

## **ANALYSIS OF ORGANIZATIONAL STRUCTURE MAPPING AT CV KOLABORASI PEMUDA CERDAS**

**Oscar Satria Ekaputra<sup>1</sup>, Henry Eryanto<sup>2</sup>, Suherdi<sup>3</sup>**

<sup>1</sup>Digital Office Administration Study Program, Universitas Negeri Jakarta, Indonesia

<sup>2</sup> Universitas Negeri Jakarta, Indonesia

<sup>3</sup> Universitas Negeri Jakarta, Indonesia

### **Abstract**

This research was conducted at a startup company CV Kolaborasi Pemuda Cerdas which has a complex organizational structure for a startup company, namely an organizational structure for the business sector and also a social community organization. The purpose of this study was to find out how the company maps its human resource structure, how the implementation of their organizational structure functions and also how they overcome obstacles that occur to their employee mapping. According to the employee's view, it turns out that there are quite a lot of things that need to be evaluated, such as employee placement that does not match talents and interests, there are work disputes between divisions, and also one of the important points is that restructuring often occurs, The structure of CV Kolaborasi Pemuda Cerdas can be said to have almost all of these key elements, but all of these elements need to be improved and maximized so that they can become a good system for the company.

**Keywords:** Structure Organization; Mapping; Human Resource.

## **I. Introduction**

In general, a company is a unit that carries out various activities that have been managed with a good system and structure to carry out a business activity or to seek profits in various business sectors including goods or services. A company will not run well and structured if it is only centered on one person because the company is a unit that can contain up to hundreds of employees with various skills. This must also be considered by company officials or business owners to create a complex and systematic organization with Using various sciences in company management.

One of the things that is quite crucial in a company's complex system is the organization or human resources of the company itself, because this is the axis of management and operational rotation within the business scope of every company or organization. The organization itself can be defined as a container that accommodates a group of people who gather together to achieve common goals with various essential elements from the basis of the organization itself (Sobirin, 2014).

Organizational structure is an important role in an organization or company because it is part of one of the goals of human resource management to be able to distribute workload systematically and neatly. The organizational structure can also be a reference for whether a company will develop or not because by looking at the organizational structure we can also see who has a role in directing the company or organization and we can also see how the company's distribution of human resources is appropriate or not.

The process of classifying and dividing activities/workloads based on the expected goals of a community or organization is called organizing. This is expected so that all complex systems of an organization can run effectively and efficiently within a clear structure jelas (Putri, Maharani, & Nisrina, 2021). However, forming a structured and appropriate organization is not an easy thing because there will be many failures and adjustments that must be made and can occur many times to find an organizational system that is effective and in line with the organization's goals.

In this case the author conducted research on the CV Kolaborasi Pemuda Cerdas which is a company operating in the education sector in Indonesia and also coordinates a non-profit community organization called the Jalur Cerdas Indonesia. Jalur Cerdas was founded in 2020, previously called "Jebol Undangan" which has a vision to become a forum for students who want to become students through "Invitation Pathway" with free technical teaching and mentoring without any conditions, the Jebol Undangan community has several mentors to guide students who want to get special tips and tricks related to the invitation pathway program from universities. Until the beginning of 2022, the "Jebol Undangan" Community changed its name and concept to "Jalur Cerdas Indonesia" while still carrying the vision of student development in the field of education.

## II. Literature Review

### 1. Organizational Structure

In various aspects of life in various places and times, we can find that all social instruments have various ways of determining hierarchical systems, whether natural, cultural or formal. In this era, especially in Indonesia, we also adhere to a hierarchical system in a modern and more complex and in-depth way, which can also be called an organizational structure. All companies, communities or organizations will be very familiar with the organizational structure, because this organizational structure is very crucial for all strategic position holders or owners of a company.

Regardless of a company's culture in determining office holders in the organizational hierarchy system, organizational structure can help all individuals in the company to know who has responsibility for something so that effectiveness and efficiency can be maintained and can even facilitate the evaluation process. Because of this (Budiasih, 2020) states that the organizational structure itself is a system that provides flexibility in relationships between positions of office holders in the organization, this can also be produced through consideration and awareness of how crucial the management stages are in the form of planning, organizing, actuating and controlling.

The organizational structure provides provisions regarding technical tasks and workload that can be assigned, grouped and formally coordinated. According to (Wahjono, 2022) this is related to six key elements which include job specialization, departmentalization, chain of command, span of control, formalization and centralization and decentralization.

#### a. Work Specialization

According to (Sukmawati, 2019), work specialization is the distribution of workload based on the individual's special expertise or skills related to the workload. This also defines the technical division based on work specialization, namely by breaking the process into several stages and handled by individuals who have these skills so that each step and stage can be carried out by different individuals.

#### b. Departmentalization

Based on the opinion of (Suwinardi, 2014), departmentalization is a management technique that groups similar activities and has complex correlations so that they can be carried out together in an internal organizational forum. Departmentalization will also be included in the overall organizational structure chart, departmentalization is also still included in the workload outline so that there are also small units within a department to maximize very complex work.

#### c. Chain of Command

According to (Wahjono, 2022)), Chain of command is a term that defines a direct line of responsibility through a vertical structure so

that a subordinate knows to whom he must report and a superior knows to whom he must give orders to his subordinates.

d. Span of Control

According to (Anto, 2019) Span of control can also be defined as one of the things for controlling responsibility in an organization and it can be said that the chain of control is the individuals who have responsibility to certain superiors. Not only a formal structure but also the individual is required to have deep frequency and intensity. So that each individual in the hierarchy does not abuse power frontally and it is clear who is directly responsible.

e. Formalization

According to (Mukhtas & Sutiyo, 2019), legitimacy is one of the things that can be seen in determining whether an organization has the characteristics of a modern organization, in this case there are aspects of legal authority and work formalization which are necessary for employees to be able to carry out appropriate work. with standardization so that it is not counted as an illegal act.

f. Centralization & Decentralization

According to (Nuradhawati, 2019) Centralization and Decentralization are two terms that are interconnected and cannot be separated when it comes to organizational structure because this is also applied in the government of any country, including Indonesia.

In the end, an organizational structure is an organized system for a company that uses or has various concepts that are interrelated and influence each other. Every decision in forming an organizational structure is very crucial because in the long term it can shape the organizational culture and also a structured or unstructured work system. based on how the leadership of the company or organization decides on the structural concept of the organization.

## **2. Organization Effectiveness**

Every organization always has its own differences and characteristics, even within the organization's internal units, in this case, the performance of each organization, even in the same field, will always be different. Therefore, organizations always carry out evaluations even after going through quite a lot of trial and error so that they can get maximum work patterns and achieve organizational goals better and more effectively.

According to (shabrina, Ashma, Prabawani, & Bulan, 2021) organizational structure is a design proposed by high-ranking organizational officials to determine the expectations of what each individual or group can do in achieving organizational goals, in line with references from (Handoko, 2013) which states that organizational effectiveness is if a community or organization can realize its organizational goals by involving all the resources it has. One important factor in the success of an organization is paying attention to the management of its human resources, including assignments

and relationships between employees, so that organizational effectiveness is considered as success if it can achieve the goals and survival of the organization and its members with the strategy of establishing an organizational structure. (Robbin, Udaya, & Stephen, 1994) Organizations have a mission, namely to achieve their goals, the organization must also be able to carry out good management of its resources, not only looking for all means to achieve its goals, but must be able to utilize existing resources well. That is the purpose of organizational structure and is the definition of organizational effectiveness.

Referring to the General Encyclopedia of Administration, Effectiveness comes from the verb Effective, meaning the occurrence of a desired result or effect in an action. Any work that is effective is not necessarily efficient, because the results may be achieved by utilizing resources, energy, time, funds and other work supporting materials. The word effectiveness is also often combined with the word efficiency, where both words have a correlation with the productivity of an action or desired result. According to (Rofai, 2006) something that is effective cannot necessarily be said to be efficient, nor can something that is efficient be said to be effective. (Kanda & Ramadhani, 2024) Organizational effectiveness is closely related to organizational structure because organizational structure plays an important role in determining whether the organization is considered effective in achieving goals or not and how the organization can manage all existing resources (gamahendra, hamid, & riza, 2014) A characteristic or event in an organization when carried out by several institutions and individuals who are coordinated to lead to the achievement of performance and targets that are correlated with the quality, quantity and time that has been determined is called effectiveness.

(Perawironegoro, 2019) Reveals that organizational effectiveness is a level of organizational achievement between short-term and long-term goals. In the end, the term effective is doing work correctly and in the right way to achieve a planned goal, while efficient is the result of the effort that has been achieved which is greater than the effort made. According to research conducted by oleh (Kultsum, 2019), research results show that the work environment and organizational culture have a significant effect on work effectiveness and these two things also have a positive effect on work motivation and produce the same impact on work effectiveness. In accordance with research conducted by (Panja, 2021) that organizations must be able to provide motivation to employees to increase organizational effectiveness and one of the crucial aspects of successful organizational leadership is how a leader can increase employee motivation. According to (Anwar & Abdullah, 2021) organizational effectiveness and organizational performance are influenced by human resource development strategies including training, good workload distribution and also employee comfort and satisfaction.

From the explanation above we can conclude that the success of organizational achievements can be seen from effectiveness from two points of view. The first point of view, in terms of the 'results' achieved through the efforts made by the organization. The second is in terms of the 'efforts' that

have been undertaken and implemented to achieve the results and goals of the organization. Effectiveness also influences various factors within the organization such as culture, environment, motivation and also internal or external intervention, so that the meaning of effectiveness can be interpreted as the level of achievement of a certain goal, both in terms of results and in terms of effort as measured by quality indicators, number and provisions of organizational standards in carrying out procedures. From this understanding regarding effectiveness, organizations can also evaluate each employee's performance or can carry out 'restructuring' if effectiveness has problems in terms of organizational structure.

### **3. Employee Mapping**

Mapping in a company or organization has a crucial role, namely being able to outline the steps of each individual member of the organization. Mapping itself really helps the communication process between top office holders and structural position holders below them. (Mazen, 2023) Mapping is a concept in the form of a process of matching and integrating information or data to adapt it to the target media concept, which can be in the form of a structure, recapitulation or basic planning. Every company certainly wants to have talented and talented employees to be able to improve performance in the company. However, talent and talents will not be able to function as they should if the company does not place employees in positions that suit the employee's skills so that the talents and talents that should be able to improve the company's performance are ultimately wasted due to errors in employee position placement by the company. According to (Goh, et al., 2023) one way for companies to improve the quality of the company is by placing employees according to their talents, this is called talent mapping for organizational structure and aims to make it easier for companies to provide evaluations by implementing a program. key performance indicators (KPI). (Tahir, Raharja, & Rosyda, 2021) Says that organizations cannot be separated from change, especially when related to changes in eras and times, but every change that occurs must be well determined starting from the business concept, goals, structure or position holders. There are several processes that are generally carried out by a company until finally mapping of employees is carried out so that they can be placed in appropriate positions, (Putri, Damsar, & Alfiandi, 2018) Mapping is a basis that must be paid attention to by organizational officials because it is in accordance with the concept of mapping carried out, p. This can have a small or large impact on the organization in the future. by (Atikawati & Udjang, 2016) this is a step in the mapping carried out by human resource management operations, namely procurement.

Based on several theories above, we can draw the conclusion that employee mapping is a process or steps in operational management which includes planning and meeting needs, especially human resources. Employee mapping can be done using various classifications according to the company's needs, including employee background, gender, skills or age. In general, it can be interpreted that employee mapping is planning for company leaders to

develop strategies to support company performance.

### **III. Material and Method**

#### **3.1 Timeline & Place of Research**

The time for this research to be carried out by researchers is calculated from December 2023 to June 2024. Researchers conducted research in this time period due to the target for implementing the proposal seminar that had to be carried out. Even though the time given to the researcher was very short, the researcher tried to get as much data as possible for the purposes of this research. Regarding the summary of the research time carried out by researchers.

In this case the author conducted research on the CV Kolaborasi Pemuda Cerdas, which is a company operating in the education sector in Indonesia. The start-up company CV Kolaborasi Pemuda Cerdas has several subsidiaries and also a company community operating in the social-education sector. Even though this company is considered a young company in the business sector, the organizational structure used by this company is quite complex because it has more than 30 employees spread across the company and also the community sector.

#### **3.2 Research Design**

This research is a type of descriptive research with a qualitative approach. This qualitative descriptive approach design was chosen with the aim of being able to find out more clearly about the organizational structure of the CV Kolaborasi Pemuda Cerdas. The data collected in this research is data in the form of descriptive paragraphs, images and not numbers. Data sources in this qualitative research can be people, activities, locations, objects, recordings and documents.

This research was chosen because the researcher only intended to present data systematically, factually and accurately regarding the facts and meaning of phenomena in the field. The research design used is descriptive research, so the researcher intends to reveal facts and obtain data and information regarding the organizational structure of the CV Kolaborasi Pemuda Cerdas, then the data or information obtained is described in accordance with the reality in the field and presented in the form of sentences then drawn according to conclusions.

#### **3.3 Data Collection Techniques**

Data collection methods are important because the success of researchers largely depends on the collection techniques used. The data collection process in research uses observation, interviews and documentation.

##### **1. Observation**

Observation is a data collection method that requires researchers to observe directly and describe the results of these observations. The observation model is that the researcher observes the work activities

carried out by employees and also observes several units in the CV Kolaborasi Pemuda Cerdas.

## **2. Interviews**

Interviews are a method of collecting data by asking questions to one or several informants. The information obtained from this method is clear and direct from the informant so it can be accounted for. The type of interview used is an open interview so that the answers to the researcher's questions can vary because the informant is not influenced by the answers of other informants.

## **3. Documentation**

Documentation is a supporting method in the field, to complement and strengthen previous methods, this data collection method is a way to produce important notes related to the problem being researched, so that data will be obtained that is complete, valid and not based on ideas.

### **3.4 Analysis Techniques**

Data analysis is the process of compiling data so that it can be interpreted. Interpretation or interpretation means giving meaning to the analysis, explaining patterns or categories, looking for relationships between various concepts. The methods used in data analysis techniques are:

#### **1. Data Reduction**

Data reduction is data obtained in the field which is then written down by researchers and contains a detailed description or report. Reduced data provides a sharper picture of the results of observations, and also makes it easier for researchers to search for the data obtained again if the data is needed.

#### **2. Data Presentation**

Data presentation is the process of compiling information systematically in order to obtain conclusions as research findings. In this research, the data obtained is in the form of sentences and words related to the focus of the research, so that the data presented is a collection of information arranged systematically which provides the possibility of drawing conclusions.

#### **3. Draw Conclusion & Verify**

When the continuous data analysis activities have been completed, both in the field and after they have been completed in the field, the next step is to draw conclusions. To lead to these conclusions, of course, they are based on the results of data analysis, both from field notes, observations and documentation related to Organizational Structure Analysis.

## **IV. Result**

### **A. Mapping Structure at CV Kolaborasi Pemuda Cerdas**

Overall, the results of the interview stated by the informant were to discuss assignments or employee placement. Mapping the organizational structure, which in this case is planning appropriate employee placement,



has a crucial impact on the company.

According to (Haq & Maunah, 2023) the organizational mapping system in the form of human resource placement must be designed in such a way that the workforce components must be adjusted and detailed planning carried out in order to obtain a combination and be able to coordinate well, the instructions given must also be able to provide information in the form of tasks, clear responsibilities and workload so that the employee can carry it well. According to (Luila & Haryadi, 2013) by conducting training and developing employee skills based on their duties and positions or authority, companies must also carry out work controls so that work remains structured.

Apart from that, there are also several important components in the organization which can be related to planning the mapping of the organizational structure. According to (Kahfi, 2020) There are three important components to create a sustainable unity within the organization, namely people, cooperation and shared goals, where these three components must be mutual support.

Apart from that, good organizational mapping which includes division of work, workload, positions from the lower levels up, a clear coordination system can make employees feel comfortable and not be disturbed by things that can make it difficult for employees to work so that employees can work more effectively and efficiently so that he can provide better and more satisfying results for himself and the company.

## **B. Structure Function in CV Kolaborasi Pemuda Cerdas**

An organizational structure that is running properly can have a significant impact on business movements or the goals of an organization, according to (Supardi & Anwar, 2002). The organizational structure itself has the function of influencing the smooth implementation of company goals in the form of power, responsibility, duties, obligations, authority and how employees can cooperate with each other.

According to (Robbins, C.S.P & Judge, 2007) there are 5 (five) factors that can influence organizational structure, namely (1). Division of tasks, as we know, is one of the functions and purposes of forming an organizational structure, namely to make it easier for management to determine employees and the tasks they are responsible for, (2). Departmentalization is the basis used to combine or group several individuals with the same tasks into one group, (3). Hierarchy is a line of authority that stretches from the top level to the lowest level to explain the relationship between superiors and subordinates, (4). Coordination, namely the process of bringing together activities from separate task forces or departments so that they can run in synergy, (5). Management range is the composition of employees that can be managed by the leadership efficiently and effectively.

According to (Hakim, Halawa, Perdhana, Novita, & Telaumbanua, 2022) the thing that makes an organizational structure so necessary is because the function of the organizational structure itself is that it has a

function as a forum for every individual who has the same activities and goals with various rules that can be determined jointly or by the leadership of the organization, and can clarify the duties, authority and responsibilities of each individual.

With these theories, the researcher came to the conclusion that the organizational structure must function in accordance with its function so that it provides maximum impact as the purpose of the organizational structure was created. Many things can happen and have lasting effects if the organizational structure does not match the expected function, namely work comfort, Work motivation, even employee performance achievements can be affected by this effect. This is also a reference for management to be able to carry out good planning when they want to prepare an organizational mapping plan such as goals, targets, beneficiaries and organizational structure.

### **C. Overcoming the Obstacles that Occur in Mapping the Organizational Structure of the CV Kolaborasi Pemuda Cerdas.**

According to (gamahendra, hamid, & riza, 2014)) Human resources have a function as operational drivers for organizations within a company who can work individually or in teams with coordination from top to bottom levels in the organizational structure hierarchy to achieve common goals. . (Abdullah & Husaini, 2017) Based on certain qualifications, the availability of human resources is a necessity for the purpose of human resource planning. The problems that are currently occurring at CV Kolaborasi Pemuda Cerdas seem to be quite numerous and are interrelated with human resources, all of these things are quite mutually necessary and make everything that happens seem trapped within the scope of the same problem, inadequate human resources result in this happening. workload assigned to an individual or a department. These individuals or departments have a high possibility of feeling tired and losing motivation more quickly, especially if management does not provide a bonus system or other things that can increase employee motivation.

Looking at several of the theories above which are also related to the problems faced by the CV Kolaborasi Pemuda Cerdas through employee statements during previous interviews, the researchers finally found a connection where providing adequate human resources could be one solution to prevent employee anxiety resulting from inappropriate assignments. or demands for employees to master things outside their expertise. However, this must also be adjusted to the company's needs, whether the company really has to delegate this task to one of its employees because only that individual is competent and for a short period of time or whether the delegated task will be a task that must be carried out continuously so that it can It is a consideration to recruit competent employees to be able to take control of these tasks.

## **V. Conclusion, Implication, and Recommendation**

### **1. Conclusion**

After carrying out research using a qualitative approach entitled "Analysis of Organizational Structure Mapping at CV Kolaborasi Pemuda Cerdas" the researchers reached several conclusions as below:

1. Mapping organizational structure is an important process in management that includes planning and meeting human resource needs. This research states that a good organizational structure can help each individual in the company to understand their respective roles and responsibilities, thereby increasing operational effectiveness and efficiency. A formal organizational structure ensures that tasks and workloads can be delegated, coordinated and managed systematically.
2. An effective organizational structure consists of six key elements: job specialization, departmentalization, chain of command, span of control, formalization, and centralization and decentralization. A well-functioning organizational structure ensures that individuals are placed according to their skills and competencies, thereby supporting optimal performance and achieving organizational goals.
3. Regular evaluation and restructuring can help an organization adapt its structure to evolving needs, ensuring that every element of the organization functions harmoniously and efficiently.

### **2. Limitation**

Researchers realize that the research process has many limitations. This research has been attempted and carried out in accordance with procedures, however it still has limitations, namely :

1. There were only 4 research informants, although all subjects gave almost the same opinion, but it does not rule out the possibility that there are other opinions that vary.
2. The research is qualitative in nature and only uses interview methods from 4 informants. So the data is not very valid and studies using a quantitative approach are still needed.

### **3. Recommendation**

1. If future research is carried out using qualitative methods, it is hoped that it will be able to increase the number of informants for interviews so that it can increase the possibility that there will be more varied answers and can change the research conclusions.
2. It is hoped that there will be research with a quantitative approach in order to obtain more valid data from the opinions of a significant number of respondents and to obtain more valid data when compared with this qualitative research.

## VI. References

- Abdullah, & Husaini. (2017). Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Jurnal Warta*, <https://jurnal.dharmawangsa.ac.id/index.php/juwarta/article/view/243/238>.
- Anto, R. P. (2019). Pengaruh Struktur Organisasi, Rentang Kendali dan Budaya Terhadap Kinerja Pegawai Badan Penyelenggara Pelayanan Perizinan Terpadu Kota Kendari. *E-JKPP*, <https://jurnal.ubl.ac.id/index.php/ejkpp/article/view/596>.
- Anwar, G., & Abdullah, N. N. (2021). The Impact Of Human Resource Management Practice On Organizational Performance. *Journal of Engineering, Business and Management*, 35-45/[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3824689](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3824689).
- Atikawati, E., & Udjang, R. (2016). Strategi Rekrutmen dan Seleksi Terhadap Kinerja Karyawan. *Jurnal Perilaku dan Strategi Bisnis*, <http://ejournal.mercubuana-yogya.ac.id/index.php/JPSB/article/view/443>.
- Budiasih, Y. (2020). Struktur Organisasi, Desain Kerja, Budaya Organisasi dan Pengaruhnya Terhadap Produktivitas Karyawan. *Jurnal Liquidity*, 99-105/<https://www.ojs.itb-ad.ac.id/index.php/LQ/article/view/139>.
- gamahendra, f., hamid, d., & riza, m. f. (2014). Pengaruh struktur organisasi terhadap efektivitas organisasi. *Garuda*, 1-10/<https://download.garuda.kemdikbud.go.id/article>.
- Goh, J., Joven, A., Kelly, Setiawan, K., Darvin, & Nelson, A. (2023). Analisis Talent Mapping Pada Industri Migas Dan Penunjang. *Nusantara*, <http://jurnal.um-tapsel.ac.id/index.php/nusantara/article/view/9318/5843>.
- Hakim, A. N., Halawa, D. N., Perdhana, D. P., Novita, N. I., & Telaumbanua, O. (2022). Peran Struktur Organisasi Terhadap Produktivitas Perusahaan Pada CV Kreasi Mandiri. *Jurnal Peradaban Masyarakat*, <https://journal-stiehidayatullah.ac.id/index.php/peradaban/article/view/162/121>.
- Handoko. (2013). *Manajemen*. Yogyakarta: Universitas Gajah Mada.
- Haq, M. I., & Maunah, B. (2023). Penempatan Sumber Daya Manusia Sesuai Bidang Keahlian dan Tanggung Jawab di Sekolah Dasar Islam. *Dirasat : Jurnal Manajemen dan Pendidikan Islam*, <https://journal.unipdu.ac.id/index.php/dirasat/article/view/3559>.
- Kahfi, A. (2020). *Modul Pengantar Manajemen*. [https://d1wqtxts1xzle7.cloudfront.net/63209552/Modul\\_06\\_\\_Pengantar\\_Manajemen\\_STEI\\_BCM20200505-108244-1lpjhc6-libre.pdf?1588722715=&response-content-disposition=inline%3B+filename%3DMODUL\\_06\\_PENGANTAR\\_MANAJEMEN.pdf&Expires=1717861251&Signature=WraO4bRI07UA](https://d1wqtxts1xzle7.cloudfront.net/63209552/Modul_06__Pengantar_Manajemen_STEI_BCM20200505-108244-1lpjhc6-libre.pdf?1588722715=&response-content-disposition=inline%3B+filename%3DMODUL_06_PENGANTAR_MANAJEMEN.pdf&Expires=1717861251&Signature=WraO4bRI07UA).
- Kanda, A. S., & Ramadhani, S. W. (2024). Hubungan Struktur Organisasi Terhadap Efektivitas Organisasi di Bank Sampah Samichi. *Jurnal Ekonomi Manajemen*, <https://jurnal.alimspublishing.co.id/index.php/JISE/article/view/551/433>.
- Kultsum, U. (2019). Pengaruh Lingkungan Kerja dan Budaya Organisasi Terhadap Efektivitas Kerja Melalui Motivasi Kerja Sebagai Variabel Intervening Pada PT. Trasti Global Konverta. *Journal Of Business Studies*, 121-132/<https://journal.uta45jakarta.ac.id/index.php/jbsuta/article/view/961>.
- Luila, V., & Haryadi, B. (2013). Pengembangan Fungsi Manajemen Sumber Daya Manusia Pada PT Ageless Aesthetic Clinic. *Agora*, <https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/1158/1045>.
- Mazen, A. (2023, May 4). *Kabarpos.co.id*. Retrieved from [Kabarpos.co.id](https://kabarpos.co.id/mapping-adalah/).
- Mukhtas, H., & Sutiyo. (2019). Analisis Struktur Organisasi Markas Besar Kepolisian Negara Republik Indonesia : Kompleksitas, Sentralisasi dan Formalisasi. *jurnal keamanan nasional*, vol 5 No.1/<https://ejournal.ubharajaya.ac.id/index.php/kamnas/article/view/3675>.
- Nuradhawati, R. (2019). Sentralisasi dan Desentralisasi di Indonesia. *Jurnal ilmu politik, pemerintahan dan administrasi publik*, 152-170/<http://ejournal.fisip.unjani.ac.id/index.php/jurnal-academia-praja/article/view/90>.
- Panja, A. K. (2021). Effect Organizational Behavior on Corporate Effectiveness. *Journal of Contemporary Issues in Business and Government*, 2965-2971/<https://cibgp.com/au/index.php/1323-6903/article/view/1911>.
- Perawironegoro, D. (2019). Hubungan Antara Struktur Organisasi dengan Efektivitas Organisasi Di pesantren. *POTENSIA*, <https://ejournal.uin->

- suska.ac.id/index.php/potensia/article/view/6722/5520.
- Putri, G. A., Maharani, S. P., & Nisrina, G. (2021). Literature View : SDM, Tujuan Organisasi dan Struktur Organisasi. *Jurnal Ekonomi Manajemen Sistem Informasi*, 286/  
<https://dinastirev.org/JEMSI/article/view/819>.
- Putri, S. E., Damsar, & Alfiandi, B. (2018). Pemetaan Jaringan Sosial Dalam Organisasi. *Jurnal Antropologi*,  
<http://jurnalantropologi.fisip.unand.ac.id/index.php/jantro/article/view/107/89>.
- Robbin, Udaya, J., & Stephen. (1994). *Teori Organisasi : Struktur, Desain dan Aplikasi*. Jakarta.
- Robbins, C.S.P, & Judge. (2007). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Rofai, A. (2006). *Analisis Faktor-Faktor yang mempengaruhi efektivitas organisasi pada badan kesatuan bangsa dan perlindungan masyarakat provinsi jawa tengah*. Semarang/  
<http://eprints.undip.ac.id/16102/>.
- shabrina, Ashma, F., Prabawani, & Bulan. (2021). Pengaruh Struktur Organisasi Terhadap Efektivitas Organisasi Pada perusahaan konsultan pajak TaxPrime. *Undip Repository*,  
<https://eprints2.undip.ac.id/id/eprint/8273/>.
- Sobirin, D. (2014). Organisasi dan Perilaku Organisasi. *pustaka.ut.ac.id*, 1.7.
- Sukmawati, L. D. (2019). Pengaruh Motivasi Dan Spesialisasi Kerja Terhadap Produktivitas Kerja Karyawan dan Kepuasan Kerja Sebagai Variabel Intervening pada PT Titani Alam Semesta. *stie mahardika*, <http://repository.stiemahardhika.ac.id/1998/>.
- Supardi, & Anwar, S. (2002). *Dasar-Dasar Perilaku Organisasi*. Jakarta: PT Bumi Aksara.
- Suwinardi. (2014). Organisasi Proyek . *Orbith*, 37-42.
- Tahir, R., Raharja, S. J., & Rosyda, S. S. (2021). Systematic Mapping Study Of Organizational Change. *Jurnal Pemikiran dan Penelitian Administrasi Bisnis dan Kewirausahaan*,  
<https://jurnal.unpad.ac.id/adbispreneur/article/view/28315>.
- Wahjono, S. I. (2022). *Bahan Ajar Struktur Organisasi 2*. Surabaya: Universitas Muhammadiyah Surabaya.