

ANALYSIS OF THE APPLICATION OF CONCURRENT MANAGEMENT ON EMPLOYEE PERFORMANCE AT PT KARYA ANUGERAH MEDIKA TANGERANG DISTRICT, BANTEN

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Abstract

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This study aims to analyze the effect of concurrent management on employee performance at PT Karya Anugrah Medika, Tangerang Regency, Banten. The main focus of this research is to understand how concurrent management can affect the quality level of employee performance and identify the factors that influence the effectiveness of such management. The research method used is qualitative with a descriptive approach, involving interviews, observation, and documentation as the main data collection techniques. The results showed that concurrent positions have a positive impact in terms of skill development, income generation, network development, and work flexibility. However, there are also some negative impacts such as stress, burnout, conflict of interest, and challenges in achieving work-life balance. Factors that influence the effectiveness of concurrent management include motivation, job satisfaction, and company support. The findings provide insights for companies in optimizing the implementation of concurrent positions to effectively improve employee performance..

Keywords:

Dual Position Management, Employee Performance, PT Karya Anugrah Medika

PENDAHULUAN

Human resources or what is called *human resources* (*HR*) is the driving force in the world of work, because human resources play an important role in determining business progress. Human resources function as movers, thinkers, planners, and development to achieve organizational goals. With the existence of human resources that are fulfilled, an organization or company will be able to achieve its goals (Abd. Rahman et al., 2022).

To survive and thrive in the market in the era of globalization and increasingly fierce business competition, companies must achieve good performance. According to Afandi, (2021) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics. One aspect that can affect employee performance is the management of organizational structures and position arrangements within the company. According to Susanto, (2019) states that employee performance itself is influenced by 3 (three) factors, namely: motivational factors, job satisfaction and work discipline

However, not a few companies apply concurrent management practices to achieve company goals. According to Sholichah & Hidayati, (2023) Nawawi's theory states that a dual career or concurrent position is a worker with two job responsibilities in the same time span. Nawawi's theory reveals that a company or organization with concurrent employees can be detrimental because one of the two positions can become a victim.

One of the applications of concurrent positions has been going on from 2020 to the present at a beauty clinic in Tangerang Regency Banten, namely PT Karya Anugerah Medika, where the application of concurrent positions occurs because PT Karya Anugerah Medika has minimal human resources. PT Karya Anugerah Medika is a company that offers beauty services that prioritize and pay attention to services in the field of *face contouring*. PT Karya Anugerah Medika has 4 (four) branches located in Gading Serpong, Bintaro, Bandung and Kelapa Gading, of the four existing branches, researchers only conducted research on branches where employees have *double jobs* (two positions), namely in Gading Serpong and Bintaro branches.

Utama (2021) explained that if someone has two or more roles in one company or in another company, they have several positive and negative impacts for individuals and companies, such as:

- 1) Positive Impact of Dual Positioning for Individuals
 - a. Skill and experience development, concurrent positions allow a person to gain new experience and expertise in various fields, improve their skills, and increase their value to the organization.
 - b. Increased income, if a person has more than one position held in a company, they can increase their income by earning a salary for each position they hold..
 - c. Network development, concurrent positions allow people to build connections and networks with more people in different fields, which helps them progress in their careers.
 - d. Flexibility and autonomy, dual roles give people more flexibility and autonomy in managing their time and work.

- 2) Negative Impact of Dual Positioning for Individuals
 - a. Job stress and burnout, concurrent positions can cause job stress and burnout for individuals as they have to work more hours and handle multiple tasks at once. This can take a toll on their physical and mental health.
 - b. Conflict of interest, concurrent positions can lead to potential conflicts of interest if individuals have responsibilities in two or more organizations that compete or have different objectives.
 - c. Lack of focus and quality of work, from the application of multiple positions can cause individuals to lack focus and the quality of their work decreases because they have to divide their time and attention for several tasks at once.
 - d. Difficulty achieving work-life balance, concurrent positions can make it difficult for individuals to achieve work-life balance because they may always feel they have to work and have no time for themselves and their families.
 - e. Lack of career development opportunities, concurrent positions themselves may limit an individual's career development opportunities as they may not have the time to focus on developing skills and knowledge in one particular area.
- 3) Positive Impact of Dual Position for the Company
 - a. Cost savings, concurrent positions can help organizations save costs by reducing the need to recruit and hire additional employees.
 - b. Increased efficiency, duplicate positions can increase organizational efficiency by allowing employees to complete several tasks simultaneously and reduce duplication of work.
 - c. Employee development, job titles can be an effective employee development tool by providing them with opportunities to learn and grow in different areas.
 - d. Increased employee engagement, job titles can also increase employee engagement by giving them a greater sense of responsibility and ownership over their work.
- 4) Dampak Negative Impact of Dual Position for the Company
 - a. Decreased productivity, the application of multiple positions in a company can lead to a decrease in company productivity if individuals cannot complete their tasks effectively and efficiently due to excessive workload.
 - b. Increased risk of errors, concurrent positions can increase the risk of errors that affect the company because individuals may not have enough time and attention to complete their tasks carefully.
 - c. Lack of accountability, concurrent positions can lead to a lack of accountability as it is not always clear who is responsible for a particular task or project.
 - d. Employee demotivation, concurrent positions can lead to employee demotivation if they feel that they are not fairly rewarded for their work or if they feel that their workload is unmanageable.
 - e. Difficulty attracting and retaining talent, job titles can make it difficult for companies to attract and retain top talent as capable individuals may not want to work for a company that overburdens their employees with too many tasks.

Table 1 : Excess of Dual Position

Excess of Dual Position	
For Individuals	For Companies
Skill and Experience Development	Cost Savings
Income Enhancement	Increased Efficiency
Network Development	Employee Development
Flexibility and Autonomy	Increased Employee Engagement

Source : Utama, 2021

Table 2 : Shortage of Concurrent Positions

Shortage of Concurrent Positions	
For Individuals	For Companies
Work stress and burnout	Decreased productivity
Conflict of interest	Increased risk of error
Lack of focus and quality of work	Lack of accountability
Difficulty achieving <i>work-life balance</i>	Employee demotivation
Lack of career development opportunities	Difficulty attracting and retaining talent

Source : Utama, 2021

Most research on concurrent employment focuses on broader business sectors such as banking, manufacturing or government. However, very few studies specifically explore the impact of concurrent management in the health and beauty sector, such as beauty clinics. PT Karya Anugerah Medika, located in Tangerang Regency, Banten, has specific characteristics that influence the implementation of concurrent positions, so it is important to examine its impact on employee performance in this company.

This research will provide new insights into the impact of concurrent management on employee performance in the beauty industry. Examining the impact of concurrent positions on beauty clinics in Tangerang Regency, which may have differences in work culture, market conditions, and types of services compared to other industries, can provide novelty in research. This study aims to determine the effect of concurrent management on the quality level of employee performance at PT Karya Anugerah Medika. and to determine the factors that influence the effectiveness of concurrent management on employee performance at PT Karya Anugerah Medika.

METHOD

This research was conducted at two branches of PT Karya Anugerah Medika located in Gading Serpong and Bintaro. This research was conducted from June 2024 to August 2024.

Researchers use qualitative research methods with a descriptive approach Abdussamad, (2021). Descriptive qualitative research explains or describes what is in the field (Agustina, 2022).

This qualitative research was conducted to gain a better understanding of the experiences and perceptions of employees related to the implementation of Dual Position Management at PT Karya Anugerah Medika. To obtain more in-depth information about the application of concurrent positions to employee performance at PT Karya Anugerah Medika, this research uses data collection techniques in the form of in-depth interviews with informants, observation and direct documentation on informants and companies. (Yusra et al., 2021).

This research uses the Miles and Huberman model analysis technique. According to Sugiyono (2019) that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated. Activities in data analysis, namely: Data Collection, Data Reduction, Data Presentation and Conclusion Drawing. This study uses triangulation techniques in the credibility test, where this technique is checking data from various sources in various ways, and various times (Sugiyono, 2016).

Sugiyono (2019) stated that triangulation is a technique to check the validity of data by comparing data from various sources. And for triangulation can be divided into 3, namely: 1) Source Triangulation, According to Alfansyur & Mariyani, (2020). Source triangulation means testing data from various sources or informants to be taken. This source triangulation technique can increase data credibility by testing data obtained during data research through various sources or informants. 2) Triangulation Technique. According to Sugiyono (2019) that the triangulation technique is carried out to test the credibility of the data by checking the data with the same source with different techniques. And 3) Time Triangulation. Time triangulation shows that time can affect data credibility. For example, data collected in the morning using the interview method where the informant is still fresh and there are not many problems will be more valid and credible. Therefore, reliable data for data testing can be done by means of interviews, observation, documentation at different times.

This research uses data credibility test for data validity. According to Sugiyono, (2019) that the test of data credibility or trust in qualitative research data is carried out, among others, by gaps in observation, increasing persistence in research, triangulation, using reference materials, negative case analysis, and member check.

This research involves employees who hold concurrent positions at PT Karya Anugerah Medika as research subjects to be studied. And this research was conducted on 3 (three) informants who met the criteria, namely having two positions in one company, as listed in the following table:

Tabel 3 : Research Informants

No	Nam3	Gender	Age	Position
1	Dr. C. Ellisa Nancyia Wiyono	P	33 Years	President Director & Doctor in Charge
2	Intan Permata Sari Tamrin	P	27 Years	<i>Beautician & Admin</i>
3	Ellin Karlina	P	32 Years	<i>Beautician & Admin</i>

Source : Research Observation

RESULT AND DISCUSSION

From interviews, observations and documentation in this study, several advantages and disadvantages or positive and negative impacts of concurrent management on employee and company performance were found, including:

Positive Impact of Concurrent Positions on Individuals

First, skill development, concurrent positions provide opportunities for employees to develop new skills. For example, Dr. C. Ellisa Nancylia Wiyono who doubles as a doctor and clinic director feels an increase in ability in clinic management and medical skills. Similarly, Ellin Karlina and Intan Permatasari Tamrin, who took on the roles of beautician and admin, honed their multitasking skills, from patient handling to stock management.

Secondly, by holding more than one role, employees get additional compensation that increases their income. Dr. Ellisa stated that her income increased because she received salaries from two different positions. Ellin and Intan also mentioned that even though their jobs are getting heavier, a larger income is an important motivation.

Third, the development of employee relations networks who hold two positions often have wider access to various professional circles. Dr. Ellisa, in her role as a director and physician, builds a network with distributors, other doctors, and sales, which helps with the clinic's business development.

Fourth, flexibility and autonomy, employees feel more flexibility in managing tasks. They are given the freedom to carry out different responsibilities, as revealed by informants Ellin and Intan, who are able to set priorities between beautician and admin jobs.

The Negative Impact of Dual Positions on Individuals

First, stress and work fatigue, working in two roles makes employees often feel stressed and exhausted. Dr. Ellisa and two other employees acknowledged the physical and mental pressures of performing dual roles, although they also stated that they were adaptable.

Second, conflicts of interest, sometimes duties in two positions clash with each other, especially when there is urgent work when the employee is not at work. Ellin and Intan once experienced a situation where admin tasks had to be completed even though they were not in the office.

Third, lack of focus and quality of work, lack of focus is one of the impacts of dual positions, especially when the clinic is crowded. Ellin stated that when serving patients, it is difficult for him to focus on the work of the admin, so the quality of his work as an admin decreases.

Fourth, the difficulty of maintaining *work-life balance*, in this study it was found that at the beginning of the implementation of dual positions, employees found it difficult to achieve a balance between work and personal life. However, over time, they managed to adjust and still maintain *a good* work-life balance.

Fifth, lack of opportunities and career development, the results of the study found that the three research informants stated that dual positions do not reduce employee career development opportunities, in fact, these dual positions help employees have more opportunities to develop their careers.

The Positive Impact of Dual Positions on Companies

First, cost savings, from the company's point of view, dual positions allow cost savings, because the same employee can handle two roles, so the company does not need to recruit additional personnel.

Second, increased efficiency, employees who understand two roles at once can speed up decision-making, reduce time for meetings or coordination. This was also expressed by Dr. Ellisa who felt faster in dealing with issues in the clinic thanks to the dual position.

Third, employee development. Companies can develop the skills of their employees by assigning more responsibilities. The flexibility of time and team support makes it easy for employees to thrive and manage their dual roles well.

Fourth, increased employee engagement, employees who hold more than one position feel more involved in the company's decision-making. They can provide more comprehensive input because they understand various aspects of the company.

The Negative Impact of Dual Positions on Companies

First, productivity decreases, although dual positions help efficiency, sometimes productivity decreases because employees cannot give 100% focus on both roles at once.

Second, the risk of increased errors, employees who perform two roles are prone to making mistakes, such as in stock management or administration. This risks increasing operational errors that impact the company.

Third, lack of accountability, accountability can decrease if employees are not fully focused on their respective responsibilities. However, PT Karya Anugerah Medika overcame this by forming a team that helped each other.

Fourth, employee demotivation, even though employees are given more responsibility, there is a risk that they feel overwhelmed and lose motivation. But on the other hand, at PT Karya Anugerah Medika, employees feel motivated because of the support provided by the company.

Fifth, the difficulty of attracting and retaining talent, from the results of this study found that according to Dr. Ellisa as the company's president director, the implementation of dual positions does not make it difficult for companies to attract and retain talent.

Factors Affecting the Effectiveness of Dual Position Management on Employee Performance at PT Karya Anugerah Medika

First, motivation, employee motivation both in terms of finance and personal, affects their performance in carrying out dual positions. Dr. Ellisa, Ellin, and Intan revealed that greater income and the opportunity to develop skills were the main motivating factors for them.

Second, job satisfaction, satisfaction with work has a significant effect on performance. Employees who are satisfied with their work tend to perform better. Despite the challenges, employees at PT Karya Anugerah Medika are satisfied with the flexibility and development they receive.

Third, work discipline, from the existence of motivation and job satisfaction that has a significant effect on making employees who have two positions have good work discipline, such as following *the Standard Operating Procedure* (SOP) that has been determined by the company.

CONCLUSION

This study shows that the management of dual positions at PT Karya Anugerah Medika has a varied impact on employees and the company. In general, dual positions help employees have more skills, experience, higher income, wider connections, more flexibility, and more opportunities and career development compared to other employees who only have one position. Concurrent positions also help companies in saving costs and increasing efficiency, developing employees, increasing employee engagement, and motivating employees to keep growing. However, there are still risks such as decreased productivity, increased employee errors, and lack of accountability, although these risks do not always occur in the company. However, challenges such as stress, conflicts of interest, and decreased focus remain for employees. And a decrease in productivity, an increased risk of errors, and a lack of accountability for companies. Motivational factors, job satisfaction and work discipline are important elements that affect the effectiveness of the performance of employees who run two positions. Companies that are able to manage negative impacts and maximize the benefits of dual positions can significantly improve the performance of their employees. The latest findings obtained from research conducted at PT Karya Anugerah Medika stated that the implementation of dual positions can actually help employees have more opportunities to develop their careers and provide motivation for employees. With the continuation of this dual position, it also does not make the company experience difficulties in attracting and retaining talent.

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