

ANALYZING THE COMPANY'S WORK ENVIRONMENT WITHIN THE TASK COMPLEXITY

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Abstract: The job description established in organizational structure is the starting signal to know the firm work environment. If it is operated through a complex job division, the performance quality will not run maximally. This research aims to analyze the work environment through the job description given by the firm. The type of this research is a qualitative under case study approach. This research was conducted in the logistic service firm, namely Sarana Citra Adicarya (SCAc). The data were obtained from the interview, observation, and documentation. The result of this research discloses that the work environment of Sarana Citra Adicarya is less well-integrated, not on time, as well as encourages procrastination so that the employees do not enjoy the job and cannot work for a long time.

Keywords: Work Environment, Organizational Structure, Job Complexity

INTRODUCTION

A company with an organizational structure really determines the implementation of activities in a company and allows a company to achieve its goals. The effectiveness and efficiency of the work of employees are very much determined in the organizational structure because the work descriptions of employees are reflected in the organizational structure whereas a formal organizational framework so that work tasks can be divided, grouped, and coordinated. Through the organizational structure, everyone will work in a directed and controlled manner.

The organizational structure describes the division of tasks, authority, and clear responsibilities so that the company's stated goals can be achieved. In an effort to improve employee performance, one factor that needs to be considered is the job description of the employees. Every employee is always faced with various types of complex work. In general, job complexity is a direct result of the division of labor and the formation of departments which focus on the number and types of jobs that are very different, the grouping of positions, the number of units or departments that are

significantly different (Gibson et al, 1997). Furthermore, organizations with various types of jobs and units will cause problems for employees and organizations that are more complicated because of the dependency of tasks and the increasingly complex nature of tasks. Task complexity is an important variable to study because task complexity can significantly influence performance. Decision assistance and training techniques can be improved if we understand the different tasks, and understanding the complexity of the task helps management find a match between the task and the staff (Bonner, 1994). In its implementation, the organizational structure established by Sarana Citra Adicarya (SCAc) is a functional structure that prioritizes specialization, namely by the division of tasks that is realistic according to one's abilities. As it develops, work complexity occurs as a result of establishing job descriptions in the organizational structure and changes to the job descriptions in the organizational structure indirectly. Therefore, the problem in this study is Sarana Citra Adicarya has replaced several of its employees.

The problem is employees in the document section only resigned for about 5 months, after that there was a change and at least 2 months later there was another resignation from the new employee concerned and employees in accounting within 2 years after the change by resigning.

Therefore, this research raises to do an analysis of the company's work environment by knowing the performance of employees in the complexity of their duties. The practical contribution that will be provided in this research is to be able to become input for the company especially the company concerned so that the advice is able to contribute to the company in setting a more directed and well-described organizational structure and appropriately specialized. The greatest benefits gained in the future are as material for further research.

Preparing organizational structure is a planned step in a company to carry out the functions of planning, organizing, directing, and controlling. Organizational structure describes the type of organization, departmental organization, position and type of authority of officials, occupational fields and relationships, command lines and responsibilities, range of control, and organizational leadership system (Hasibuan, 2003). The implementation of work coordination is able to unite the system in achieving its goals. This is a process that supports the company's success.

The organizational structure is formal planning in order to achieve an efficient division of labor and the effectiveness of coordinating the activities of its members (Kenneth & Gary, 2003). It determines how work tasks are divided, grouped, and formally coordinated (Stephen, 2002). The purpose of organizational structure makes it easy to achieve organizational goals, assuming that managers know how to match the organizational structure and desired goals to be achieved. To say that organizational

structure positively helps organizational performance requires some assumptions about the ability and motivation of those who have the power to design it. For managers who want the design of organizational structures, they are the ones who can provide the maximum contribution to the achievement of organizational goals (Tampubolon, 2004). Organizational structure with departmentalization consists of as follows: (1) Functional Department: Jobs can be grouped according to organizational functions, such as production, marketing, accounting, research and development, and personnel; (2) Territorial Department: Division of departments bases on a geographical basis. All activities in a certain area are assigned to a manager; (3) Product Department In general, large companies whose products are diverse, and their personal activities are grouped by product. For example, Imperial Chemical Industries groups into groups of plastic products, paints, artificial coloring agents, and alkalis; (4) Customer Department: Common customer-based departmental forms are commercial credit managers, industrial loans, agricultural loans, and mortgage loans; (5) Mixed Department: In this organizational structure consists of functional departments, products, territorial, and customers; (6) Matrix Department: This organizational structure is very flexible for large companies with the use of technology that is accompanied by a diversity of products and services that are fast and in a large number of products.

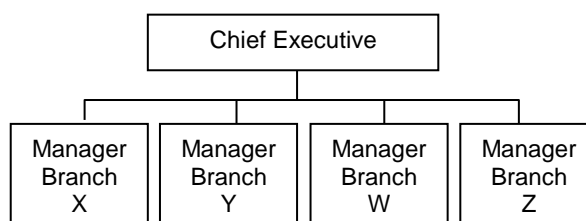


Figure 1. Territorial Department
Source: processed data (2020)

The Chief executive acts as a leader in each branch manager. Organizational performance depends on executives (Tampubolon, 2004). Managers must achieve a high level of work output from those who work in the organization. The organizational structure is very influential in influencing employee performance. The result of Liza's research at the Medan Representative Mandala Airlines Company with qualitative research using descriptive and deductive methods suggested that work effectiveness can be improved through the organizational structure (Liza, 2006). Novita (2010) found a significant positive effect on work effectiveness and organizational structure.

Problems concerning the division of labor are related to how far the job is specialized. For example, instead of having the cashier's employees complete the personnel files, the work can be distributed in such a way that a cashier's employee can concentrate his attention on matters of financial administrative matters.

An employee in the personnel department can handle personnel tasks carefully. Tampubolon (2004) stated that an important decision in developing an organizational structure is to determine the extent to which division of labor must be carried out in which the supporters of the division of labor will get two important benefits, the benefits include the following: (1) If a job contains a few tasks, it will be easy to train personnel who are dismissed, moved, or resigned. With minimum training, the activity will require low training costs; (2) if a job requires only a few tasks, then the employee can become an expert in carrying out their duties. High expertise will produce better output.

Tan et al (2002) disclosed that performance in general decreases if task complexity increases. For this reason, it is needed how the relationship between performance measures and the tasks performed can

be useful for members to improve performance. Sanusi and Iskandar explained that the complexity of the task is an unstructured, confusing, and difficult task (Engko & Gudono, 2007). Thus, the complexity of tasks in this research is defined as a complex task, consisting of many, different, and interrelated parts. These may become an important benchmark that can directly affect company performance.

METHODS

This research uses qualitative methods under study case approach. The location of the company is engaged in transportation services, namely Sarana Citra Adicarya (SCAc) at Makassar. The main focus of this study is the division of the description of the tasks specified in the organizational structure. The technique used in selecting a sample is the proportional sample technique, meaning that the sample is selected for employees. The number of employees at Sarana Citra Adicarya (SCAc) is only 5 people and the sample selection is only core employees in the area of accounting.

Data obtained from various sources using various data collection techniques (triangulation) and carried out continuously until the data is saturated. Those are indirectly obtained from the source. The data are obtained in the form of notes or literature needed for this research. Secondary data includes company profiles and data regarding the company's organizational structure. In addition, developing academic literature is also used as a support in this research. Research data obtained from interviews, observations, documents, and literature studies. In identifying the company's work environment, first, an analysis of the company's general overview and analysis of the organizational structure is carried out. Furthermore, the analysis can be seen how far the performance of employees in completing their tasks according to the organizational

structure. Furthermore, this study conducted interviews for each employee who became a research sample. The study analyzed the organizational structure with job descriptions. Next, it is conducted an analysis of the performance of each employee. Descriptive analysis results will be interpreted on the basis of existing data through data analysis to draw conclusions. The results of the descriptive analysis are presented in the form of argumentative narratives as qualitative results in giving a general picture.

RESULT AND DISCUSSION

The firm of SCAC is a French company under the leadership of the Bollore Group. In 1988 a French company opened a branch in Indonesia precisely in Jakarta and its subsidiaries in several major cities namely Surabaya, Medan, Semarang, Balikpapan, and in 1989 in Makassar. Initially, this company was SCAC which was abbreviated as French, but at that time there was a government regulation that prohibited the existence of companies with foreign names, then the abbreviation for SCAC was searched for with the Indonesian name, Sarana Citra Adicarya.

The SCAC Company does not only have various branches in Indonesia but reaches all corners of the world. Therefore, the organizational structure uses territorial departmentalization, namely the formation of departments on the basis of geography where each branch is held by a manager called the branch manager. Furthermore, the branch company in Makassar establishes functional structures that prioritize specialization. The organizational structure of Sarana Citra Adicarya of Makassar branch (Figure 2).

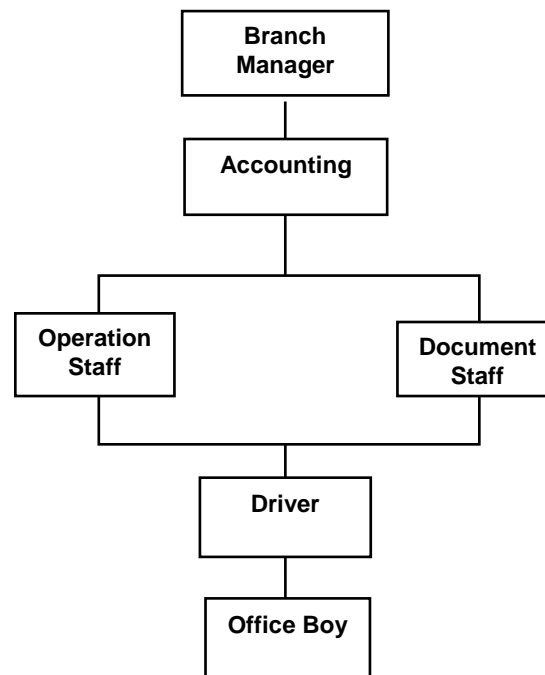


Figure 2. Organizational Structure at Sarana Citra Adicarya

Source: processed data (2020)

This company has four employees who help the work process, one branch manager as branch manager in Makassar, two core employees who work in the accounting and documentation section, one office boy, and one driver. The division of tasks determined by PT. Sarana Citra Adicarya Makassar branch is as follows: (1) Manager of Makassar Branch: This Branch Manager is none other than the leader of Sarana Citra Adicarya at Makassar branch who has the task of leading the company or section, controlling the performance of other employees and participating in business processes run by other employees, and currently, the marketing department is also the duty of the branch manager; (2) Accounting and Cashier. The tasks are as follows: (a) Posting (weekend reports) to be made a monthly profit, (b) Do cash reports every day both the process of payment/expenses and income, (c) Report the payment process, invoices daily to the supervisor, and send the report to the head office; (3) The document, Customer Service, and

Sales Operation: (a) Make a Bill of Lading / TSL (Trans Service Line), (b) Send pre-alerts (notifications) to the destination agent if there is a shipment from the place of departure that has departed to the place and time of destination, (c) Send TSL and MBL (BL from shipping) to the destination city, (d) Send Telax Release to the agent to get the goods out of the port (port), (e) Operator; (4) Operation: The job description in operational is to go straight down to the field, in this case overseeing the process of packing goods, finding out or seeing containers that are about to leave or have arrived, finding out shipments that are ready for staffing so that the operations section will provide information on marketing and documents; (5) Driver: The task of a driver is to deliver documents that will be given to other agencies who work to deliver employees to the marketing department when meeting customers or other employees (business affairs); (6) Office Boy: The task of the office boy is to help the needs of employees and clean the room.

This firm was established in Makassar in 1989 there have been six Branch Manager Changes so that at present PT. Sarana Citra Adicarya Makassar branch. In 2010 PT. Sarana Citra Adicarya has replaced several core employees. Based on observations during the field practice, the employees in the document section only resigned about 5 months, after that there was a change and at least 2 months later there was another resignation from the new employee concerned. Employees in the accounting division of an interval of 2 years occur with resignation.

By reviewing the job description (job description) in the organizational structure, there is a complexity of the task even though the company is very demanding speed and quality of work. The complexity of the task is what affects employee performance. The organizational structure of PT. Sarana Citra Adicarya was not right in

specifying the job description of the employees. Job specialization seems to be too efficient but less effective. In the accounting section, it not only deals with financial reports but also serves as cashier and admin. While the specialization of work in the document section is also too complex. As a result, qualitatively the results of task complexity on job specialization in organizational structure greatly affect employee performance. The results are as follows: (1) Employee performance is not well integrated; (2) Time Completion of work for employees is often late, ie employees in the accounting section often report the results of their financial statements to the branch manager including, expense transactions, and company receipts are not on time; (3) Work procrastination occurs.

Specialization with proper work procedures in the organizational structure will be crucial in creating speed and quality of work. If the work procedures are not clear, there will be a lack of coordination between workers. This situation makes it complex and inefficient in completing work so that this will create confusion among workers and will create job dissatisfaction for employees, consequently some employees at PT. Sarana Citra Adicarya experienced a change in a short time, thus specialization with appropriate work procedures in the organizational structure is needed to manage the division of tasks and make employees last a long time.

Specialization and work procedures that are precise and clear in the organizational structure are the division of tasks that are directed and not complex. Employee self-development is one factor that must be considered. Efficiency does not have to be assessed by limiting human resources in the implementation of company objectives, but it must be assessed the extent to which the work can be effective by taking into account

the allocation of existing human resources. The achievement of individual performance is related to the achievement of a series of performance tasks. Higher performance means an increase in efficiency, effectiveness, or higher quality of completion of a series of tasks that are charged to individuals in the company. Ineffective management performance with task complexity in organizational structure As the results of this study are consistent with the research of Novita (2010) shows that organizational structure affects work effectiveness. This result is consistent with Liza (2006) research at Mandala Airlines Company that management performance will be influenced by the organizational structure where the organizational structure encourages an increase in the effectiveness of performance as indicated by the level of timeliness. Based on previous studies also, the results of this study are supported by Tan et al (2004) that performance can decrease through increased task complexity because task complexity is an unstructured, confusing and difficult task. An organizational structure with an appropriate and uncomplicated division of labor helps positively performance.

CONCLUSION

This research analyzes the company's work environment in the complexity of tasks. The result of this research reveals that the company's work environment at Sarana Citra Adicarya encourages its employees to not enjoy their work and not be durable in their work. The given job description in the organizational structure at Sarana Citra Adicarya is very complex. In other words, the role of organizational structure is able to reduce employee performance through a description of tasks that are so complex. This makes the company experience employee turnover. The complexity of the task leads to an

unstructured, confusing, and difficult work environment.

Therefore, the advice of this research given to the firm is that there is a need for specialization and precise and clear work procedures with the division of tasks that are directed and not complex so that employees can enjoy their work and stay in a long time. The suggestion for further research is a generalization of the case study in which it requires the addition of the sample.

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