

# **WORKLOAD ANALYSIS AS BASIS FOR STRATEGIC DECISION MAKING OF ORGANIZATIONAL RESTRUCTURING**

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## **ABSTRACT**

*This study aims to understand the influence of workload analysis of PT X. Head Office on top manager decision making in corporate strategic decision making. This study is carried out because there are problems between the workload and the number of employees. Descriptive qualitative approach is used in this study, and the data is collected through questionnaire distribution and in-depth interview. There are two key participants in this study because of their strategic position in the company, namely the Director of Operations and Director of Finance. This study is conducted through various stages, starting from collecting basic job analysis data, identifying job analysis, compiling and collecting workload data, drafting the workload analysis, and analyzing the organizational restructuring. The results of this study indicate that workload analysis can be the basis of decision making in organizational restructuring policy. Workload analysis of the employee of PT X. Head Office shows that the employees have excessive workloads, especially employees in the operational field of logistics distribution services. The recommendation given is that to add 10 personnel in fields related to operations, finance, administration, information technology, internal audit, and marketing. Moreover, the division of labor in the finance, human resources, and general divisions also needs to be done.*

**Keywords:** Job Analysis, Workload Analysis, Organizational Restructuring, Strategic Decision Making

## **INTRODUCTION**

In the global era, companies are required to be able to adapt to a business environment that continues to change along with the developments and challenges. This changing environmental conditions encourages organizations to respond quickly (responsively) and adapt to a market environment that is full of competition (Lasdi, 2017). Attention to efficiency, effectiveness, and productivity is very crucial, because from these three things, the company can control its resources in order to optimize its achievement against the goals set (Gerrard, 2005). Human resource (HR) planning is a fundamental thing that must be done by companies to form good HR management in order to optimize the goals achievement. HR planning includes detailed and technical matters including the number of employees needed as well as the characteristics of employee needed in order to achieve goals, because each organization has its own features, objectives, and difficulties (Grinold & Marshall. 1977). Most of the time, companies are faced with the mismatch between the number of people, workload, and duties of employees that are not in accordance with the work given. In addition, when there is a need for a new section, there will be several new responsibilities and new role demands (Ashraf, 2017; Aulia, 2018). HR planning, both short and long term will not be separated from job analysis. Employees have many tasks that are not only the main task, but also there are additional and incidental tasks. Unclear division of tasks can result in employee fatigue, so that the distribution of workload for each individual affects the

company's strategy that will be used (Prabaswari et al., 2019; Breugh, 2017). Employees also have risks at work, such as the risk of excessive workloads, prolonged work pressure, and unbalanced working hours, which causes a decrease in employee morale and motivation (Hariyono et al., 2009; Subramaniam & Ramli, 2019).

Dessler (1993) stated that job analysis is a procedure for determining the duties and nature of work, as well as the types of people who need to be appointed to carry these works out. In other words, job analysis provides data about the job requirement used to compile job description and job specification. In addition, it is also stated that the information generated by job analysis can be used in recruitment and selection, compensation, job performance appraisal, and education and training. Besides, Maitland (1993) added that job analysis is a process of collecting and studying information that is related to all aspects of a position. With this information, it is possible to make the right decisions for the future interests of the job, and at the same time, it can be decided what type of employee is needed to do the job. A perfect and thorough job analysis includes goals, positions, main tasks, required qualities, and work environment. Handoko (1995) stated that job specification is human characteristics that are needed by a job, regarding the education, training, experience, as well as physical and mental requirements. Workload refers to the amount of work allocated to an employee for a job (Wefald et al., 2008; Tulangow et al., 2018). In order to obtain the right job analysis, it is necessary to pay attention to critical and strategic points in measuring HR, namely workload analysis. Workload analysis is able to influence organizational strategy, which in turn can affect the results of individual or group performance (Tjiabrata, 2017). The implication of the results of workload analysis can be in the form of recommendation for improving job description, work procedure (system operating procedure), organizational restructuring, and training to improve HR competencies (Cates et al., 2015; Edien, 2015; Park & Kang, 2017; Walintukan, 2017).

Monitoring and analyzing workload implementation is one of the important tasks of top management as a result of the rapidly changing business environment (Douglas, 1999; Azevedo et al., 2019). PT X has the task of organizing freight forwarding business activity, which is aimed at representing the interests of the owners of goods to take care of all the activities required for the delivery and receipt of goods via land, sea, and air transportation. These business activities include receiving, storing, sorting, packing, marking, measuring, weighing, issuing transportation documents, managing document completion, ordering transport space, shipping, managing distribution, calculating transportation and logistics costs, claims, insurance on goods delivery, settlement of bills and other necessary costs, provision of information and communication, and logistics service. Currently, PT X is experiencing a problem of incompatibility between the number of employees and the existing workload. According to Kodradi et al. (2008) and Anyakoha (2019), the implementation of workload analysis results can have an impact on organizational restructuring at various employee levels. Therefore, this study aims to understand the influence of workload analysis of PT X Head Office on top manager decision making in corporate strategic decision making.

## **LITERATURE REVIEW**

### **Job Analysis**

Job Analysis will provide information about job descriptions, job specifications, and job evaluations. It also can predict job enrichment or expansion as well as job simplification in the future (Mondy, 2008). Job analysis produces information for job description, which is a list of what the job is asking for, and job specification, which is a specification of the types of

people that must be employed for the job (Dessler, 1993). Job analysis aims to evaluate employee needs for transfers or promotions, thus it is potential to contribute to personnel utilization (Edien, 2015; Lestari, 2016). Job analysis consists of 3 main aspects, namely job descriptions, job specifications, and job evaluations. Job evaluation is an activity of assessing whether a job or position is heavy or light, easy or difficult, have big or small risks, as well as providing the name, ranking, and price or salary of the position (Raymond, 2016).

### **Workload Analysis**

Komaruddin (1996) defined workload analysis as a process to determine the number of working hours people used or needed to complete a job within a certain period of time. In other words, workload analysis aims to determine the appropriate amount of personnel and responsibilities or workloads assigned to an employee. According to Simamora (1995), workload analysis is done by identifying both the number of employee and their qualification needed to achieve the organizational goals. In addition, according to the Ministry of Administrative and Bureaucratic Reform, workload is defined as a group or a number of activities that must be completed by an organizational unit or an office holder within a certain period of time. In order to analyze workload, it is necessary to determine employee work standards. Heizer and Render (1996) stated that employee work standards are the amount of time required by an average worker to perform specific work activities in normal working conditions. Employee work standards can be used to determine the number of personnel in order to be able to produce production expected by the company. Furthermore, it is stated that to determine employee work standards, it can be done in four ways, namely based on past experience, time assessment, standard time before determination, and work sampling.

### **Organizational Restructuring**

Organizational restructuring means enlarging or reducing the company's structure, reducing companies in workforce, work units, or divisions, or reducing position levels in the organizational structure of the company. In principle, organizational restructuring is an activity or effort to rearrange organizational components, so that the future of the organization has better performance (Farid, 2015). The increase or decrease in organizational scale is needed to improve efficiency and effectiveness because organizational restructuring aims to improve and maximize the company performance (Bramantyo, 2004; David, 2006). One of the causes of organizational restructuring is when a new Chief Executive Officer (CEO) takes over and then decides to make changes in the company (Thomson & Strickland, 1998).

## **RESEARCH METHOD**

This study is carried out in PT X Head Office in Jakarta. PT X is a large company that has branches in every province in Indonesia. This study uses a descriptive qualitative approach, carried out by: observing people in their environment interacts with each other; trying to understand the language and interpretation of the research object about the world around them; approaching or interacting with research object regarding the research focus to try to understand, explore their views and experiences, and obtain information or data needed (Nasution, 2003). The data is collected through intensive in-depth interview and cross-check data in the field. There are two key participants in this study that is chosen by considering their credibility, dependability, and conformability aspects (Guba & Lincoln, 1994). Two participants in this study, namely the Director of Operations and the Director of Finance, as they have a very important strategic role because they oversee all fields in PT X.

The Director of Operations is in charge of logistics distribution service as well as marketing and business development, while the Director of Finance is in charge of finance, human

resource, general affairs, and internal auditing. The data is collected through questionnaire distribution and interview. In order to support the survey data and do in-depth study of the research results, the researchers conducted field observations, interviews, and focus group discussion (FGD) with various data sources in the context of compiling variables and measurement instruments as well as validating the research results. Several stages are conducted in this study, namely collecting basic job analysis data, identifying job analysis, compiling and collecting workload data, drafting the workload analysis, and analyzing the organizational restructuring.

## **RESULTS**

The analysis and evaluation process is carried out by conducting in-depth interview with human resources in PT X Head Office. The focus of this study is to understand the influence of workload analysis of PT X Head Office on top manager decision making in corporate strategic decision making. From the interview results with the key participants, it shows that workload analysis is very helpful in deciding policies in corporate strategic decision making of PT X, which already has a lot of human resources in each of its branches, as it requires top level leaders to formulate the right strategy so that the organizational structure can have a positive impact in company performance. One of the policies of workload analysis results that are highlighted is organizational restructuring. These are the results of the interview with the two key participants regarding workload analysis that has an impact on organizational restructuring.

### **Participant 1 (Director of Operations):**

“We always improve our job analysis over time, since changes in the environment and various ways of working in field requires us in the operational division to be more flexible in dealing with obstacles that exist in the field. The job analysis we conducted is by evaluating the work that has been done and comparing it with the condition in the field. However, because the conditions in the field cannot be controlled sometimes, the executors (employees) do the work with their own innovations.”

“We may do workload analysis if it is needed, maybe once or twice a year. We look at the environmental conditions and our organizational structure, as the organizational structure is required to adapt to the current environmental conditions. Whether the organizational structure in our division is widened or reduced, the point is that we want it to be fast and does not have much administration for it to be more effective and efficient, thus our executors (employees) can be focus in the field according to their job description.”

“The results of the workload analysis strongly influence the decisions of policy for restructuring. From the analysis results, we know which parts or which employees have excess workload and unbalanced working time, thus we can provide policies to add personnel, divide tasks, or eliminate these tasks to be more effective. Organizational restructuring in our division is very flexible, because field work is very unpredictable and it makes employees understand their responsibilities, even in some projects the employees must wait for distribution to arrive until 1 pm. Currently, the government is eliminating raskin program (free rice from the government for poor families in Indonesia). In fact, the distribution of raskin can be said to be our main job because of the large quantity and distribution throughout Indonesia. Therefore, due to this policy, we have to restructure the organization. So for me, the workload analysis results must be considered in every decision making.”

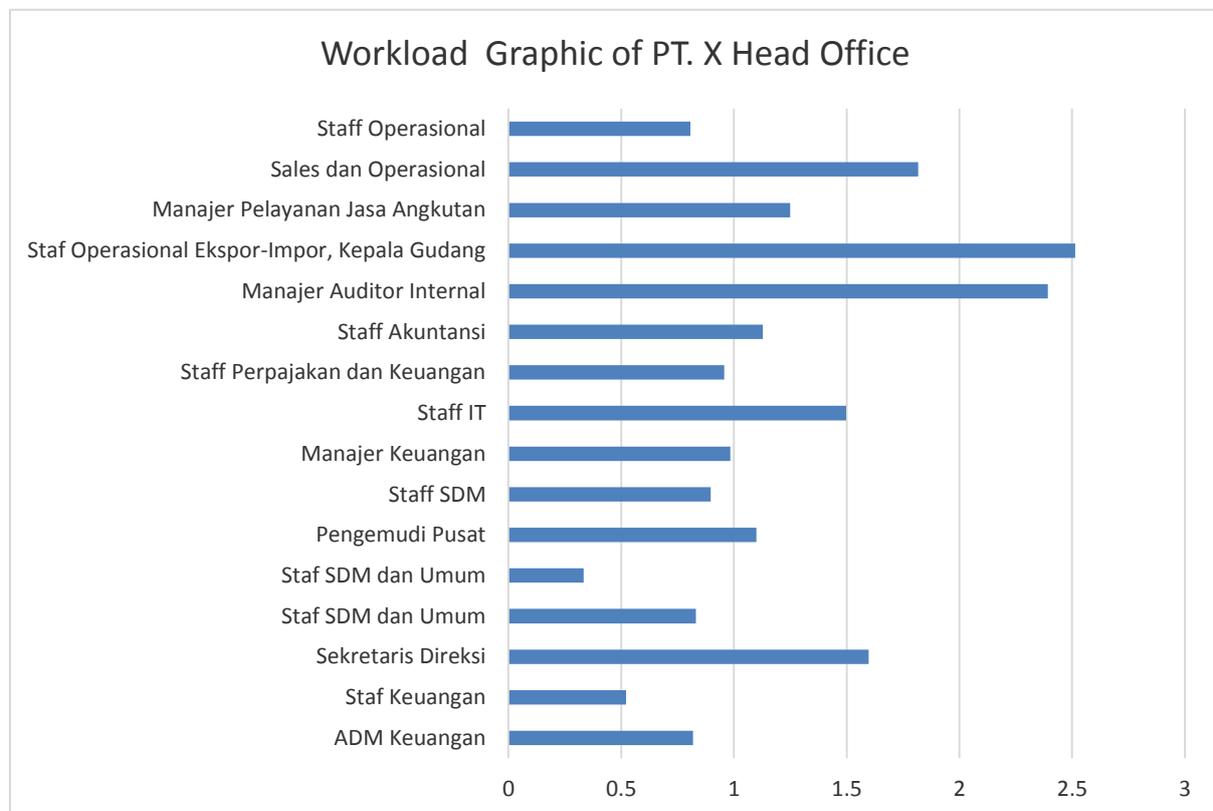
**Participant 2 (Director of Finance):**

“For the job descriptions and job specifications that we have, I think it is quite stable and there are not too many changes, because in the financial and auditing fields, the work tend not to change much unless there is a new information system technology used by the company. In general, our job analysis is effective for now, although it is possible that there will be a complete overhaul if there are environmental conditions that demand change, and we are ready.”

“We usually carried out workload analysis together with other leaders to measure the workload of employees based on the existing standard time norms in the company. The implementation of the decision to add employees or add division is in our division, because I am in charge of human resources. Therefore, we must pay attention to workload analysis so that we can provide proper work procedures to every employee.”

“The results of workload analysis can be a reference as a policy for organizational restructuring, and if it is relevant to current conditions, we must be ready to do it. Organizational restructuring itself aims to increase organizational performance, thus with the right division of tasks, assignments, and workload, I think the employee performance will be better, so that the organizational performance will be better as well.”

Based on the interview results with the two participants, it shows that workload analysis is one of the references for top leaders to take organizational restructuring policies. This is considered appropriate because in the workload analysis there is a variety of accurate information in deciding organizational restructuring policies. As a supporting data, researchers and participants conducted workload analysis using standard time norm techniques. The workload analysis results can be seen in Figure 1 and Table 1 as follows:



**Figure 1. Workload of PT X Head Office**

Table 1. Workload Analysis Results of PT. X Head Office

No	Lowest Unit Name	Population	Position	Sample	Work Load	Total		Work Load Information		Proposed Formation	Adjustment
						Lowest Per Unit	Head Office	Lowest Per Unit	Head Office		
1	ADM Finance	1	1	1	0,81781	0,81781		Normal		1	0
2	Financial Staff	1	1	1	0,52097	0,52097		Underload		1	0
3	Secretary of the Board of Directors	1	1	1	1,59711	1,59711		Overload		2	1
4	HR and General Staff	1	1	1	0,83093	0,83093		Normal		1	0
5	HR and General Staff	1	1	1	0,33370	0,33370		Underload		1	0
6	Head Office Drivers	1	1	1	1,09971	1,09971		Overload		2	1
7	HR Staff	1	1	1	0,89674	0,89674		Normal		1	0
8	Finance Manager	1	1	1	0,98380	0,98380		High		1	0
9	IT Staff	1	1	1	1,49703	1,49703	19,44237	Overload	Overload	2	1
10	Tax and Finance Staff	1	1	1	0,95653	0,95653		High		1	0
11	Accounting Staff	1	1	1	1,12824	1,12824		Overload		2	1
12	Internal Auditor Manager	1	1	1	2,39221	2,39221		Overload		3	2
13	Export-Import Operational Staff, Head of Warehouse	1	1	1	2,51370	2,51370		Overload		3	2
14	Transportation Service Manager	1	1	1	1,24903	1,24903		Overload		2	1
15	Sales and Operations	1	1	1	1,81761	1,81761		Overload		2	1
16	Operational Staff	1	1	1	0,80725	0,80725		Normal		1	0
<b>Total</b>		16	16	16	1,21515	19,44237			Total	26	10

The results of the workload analysis show that PT X Head Office has an overload for the workforce or human resources that are directly related to the operations of logistics distribution services. However, workforce or human resources that are related to administration and finance division in average still experience under load of work. Based on Table 1, it can be seen which positions require additional human resources and the amount of additional human resource needs for each position.

1. ADM Finance position has normal workload and does not require additional human resources.
2. Finance Staff position is under load and does not require additional human resources.
3. The Secretary of the Board of Directors is overload and requires 2 human resources, so one more person must be added.
4. First HR and General Staff Position have normal workload and do not require additional human resources.
5. Second HR and General Staff Position is under load and do not require additional human resources.

6. Head Office Driver position is overload and requires 2 human resources, and only 1 position is fulfilled.
7. HR Staff position has normal workload and do not require additional human resources.
8. Finance Manager position has a high workload and still not yet requires additional human resources.
9. IT Staff/Manager position is overload and requires 2 human resources, and only 1 position is fulfilled.
10. Tax and Finance Staff position has a high workload and still not yet requires additional human resources.
11. Accounting Staff position is overload and requires 1 additional human resource.
12. Internal Auditor Manager position is overload and need to be assisted by 2 more additional human resources.
13. Export-Import Operational Staff and Head of Warehouse position is overload and need to be assisted by 2 more additional human resources.
14. Transportation Service Manager position is overload and requires 1 additional human resource.
15. Sales and Operations position is overload and requires 1 additional human resource.
16. Operational Staff position has normal workload and does not require additional human resources.

Based on the results of the workload calculation, PT X must carry out organizational restructuring, and it is recommended to add 10 additional personnel. Additional personnel can be added in positions related to operations, finance, administration, IT, and internal audit. It is also required for activities related to the marketing function.

## **DISCUSSION**

In accordance with the company's vision, which is "To become a reliable and trusted logistics company", changes for the better must be made. This change is surely conducted by fulfilling the need for human resources in overloaded logistics operational positions with a workforce who is competent in their fields. This form of change is to follow the company's mission, namely:

1. Perform integrated, quality, and professional logistic services by providing benefits and advantages to stakeholders.
2. Providing excellent service through an extensive logistics network and support from competent business partners to ensure customer satisfaction.

The discourse on the change of government policy regarding raskin, which was previously become a fixed market from PT X will have the potential to diminish and cause the threat to a decline in the market that has been managed so far. This condition requires strategic anticipation with new efforts to find potential markets. A market expansion strategy must be undertaken to replace the lost market. The market expansion strategy undertaken requires the support of a marketing function that can intensify efforts to acquire new markets. This is the basis for the emergence of new position in marketing.

Based on the field observations, in-depth interviews, workload calculation results for existing positions, observations on the company work system, and the company's vision and mission, it is necessary to propose organizational restructuring that is more effective, efficient, and optimal in managing the company as well as able to face the challenges ahead and seize more opportunities.

- a. Separation and formation of new positions at Operational Division

Positions that are directly related to operational division experience overload, because there are two types of work that must be handled, namely operational and administrative work. Another thing that can be considered is the complexity of activities in the operational division, including transportation, handling, and warehouse services. Each activity has different operational characteristics. The development of trucking business unit that takes advantage of opportunities that arise in the market and the resources owned by the company require a more focused management to optimize performance.

b. Establishment of a new position that manages the marketing function

The positions that have been carried out marketing function have been overloaded, because the positions are within operational activities. As a result, besides having to manage operational activity, several positions also have the responsibility of carrying out activities related to marketing. This situation makes the marketing function unable to function optimally. Referring to the vision and mission of the company, and facing the increasing intensity of competition, a more aggressive marketing effort is needed in order to create a competitive advantage, which in turn will increase sales of the service offered by the company to consumers. What cannot be ruled out is that the bargaining position of one of the large SOEs in Indonesia as a regular consumer is increasing with the discourse of policy change from the government. Another thing to consider is the characteristics of services, because consumers cannot be separated from the process/operations of the services, thus marketing function is under the coordination of Operational Division.

c. Divide the job in several sections, such as in finance, human resource, and general section. This is motivated by the data collected from job descriptions, as when the workload is calculated, it is concluded that at several parts, the distribution/assignment of tasks are based on individual competency preferences. Some activities/tasks require specialization competencies, such as tax and accounting, which is recommended to be separated based on the specialization of activities.

## CONCLUSION

Workload analysis can be a reference for decision making to carry out organizational restructuring. The top level leaders acknowledge this, and they must be ready to undertake organizational restructuring if the workload analysis results recommended it to be done. PT X Head Office currently has 16 employees consisting of managers and staffs. The workload analysis results show that most employees have an excessive workload, especially employees in the operational division of logistics distribution services. This is due to the unpredictable and uncertain operational field activities, so that the work time must adjust to the environmental conditions. Based on the workload analysis, PT X Head Office requires 10 additional personnel. Additional personnel are recommended for positions related to operations, finance, administration, IT, and internal audit. They are also required for activities related to the marketing functions.

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