

## Workload Analysis for Employees with Multiple Positions

Riza Umamah<sup>1</sup>

Roziana Ainul Hidayati<sup>1</sup>

<sup>1</sup>Management Study Program, Faculty of Economics and Business  
Universitas Muhammadiyah Gresik, East Java, Indonesia  
email:rizaumamah22@gmail.com, roziana.umg@gmail.com

### ABSTRAK

Beberapa divisi yang ada di struktur organisasi PT. Gresik Cipta Sejahtera terdapat sejumlah karyawan yang berperan ganda (rangkap jabatan) yang terjadi dikarenakan adanya kekosongan formasi tetapi harus ada karyawan yang mengisi kekosongan tersebut. Karyawan yang merangkap jabatan tersebut di tunjuk dengan surat penunjukkan ataupun surat keputusan. Karyawan yang merangkap jabatan mendapatkan beban kerja yang berlebih dan membutuhkan waktu tambahan untuk menyelesaikan tugas-tugasnya. Adanya tugas tambahan tersebut dapat menjadikan beban kerja karyawan bertambah. Tujuan dari penelitian ini adalah untuk mengetahui beban kerja karyawan yang merangkap jabatan di PT. Gresik Cipta Sejahtera. Metode yang di gunakan dalam penelitian ini adalah kualitatif. Informan dalam penelitian ini yaitu karyawan yang merangkap jabatan dan juga managernya yang berjumlah 5 orang. Berdasarkan hasil penelitian dan pembahasan mengenai beban kerja karyawan yang merangkap jabatan, maka peneliti mendapat kesimpulan bahwa karyawan yang merangkap jabatan tersebut harus lembur untuk menyelesaikan tugas- tugasnya..

**Kata Kunci:** Struktur Organisasi, Beban Kerja, Rangkap Jabatan

### ABSTRACT

Several divisions in the organizational structure of PT. Gresik Cipta Sejahtera has a number of employees who play multiple roles (dual positions) which occurs due to vacancies in formation but there must be employees to fill these vacancies. Employees who hold concurrent positions are appointed by letter of appointment or decision letter. Employees who hold multiple positions receive excessive workloads and need additional time to complete their tasks. These additional tasks can increase the employee's workload. The purpose of this research is to determine the workload of employees who hold concurrent positions at PT. Gresik Cipta Sejahtera. The method used in this research is qualitative. The informants in this research were employees who held concurrent positions and also their managers, totaling 5 people. Based on the results of the research and discussion regarding the workload of employees who hold double positions, the researchers came to the conclusion that employees who hold double positions have to work overtime to complete the work.

**Key words:** Organizational Structure, Workload, Double Job

### INTRODUCTION

Strategic Human Resources Management views the importance of employees in all areas of work and at any level, both structurally and functionally. Employees in a company are one of the factors of production, therefore the company must be able to utilize them optimally and productively. PT. Gresik Cipta Sejahtera (PT. GCS) has a business that

focuses on trading fertilizers and chemicals within the Petrokimia Gresik Group subsidiary. One of the goals of important organizational processes is to ensure that everyone can carry out tasks related to their position in the organization.

According to Putri et al (2021) job descriptions are one of the activities of Human

Resources planning to improve employee performance, the quality of employee performance influences organizational performance to achieve optimal goals.

PT. Gresik Cipta Sejahtera was founded on April 3 1972 with the name PT. Petrochemical Trading Co. (PT Petrad) then on June 15 1972 changed its name to PT. Gresik Chemical and Supplies (PT.GCS) and on January 1 1996 changed its name to PT. Gresik Cipta Sejahtera while still using the PT.GCS abbreviation and logo. During that time the company was running well, but in 2018 the company experienced financial problems, which meant the company was not in good condition. Therefore, several employees have multiple positions.

In the organizational structure of PT. Gresik Cipta Sejahtera has determined the number of employees who must fill the positions needed by the company to achieve company goals optimally. But in reality there are several divisions in the PT organizational structure. Gresik Cipta Sejahtera has a number of employees who play multiple roles (dual positions) which occurs due to vacancies in formation but there must be employees to fill these vacancies. Employees who hold concurrent positions are appointed by letter of appointment or decision letter. However, even though they hold concurrent positions, these employees only receive compensation as staff and do not receive additional compensation from their concurrent positions.

Based on the organizational structure in organization, it shows that in the organizational structure of PT. Gresik Cipta Sejahtera has a division that holds concurrent positions. It can be seen in the table that Mr. N is a staff member from Personnel Administration but also doubles as Assistant Manager for Human Resources and Secretariat. Mr B is a staff member from Accounting and Verification and also serves as Assistant Accounting Manager. As well as Mr. R who is a Services Procurement staff member who also serves as Assistant Procurement Manager.

Having multiple positions can increase the employee's workload. This can make the employee's performance less than optimal. In a company, of course, there is a need for division of work for each employee. To determine the division of work, it is necessary to analyze the workload on employees so that the person filling the position gets tasks appropriate to their position. In determining workload, indicators are needed to measure it.

According to Hidayati (2021:24), the purpose of Human Resource Planning is actually to ensure that the appropriate people are at the appropriate place and time, so that company goals can be achieved efficiently and effectively. According to Sholichah (2023), multiple positions have the impact of creating obstacles to employee work, because each position has different duties and the employee cannot focus on 1 field or division.

Based on research conducted by Prasista (2017), he examined the analysis of the effectiveness and impact of multiple positions in improving organizational performance at PT. Harta Ajeg Lestari, in Banyuning Village, Buleleng District, using descriptive qualitative research methods. The results obtained by researchers from these data sources obtained the following result organizational performance at PT. Harta Ajeg Lestari has been running quite well and effectively even though some of its employees have to work in multiple positions, and the impact of having multiple positions is also quite positive.

Research conducted by Sholichah (2023) examined the analysis of the impact of multiple positions on work effectiveness at PT YYY, using a descriptive qualitative research method where the researcher used interview results to analyze it. Based on the results of the observations that have been made, the researchers obtained results that the effectiveness of employee performance was not yet optimal. The reason is because there are still a number of tasks that have not been completed on time which results in employees having to sacrifice one of these jobs.

According to previous research conducted by Aini (2019), he examined workload analysis in the SHU & IT division of PT Aneka Jasa Grhadika, using a qualitative approach with qualitative descriptive methods. The results obtained by the researchers were that several employees experienced workload due to having multiple positions and the workload had an impact on work overload so that employee productivity was less than optimal.

In this research, researchers want to conduct research "Analysis of Workload on Employees with Multiple Positions at PT. Gresik Cipta Sejahtera". Next, this research was conducted to find out the workload of employees who hold concurrent positions. The first benefit of this research is that it can be used as a contribution of thought or input for the company so that the Human Resources planning that has been determined by PT. Gresik Cipta Sejahtera can be in accordance with reality in order to achieve the company's targets and goals for the future. Secondly, it is hoped that this research can be used as a reference source and source of information regarding Human Resource Management.

## **LITERATURE REVIEW**

### **Organizational structure**

According to Reksohadiprodjo et al (in Meutia: 2014) Organizational Structure is a basis that can show all activities to achieve organizational goals, relationships between functions, as well as authority and responsibility. An organizational map or schema shows the structure of an organization. This organizational scheme can provide an overview of all activities and processes that occur in an organization.

According to Wexley & Yukl (in Ambarwati: 2018) Organizational Structure is the formulation of roles and role relationships, allocation of activities to separate sub-sub units, distribution of power between administrative positions and formal communication networks.

### **Types of Organizational Structure**

According to Jaelani (2021:46) there are several types of organizational structures, including:

1. **Line Organization Structure**  
The simple organizational structure is the line organizational structure. Those that use this type of structure are usually small or medium organizations. In essence, the line organizational structure is a line of authority that directly relates to each other between leaders and subordinates. In this structure, subordinates are directly responsible to a leader.
2. **Functional Organizational Structure**  
A functional organizational structure is a type of structure that groups the same tasks and roles. This structure divides work according to the functions of each management.
3. **Line and Staff Organizational Structure**  
This structure is a combination of line and functional organizational structures. Direct vertical delegation of authority from superiors. To facilitate organizational tasks, a leader can ask for help from his subordinates/staff. The duties of the subordinate staff are limited to providing input, suggestions and positive thoughts for the organization's tasks.
4. **Division Organizational Structure**  
Divisional Organizational Structure is a structure that groups activities based on similarities within work units. Organizations, for example products, services, markets and geographic locations.

### **Work load**

According to Hidayati (2021:40) Workload is an important thing to use as a basis for meeting Human Resource needs. Workload is reflected in the work targets that must be achieved for each position within a certain time unit.

According to Mahawati et al (2021:4) Workload is the volume of work imposed on workers both physically and mentally and is

their responsibility. Every job is a burden for the person doing it and each worker has their own ability to handle the workload

From the several opinions above, it can be concluded that Workload is a capacity of responsibility that must be carried out by employees by considering the time needed to complete work tasks.

### **Workload Indicator**

According to Koesmowidjojo (2017:33) workload has the following indicators:

1. Working Conditions  
A company must have SOPs (Standard Operating Procedure) for all its employees. So that these employees can work well.
2. Use of working time  
Companies must set working hours in accordance with the SOP so that employees do not have an excessive workload.
3. Targets to be achieved  
Completing a particular job requires determining the time for each employee, the number of which is of course different from one another.

### **Double Department**

Dual Position or dual career according to Nawawi (2016:311) is a worker who has responsibility for two jobs within the same time span.

According to Lack (2019) Multiple Positions is someone who has two positions or positions in an organization so that he has other duties, authority and responsibilities apart from the main position he occupies.

According to Sholichah (2023), multiple positions have the impact of creating obstacles to employee work, because each position has different duties and the employee cannot focus on 1 field or division. Having multiple positions can result in a lack of focus when carrying out their obligations. Lack of focus will affect the quality of employee performance in an organization to achieve its

vision and mission, and can also become a loophole that can result in abuse of authority.

This can cause stress, depression and even conflicts of interest. If there is abuse of authority, employees will receive strict sanctions from the company. From the description explained above, it can be concluded that a dual position is someone who has the responsibility to carry out two job positions at the same time

### **METHOD**

According to Sugiyono (2021:9) qualitative research is a method of research that is based on philosophy post positivism interpretif, used to research the condition of natural objects, where the researcher is the key instrument. This research uses a qualitative descriptive approach. According to Sugiyono (2021:7) the descriptive approach is that the data that has been collected is in the form of words or images, so it does not emphasize numbers.

The data that has been collected is then analyzed and then described so that it is easy for others to understand. To present the data so that it is easy to understand, the data analysis used is the Miles and Huberman model. The stages carried out for data analysis, namely data reduction, data presentation (data display), and drawing conclusions (conclusion drawing). To determine the informants in this research, the researcher chose informants who were considered able to explain the phenomena that were occurring in this research. The technique used in this research is using purposive sampling. The provisions for employees who are informants in this research are employees with multiple positions, Finance Managers and co-workers of employees with multiple positions at PT. Gresik Cipta Sejahtera which consists of 5 employees. The data collection technique in this research is through direct interviews with informants.

The data sources used in the research are primary data, secondary data, but prioritization of primary data. According to Sugiyono (2021:104), primary data is a source of data

obtained by researchers directly from the place being studied. In this research, primary data was obtained by researchers by means of direct interviews with research informants conducted at PT. Gresik Cipta Sejahtera. Secondary data used is data obtained from books, literature, reports or written documents that support the completeness of primary data. The documents used are documents related to this research obtained from the Human Resources division of PT. Gresik Cipta Sejahtera.

## **RESULTS**

### **Working Conditions**

Working conditions are how an employee understands the job well, therefore the company should have Standard Operating Procedures for all elements of work within the company. As we understand, Human Resources are the most valuable asset of a company, they are the main driving force of the business. Employees should be assigned to the right positions and must go through a workload analysis process so that the workload carried out by employees is not excessive. This is not only important to ensure business processes run well but also the performance of the employees themselves. Workload analysis will make existing employees better. Every company should be able to determine job desk each employee. With job desk The appropriate one will make employees focus on their respective duties and responsibilities. As Mr. N said regarding the job desk in the Company, namely job desk In the company the distribution is appropriate, each employee here has their own job description. This statement is also the same as what was expressed by Mr. B, namely that if the part is appropriate, so several colleagues in one team each hold job desk which has been determined by the company, but does not require the possibility that when we are finished with the job desk, we help our colleagues who job desk it's not finished yet.

From the answers of the informants, it proves that the company has done its job well

so that there are no employees who do not comply job desk Although sometimes there are several employees who help to carry out other employees' tasks. Especially in the Accounting division, employees will help their colleagues voluntarily because if a task is delayed midway, the other employees' tasks will also be delayed because in the Accounting division the work is continuous.

### **Use of Working Time**

Using working time in accordance with Standard Operating Procedures (SOP) can minimize workload. In this stage, working time for employees will be explained, there are many methods for calculating employee workload. After carrying out this calculation, the company can find out how much work volume and workload should be carried out by employees. Before calculating workload, companies need to know effective working hours employee. Based on Ministerial Regulations Republic of Indonesia Finance Number 175/PMK.01/2016, the effective hours of each employee are 6 hours 25 minutes (6,416 hours) every day. According to Kalichman et al (in Fadilah: 2021) Workload is a concept that arises due to limited capacity in processing information. When faced with a task, individuals are expected to be able to complete the task at a certain level. If the individual's limitations hinder or hinder the achievement of work results at the expected level and the level of capacity possessed. This gap causes failure in performance (performance failures). This underlies the importance of deeper understanding and measurement of workload.

The number of effective hours worked is obtained after subtracting the time used for other employee interests such as taking breaks to eat and time to go to the bathroom. Next, the company needs to calculate the work content. To carry out these calculations, it is done by managing the data obtained from the implementation unit using the following formula:  $\text{Work content} = \text{workload} \times \text{time}$

After completing the work content calculation for all products, it is added up to get the job content and unit work content using person-hour units.

**Effective Working Days a Year**

Number of Days/Year : 365 days

Holiday :

Sunday:52 days

Saturday: 52 days

Annual leave: 12 days

Other Holidays : 11 days

Number of holidays 127 days

Effective Working Days a Year : 238 days

**Calculation of Effective Working Hours with 5 Working Days/Week**

Number of formal working hours 1 week 40 Hours

Number of hours worked per day 8 Hours

Lost working hours (meals, prayers Et al) 25%

X 40 Hours 10 Hours

Effective working hours a week 30

Hours

Effective working hours per day 6

Hours

Effective working hours per year 1.428

Hours

From the results of the analysis of the workload of employees holding concurrent positions, it can be concluded that the effective number of employees should be 2 people to fill the two positions held by each employee holding multiple positions. However, in reality it is only filled by one person for two positions. However, in the end it all comes back to the agreement in the employment contract agreed upon by the employee and the company. Because the government itself gives companies and employees the freedom to mutually agree on applicable working hours. With employees holding multiple positions, of course the tasks that must be done also increase and these employees need additional time to do it. This, as stated by Mr. Mr. B, who is a dual-position employee, also said the same thing regarding the time required for employees with dual

positions, namely that they definitely need additional time to carry out their tasks. When I worked with young staff on Saturdays, I didn't need to do overtime because there was additional finalization of reports and so on, which in fact was the Assistant Manager's job, which required more overtime. Mr H, who is the superior of a dual-position employee, expressed his opinion that he needed more time to do his duties, especially in the department accounting It could be said that of all the work units it is the most different. Because Accounting it works with targets.

From the statement above, it can be concluded that employees who hold concurrent positions still need additional time to carry out their duties. They need extra time to do tasks that should be done by two people.

**Company Efforts to Overcome the Impact of Multiple Positions**

The company has made several efforts to overcome the impact of multiple positions. From the results of the interview that was conducted with Mr. This is directly proportional to Mrs. E's statement that holding multiple positions is actually not good to maintain because of the excessive workload, but the compensation received by employees with multiple positions is the same as employees who do not hold multiple positions. And Mrs. E is of the opinion that the company can promote the employee concerned to fulfill his full position in his concurrent position. Based on the opinions of the informants, it can be concluded that, the efforts made by PT. Gresik Cipta Sejahtera is:

1. Job promotion is promotion to a higher position. Promotions can be carried out by taking into account experience, skills, or a combination of both. For example, there is a formation vacancy at the Assistant Manager position level, Young Staff whose formation position is below the assistant manager can be promoted. This is because young staff have the ability to carry out the duties of assistant manager,

and the position of the young staff is replaced by a level below them. Personnel in the Accounting division, HR division and Procurement division are required to be able to carry out work in positions one level above so that this can make it easier if these personnel are later promoted. This position promotion can certainly make employees more enthusiastic and motivated to carry out their duties and responsibilities better and vacancies in formation can be filled.

2. If the vacant position takes a long time to fill, then the solution that can be taken is to continue holding multiple positions. However, compensation can be increased for employees holding concurrent positions according to the workload carried out by employees holding concurrent positions.
3. Fellow employees who have completed their duties can help carry out the duties of dual-position employees in order to reduce the impact of excessive workload and the Company's targets can still be achieved.

## **CONCLUSSION**

From the results of the research that the researcher described above, conclusions can be drawn, namely in analyzing the positions in the organizational structure of PT. Gresik Cipta Sejahtera has employees who hold concurrent positions, namely as staff and also as assistant managers. The job desk in the company is appropriate, but having multiple positions means that some employees have an excessive workload and the employee has to work overtime to complete it. The performance of employees holding concurrent positions is good even though completing their work still requires additional time. The company still maintains the existence of multiple positions because the company has not promoted employees with multiple positions and the company is also maximizing so that existing employees can fill the vacancies in the company.

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