaran segala macam pemerintah yang akan dikeluarkan. Jadi saya juga tambahkan, kenapa MEP bisa lebih besar? Karena ya balik lagi kita dapat satu klien yang memang referensi dari... klien kita yang lainnya, tapi itu untuk pembangunan data center gitu. Itu pun memang tidak pernah ada di rencana kita, karena kan biasanya kita mengerjakan itu kayak pembangunan pengadaan, pembangunan perancangan, pengadaan dan pembangunan misalnya area tambang gitu. Apapun gitu, misalnya warehouse ataupun mesh kerja gitu kan. Kemudian sekarang ini kita tambahannya mungkin ada workshop atau sorry, ada pabrik pakan produksi, pakan hewan gitu. Nah selanjutnya kita dapat yang memang secara bidang memang kita belum pernah gitu, yaitu data center gitu. Meskipun dari situ kita belajar dan kita juga di dua reaksi. Seingat saya itu 2021 awal ya. 2021 awal kita dapat itu kemudian kita dapat repeat order lagi di 2023 gitu untuk hal yang sama di beda lokasi meskipun itu bisa jadi target kita selanjutnya sampai dengan 2025	Harapan perusahaan: 1. Bisa memaksimalkan pada core bisnis yaitu bidang kelistrikan atau maintenance sebesar 40%, 30% Energi terbarukan, 30% telekomunikasi.
berarti untuk yang bidang baru ini tuh sebenarnya bisa dibilang di luar planning ya Pak ya ada kesempatan untuk pembangunannya data center tadi yang dimana sebenarnya tidak sesuai dengan RJPP nya yang tidak tercantum dalam RJPP pada saat ini gitu ya Pak ya secara RJPP kita tuh tidak pernah	tidak pernah mencantumkan bidang apapun bidangnya yang akan kita kerjakan cuman maksudnya data center ini kan memang satu hal yang baru dimana kita tetap harus belajar belajar mengenai sistem data center sedangkan kita sebelum-sebelumnya belum pernah makanya bisa dinilai sebagai hal yang baru oke baik kalau begitu	
mungkin kalau untuk pertanyaannya sih udah semua Pak mungkin kalau misalnya saya boleh minta bantuan gitu ya Pak ya mungkin gak Pak kalau misalnya saya	ya jadi kalau ngomongin data memang agak sensitif nih ya mas jadi nanti saya coba sampaikan ke direktur direksi gitu ya untuk data ini apakah bisa di-share atau enggak cuman kalau dari saya pribadi	

bisa mendapatkan data terkait target pendapatan untuk 5 tahun sekarang dari 2021 sampai 2025 berarti Pak target pendapatan per tahunnya berapa lalu strategi per tahunnya seperti apa dan hal apa saja inisiatif yang dilakukan dari target per tahunnya itu mungkin ada mungkin bapak-bapak datanya nanti bisa di-share ke saya	mungkin boleh di-share tapi angkanya tidak di-detailkan jadi mungkin dibulatkan ke atas atau dibulatkan ke bawah setidaknya proporsional persentasenya masih sama nah kemudian untuk menjawab pertanyaan yang tadi strateginya secara per tahun itu seharusnya dilakukan penambahan tiap tahun ini misalnya kita RJPP di 2021 targetnya adalah coba kita bilang 10M misalnya nah biasanya itu ada penambahan sekitar 5 sampai 10% per tahunnya jadi misalnya 2021 10M berarti kan kalau 10% nya dari apa namanya 10M itu tahun depannya di 11M dari 11M terus sampai 2025 gitu secara target ya cuman mungkin tadi hanya contoh gitu angkanya cuman kalau ngomongin apa namanya praktis yang udah terjadi di 2021 dan 2022 kan memang eee Kita tuh masih belum selesai dengan Covid ya gitu Pandemi Covid ini jadi Secara target Dan disetujui untuk Ini kan berarti dari RKAP ya Bukan dari RJPP Dari RKAP ininya Kita masih Dengan target yang sama dengan tahun sebelumnya Untuk 3 tahun kebelakang Untuk 2021-2023	
Berarti mungkin nanti minta saya Minta dikabari kalau misalnya udah dapet Datanya pak ya	Kalau bisa di Acc Oke saya usahain mas karena Data ini kan memang Satu sensitif kedua Juga penting ya untuk Tesisnya mas Aziiz	
Mungkin pak Saya menanyakan lagi maaf jadi nambah pertanyaan ya pak Oh gak apa-apa Untuk RJPP 2026 2026 dan sampai 5 tahun ke depan Berarti 2030 pak Apakah Sudah ada pembahasan Terkait RJPP itu atau Sebenarnya masih belum ada pembahasan Masih fokus untuk RJPP yang sekarang	Kalau ngomongin 2026 biasanya kita Perencanaan RJPP itu Sebenarnya Sebelum periode yang baru Jadi mungkin kalau 2026 Di 2025 baru kita godok Jadi analisisnya bisa lebih Menyeluruh Antara Perusahaan induk kami Kemudian dengan Direksi kami dan komisaris kami Kemudian Dengan level GM juga gitu Untuk menyediakan data-data yang Memang dibutuhkan untuk mengolah RJPP tahun-tahun selanjutnya Jadi analisisnya lebih komprehensif dari 2021 sampai dengan 2025 Atau 2024 lah setidaknya Karena 2025 kan mungkin belum terjadi gitu ya nantinya	
Ini Pak, saya baru lupa menanyakan juga Maksudnya kan topik tesis saya itu tentang Memformulasikan struktur organisasi Untuk perusahaan Bapak Nah, pada RJPP yang sedang berjalan sekarang sampai 2025 nanti Sebenarnya dengan struktur yang ada sekarang Itu sebenarnya sudah bisa meng-cover atau belum Pak? Dengan visi dan misi dan target yang akan dilakukan	Oke, jadi kalau ngomongin struktur organisasi ya Berarti secara perspektif Rencana RJPP itu juga tidak pernah dicantumkan Tapi secara visi dan misi kita Memang kita itu selalu ingin untuk Apa ya bahasanya? Continuous improvement lah gitu Jadi untuk di human resource-nya Secara sertifikasi Kemudian secara kompetensinya Untuk mencakup atau mendapatkan proyek-proyek baru Yang memang belum pernah kita dapat Nah, tapi kalau ngomongin struktur saat ini Kita itu belum Belum banyak Sorry, bukan belum banyak Ya	

	memang belum banyak perubahan sih Tapi kita sudah ada perubahan struktur itu di tahun 2021 Yang memang untuk menunjang RJPP ini gitu kan Satu di 2021, kemudian tahun 2022 sempat ada perubahan lagi Dan terakhir itu di 2023 ada perubahan lagi Jadi itu terkait dengan career path Kemudian turnover yang memang terjadi di perusahaan Itu mungkin ada perubahan yang memang disesuaikan dengan kompetensi orang-orangnya Kemudian kekosongan jabatan Atau memang ada yang setelah direview merasa bisa digabungkan Secara kompetensi masih bisa dikerjakan oleh satu orang Dan sisanya sih masih Terima kasih Intinya seperti itu Dan memang itu pun masih bisa Dalam pandangan saya masih bisa diperbaiki lagi atau di improve lagi Karena mungkin karena kita perusahaannya project based Jadi bisa ditambahkan atau disesuaikan Struktur organisasi yang ada sekarang Berdasarkan tipe-tipe project Jadi mungkin Jadi mungkin Secara load pekerjaanya itu bisa terbagi Jadi gak satu engineer untuk memahami semua Atau bisa mengambil semua project yang terjadi Itu satu Yang kemudian adalah Dari struktur itu diisi oleh orang-orang yang kompeten Sorry maksud saya orang-orang yang sesuai kompetensinya jadi misalnya orang kompetensinya backgroundnya itu adalah seorang engineer tapi dia itu dimasukkan ke apa namanya divisi misalnya marketing gitu ya jadi kan memang tidak sesuai kompetensi kemudian kita harus antara sertifikasi lagi atau kita harus probation lagi lah percobaan lagi untuk perjalanan operasionalnya perusahaan ini gitu itu salah satu contohnya dari sekian banyak contoh yang terjadi.	
siap oke deh bapak kalau seperti itu. Terima kasih pak X untuk interview hari ini mungkin kalau misalkan nanti ke depannya ada ada pertanyaan-pertanyaan yang mungkin saya tanyakan tidak keberatan apa ya untuk mempertanyakan itu.	nanti langsung kontak aja bisa, terima kasih kembali.	