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## Analysis of the Organizational Structure of the Sih Sah Somo Lumajang Community

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### ABSTRACT

The Sih Sah Somo Lumajang Art Organization Association is a performing organization focused on learning the arts of puppetry and karawitan. The purpose of this study was to find out the analysis of the organizational structure of the Sih Sah Somo Association of Lumajang Regency so that the positions and positions within the association organization are clear, the duties and responsibilities as well as control and supervision are going well. The research method uses descriptive qualitative research. The studio is domiciled in Sukodono District, Lumajang Regency. The number of members is 60 divided into 25 adults, 35 youths, 37 who are active until now and 2 coaches. After the job analysis was carried out, it was found that there were multiple positions, so an organizational structure proposal was made that was more in line with the specifications of each position so that it looked more focused in handling an organization. With the addition of managers and financial staff, they will focus more on dealing with problems in the organization by appointing or recruiting new members who are competent in these fields and have great responsibility in contributing to the community.

Keywords: Art Association, Association, Organizational Structure



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### INTRODUCTION

Indonesia until the millennial era 4.0 is now famous for its culture and arts. In an organization, let alone in a culture, to produce good art, it is necessary to have a mature concept or plan based on the public (audience) and values. This means that the art that is created or displayed is interesting and relevant in accordance with the staging situation and provides satisfying entertainment in the community. Various kinds of cultural organizations even number up to thousands of cultural organizations to survive to preserve culture in the State of Indonesia (Ardiyasa, 2015).

Art organizations in an art gallery or community that are good and able to adapt to the era of cultural globalization in Indonesia are organizations that think about the quality of education and the regeneration of human resources in an organization, and also provide artistic output that leads to moral values. There are so many negative impacts arising from the phenomenon of globalization or western culture that affect the development and cultural civilization in Indonesia, such as the inclusion of western art and western culture of life that are not in accordance with the moral values

of Indonesian culture resulting in the erosion of the nobility of the Indonesian nation (Sianipar, 2021). The existence of Human Resources (HR) is one of the assets of an empowered organization that designs strategies according to the future mission and also considers the long-term vision of an organization. It is undeniable, to return all of that and the main aspect to restore the Indonesian nation's cultural morality was initiated by cultural preservers who are members of a cultural organization such as an art gallery or arts association by increasing the Human Resources (HR) side of the organizational structure. In achieving the expected results, it is necessary to have an arrangement or order that is applied so that Human Resources are directed, we know this, namely Human Resource Management. In its implementation, Human Resource Management (MSDM) will carry out activities that support the achievement of organizational goals, one of which is in terms of structure within the organization (Juru, 2020).

<sup>6</sup> The organizational structure is an arrangement in the form of a framework in the form and form of work procedures for each of the tasks carried out. The purpose of having an organizational structure that has been made is only to clarify the duties of a job for each worker and see who is good at work and can work together. The organizational structure is also one of the efforts to achieve an organization that has the right function and size and can have an impact on organizational members. An organization is very important to have an organizational structure because to know the position that will be the main task of a job function (Bretz, Konemann, Anacker, & Dumitrescu, 2020; Tewu, Lengkong, & Rares, 2022). The results of a survey conducted at the Sih Sah Somo art gallery association in Lumajang district did not say that it had a good structure in accordance with what was expected by the organization.

Art gallery organizations that do not have the correct structure but are left alone or repairs are not immediately carried out, then what happens is unclear position and coordination, unclear organizational relationship lines, unclear roles and responsibilities of the management and members of the organization, lack of control and supervision within the organization (Ratnasari, Fitri, Zulkifli, Nasrul, & Supardi, 2020; Sofa, Wahono, & Khalikussabir, 2015). The importance of a position and coordination in an organization where members or someone who is in an organization can make it easier to carry out an interaction related to the organization, and the existence of clear coordination will be a guide to creating shared goals from an organization (Bretz et al., 2020; Handoko, 2022; Suhendar, 2021). A clear line of organizational relationships will make it easier for work to be carried out within the organization. The roles and responsibilities of the management and members in an organization are the main key to the smooth running of the structure in an organization because the duties and functions of the management and members make a job run well (Eva, Sendjaya, Prajogo, & Madison, 2021; Hong & Yin, 2020). Good control and supervision will minimize the occurrence of conflict and improper work in an organization, where a large organization is seen from the correct control and supervision of an organization (Carito & Sulistyan, 2021; Hickey, Snyder, deVries, & Temby, 2021; Sulistyan & Emawati, 2020).

An example of an art community that has developed and is running successfully is also listed and well organized in its structure, namely in the organizational structure of the Sobokarti Studio in Semarang City, the Baladewa Studio in Surabaya, the Sendratari Group for the Sendratasik Education Study Program, University of Palangka Raya (UPR) (Elvira, 2019; Karunianingtyas & Putra, 2021; Rofi'ul, Yuwana, & Trisakti, 2021). Even now, these art galleries or associations still exist in the context of performances, even exploring the business world in the tourism and cultural sectors. These things are caused by a good and correct organizational structure starting from clear positions and positions, duties and responsibilities as well as control and supervision that are going well. Therefore, the researcher is interested in conducting research on the organizational structure of the Sih Sah Somo Art Studio, Lumajang Regency.

Analysis of organizational structure is very important in the arts community, so a research problem formulation was taken on how to analyze organizational structure in the Sih Sah Somo

Association, Lumajang Regency. The purpose of the researchers conducting this research was to find out the organizational structure analysis of the Sih Sah Somo Association of Lumajang Regency so that the positions and positions within the Sih Sah Somo association organization are clear, the duties and responsibilities as well as control and supervision are going well. The benefits of this research are expected to have benefits for the organization and association of the Sih Sah Somo Art Studio in Lumajang Regency as a whole which serves as a reference in improving the organizational structure so that the position and position in the Sih Sah Somo Art Studio organization is clear and the role of each position holder has responsibilities responsible for good organizational management. This research is expected to add information, references and knowledge in management in analyzing organizational structure, especially in Art Studios. For students and students to know how to form a correct organizational structure.

The importance of the organization of the Sih Sah Somo community, which is an art studio, is to participate in preserving culture, especially in the development of puppetry and musical arts in Lumajang Regency. In knowing the level of the role of the Sih Sah Somo arts community in the development of art, especially the art of puppetry and musical instruments in Lumajang Regency, it can be seen from the activities of the studio related to staging activities and existing events. Based on findings in the field, the Sih Sah Somo association has carried out activities related to arts such as performances, routine exercises and cultivating (Eva et al., 2021; Yari, 2022). The Sih Sah Somo art community is indeed seen as active in developing art, but the structure within an organization of the Sih Sah Somo art community is still not well organized. Hence the urgency of this research being carried out so that the structure of the Sih Sah Somo arts community can become a good organization.

## METHODS

<sup>2</sup> This research uses a <sup>2</sup> qualitative approach, which is more concerned with the process aspect than the results where this qualitative method is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Descriptive qualitative approach is a method of collecting data based on observations and interviews in a non-static way/not using numbers, and the researcher makes a complex picture, a detailed report from the views of respondents descriptively (Nisaa & Hidayati, 2022).

<sup>7</sup> The data needed in this study were collected using observation, interview, and documentation techniques. Observation is systematic observation and observation of the phenomena that appear on the object of research (Pujiyanto, 2021). In this technique, the authors make direct observations of the activities and management or management of the Sih Sah Somo Lumajang Paguyuban Organization including management steps consisting of planning, organizing, actuating, and supervising. Observations were carried out carefully and using tools in the form of cameras, writing instruments, and cellphone/video records. Interviews were conducted by the author with a structured interview technique. <sup>5</sup> Structured interviews are interviews in which the interviewer sets the problem and questions to be asked himself. Interviews were conducted with the Chairperson of the Sih Sah Somo Lumajang Paguyuban Organization, art connoisseurs, and the person in charge of the Sih Sah Somo Lumajang Paguyuban Organization to find out about the management of the Sih Sah Somo Lumajang Paguyuban Organization, training materials and to find out the management of the organization. Documentation is authentic evidence that the author uses a camera and cellphone to retrieve the necessary data sufficiently. The results of the existing documentation are then processed or organized in such a way that they can support and complement the data already obtained from the observation and interview methods.

<sup>9</sup> Data analysis is an effort to find data and systematically organize notes on observations, interviews, and others to increase the author's understanding of the cases studied and present them as findings for others (Carito & Sulistyan, 2021). In this study, data was collected and then

studied, observed, reviewed, then reduced data by making abstractions. The next step is to create or organize data that has been reduced (simplified) in units. From these units categorized (grouped). After being grouped, it is interpreted and described in the form of verbal language to achieve verification (drawing conclusions). The data analysis process begins with:

- a. Data collection, namely by examining all available data from various sources, which include interviews, observations that have been written in field notes, official documents, drawings, and photographs.
- b. The reduction process (simplified), is done by the author making a summary of the data that has been collected.
- c. The process of classification (grouping), namely the data is separated when the authors group according to the problem to be described and presented in the form of a set of information.
- d. The process of verification (drawing conclusions), namely the author reviews the existing field data records. Drawing conclusions or verification is a data collection activity that has been collected and processed by researchers. Starting from the beginning of entering the field so that the data collected is in the form of patterns, themes of similarities, things that often arise, temporary hypotheses will be included in the conclusion. From the series of processes above, small conclusions will be obtained which will assist in drawing final conclusions and of course those that have been verified and can be accounted for.

Checking the validity of the data can be done in several ways, including through triangulation techniques which include three elements, namely sources, methods, and theory. These three elements in supporting the validity of the data are:

- a. Source The validity of the data with reference to the source is to compare and check back the degree of trust in the existence of information. For example, checking the information from the manager of the Sih Sah Somo Lumajang Paguyuban Organisasi on itself.
- b. Method The validity of data with reference to the method is checking the degree of trust in research findings by checking the degree of trust of several data sources using the same method. This is done by the author because the source of the informant is not just one person. In addition, the authors conducted direct checks at the research site using interview guidelines that had been made previously.
- c. Theory The use of triangulation techniques based on certain facts, the degree of trust cannot be checked with a theory. It is impossible for the writer to use one theory, so the writer uses several book sources as a theoretical reference, trying to add insight in completing this research. After using the theory related to the data to be examined from various sources, the writer then draws conclusions or generalizes using several theories and is supported by existing data so that the report in this study is accompanied by an explanation as necessary. Thus, it will increase the degree of confidence in the data.

## RESULTS AND DISCUSSION

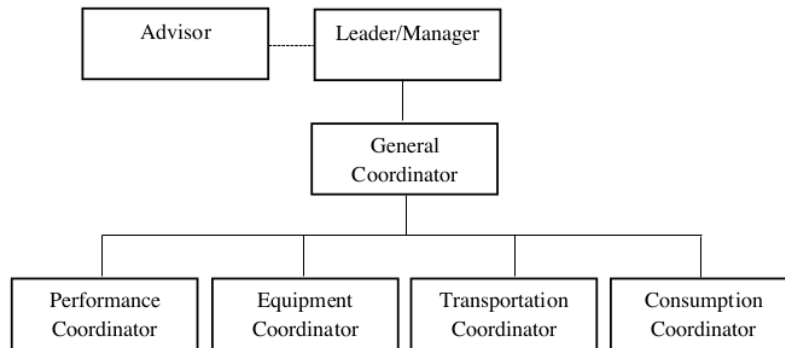
The Sih Sah Somo Lumajang art community is an art studio that focuses on learning musical arts and puppetry (wayang). The studio is domiciled on Jalan Dieng, RT 024/RW 008 Dawuhan Lor Village, Sukodono District, Lumajang Regency. The number of members from the beginning until now is 60 divided into 25 adults and 35 youth and those who are active until now are 37 and 2 coaches. The activities in the studio are documented as follows:



**Figure 1. Studio Activities**

Source: Results of discussions and activities of Sih Sah Somo (2022)

Based on the results of interviews with the leaders of the association, the current organizational structure is obtained:

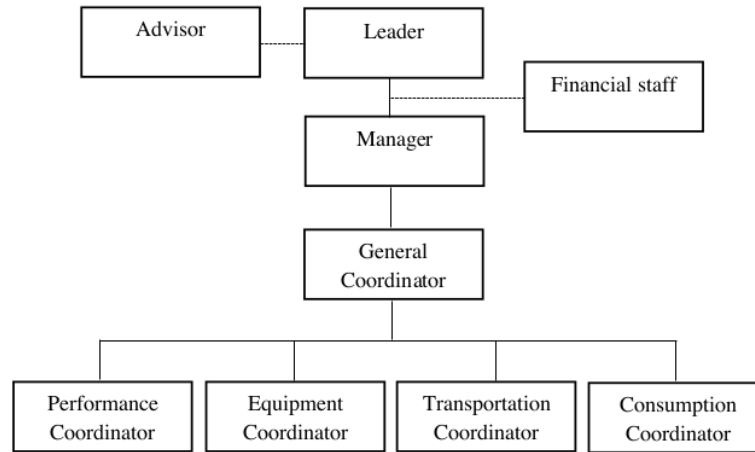


**Figure 2. Organizational Structure of the Sih Sah Somo Association**

Source: Organizational documents for Sih Sah Somo (2022)

After conducting a review of the Organizational Structure of the Sih Sah Somo Arts Association, there are some that are not in accordance with the positions that should be separate or not concurrent, due to being able to focus on the positions being carried out. As for some structural positions that are lacking, such as the positions of Manager and Finance Staff, where so far the managers and finance staff have been handled by the leaders themselves.

On this basis the researcher has proposed an organizational structure in accordance with the positions that should exist, and can help the development of the arts community, as shown in the structure below:



**Figure 3. Proposed Organizational Structure**

Source: Results of discussions between researchers and organizational managers Sih Sah Somo (2022)

Based on Figure 2. There are 7 positions including advisor, leader/manager, general coordinator, staging coordinator, equipment coordinator, transportation coordinator, consumption coordinator. In the proposed organizational structure proposed by the researchers in Figure 3, there are suggestions for adding positions to 9 positions including advisor, leader, financial staff, manager, general coordinator, staging coordinator, equipment coordinator, transportation coordinator, consumption coordinator. The finance staff is tasked with managing funding or incoming and outgoing money, arranging the procurement of sources of funds for the association's needs and arranging agreements on funding activities. These tasks have been carried out by the community leaders.

Managers carry out marketing tasks, job summaries looking for clients or potential users of association services such as lobbying with clients and promoting shadow puppet performances at the Sih Sah Somo association organization to the public. The general coordinator focuses more on the production process of performances such as controlling or reviewing stage locations, controlling staging readiness for example, sound systems, stages, gamelan placement. The staging coordinator focuses on staging each performance that will be carried out and becomes a liaison with all institutional/individual networks in each staging.

The equipment coordinator is responsible for all the equipment brought to the performance such as performance props, shadow puppets, gamelan, staging uniforms, and being prepared when in a performance there are some incomplete equipment to find completeness. The transportation coordinator prepares the vehicle that will be boarded to the staging destination, starting from the condition of the vehicle's engine when it departs and returns. The consumption coordinator is responsible for the readiness of the entire community's consumption during the training until the performance takes place.

**CONCLUSION**

After conducting job analysis in the Sih Sah Somo Art Sanggar Paguyuban Organization, it was found that there were concurrent positions, so a proposal for an organizational structure was made

that was more in line with the specifications of each position so that it would appear more focused in managing an organization.

Because it was found that there were multiple positions, it was suggested to add new positions, namely for managers and financial staff. The hope is that with the addition of managers and financial staff, they will focus more on dealing with problems in the organization, such as the position of manager, which is to lighten the workload of the leadership, as well as financial staff to focus more on dealing with community/organizational financial problems. By appointing or recruiting new members who are very competent in these fields and have great responsibility in contributing to the community.

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