

ABSTARCT

CV. Dekakarya Madani is a construction company based in Bandung, West Java. CV. Dekakarya Madani was built in 2011 and legally incorporated in August 2012. The focus of this company is construction in the civil/building sector (construction), interior design work (furniture, etc.), as well as steel supporting construction (fences, canopy frame, etc.). Most of the projects carried out by this company come from Government Agencies, plus private projects such as the construction of private houses, etc.

Judging from the business process, CV. Dekakarya Madani has obstacles, including the owner of the company who works like a 'one man show', in which the command, Marketing, and monitoring and evaluation are carried out by the company owner himself. This resulted in missed communication between staff. The organizational structure adopted by the company is still in the form of a line organizational structure. Where the owner of the company has a heavy burden because there is no equal delegation of tasks or roles. Employee performance measurement activities are also carried out by the company owner, in a subjective manner. This causes business processes from command to supervision to be carried out by the company owner and directly forwarded to the department staff. In addition, the company has services that are divided into 3 works, namely: building construction services, interior construction services, and steel working services. With this line structure, all the work is not separated according to the distribution of services provided.

This study aims to design the organizational structure of the proposed CV. Dekakarya Madani which is in accordance with the business processes that run in the company. It is hoped that with this proposed organizational structure design, company owners will no longer work like a 'one man show' and can exceed the targets and visions of the company. To achieve this, the company's business process analysis is carried out using Value Chain to determine the level 0 business processes of the Main Activities which contain input, operation, output, Marketing and sales activities, as well as services. In addition to the main

activities, it can also be seen from the side of Supporting Activities which contain procurement activities, technology development, human resource management, and company infrastructure. After that, level 1 business process mapping was carried out using the CIMOSA business process model to see the business processes of 3 main activities, namely operating processes, management processes, and supporting processes, from each of the 3 main activities divided into several activities. The result of mapping level-1 business processes with CIMOSA on CV. Dekakarya Madani, there are a total of 82 processes or activities.

Based on the mapping of the CIMOSA business process, the RACI Matrix was mapped, which from the RACI Matrix shows that it is necessary to delegate roles/responsibilities from a Director to other stakeholders. With that, the role of marketing is delegated to Marketing staff, and managing projects to Project Managers who are divided according to the 3 service areas offered by the company and adopting a matrix organizational structure.

Keywords – Construction Company, Organizational Structure Design, Business Process, Value Chain, CIMOSA, RACI Matrix