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## IMPACT OF MULTIPLE POSITIONS AND ORGANIZATIONAL CULTURE ON JOB PERFORMANCE AT ASCA ELPIDA SERVICE ...

 Artikel Jurnal

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# IMPACT OF MULTIPLE POSITIONS AND ORGANIZATIONAL CULTURE ON JOB PERFORMANCE AT ASCA ELPIDA SERVICE BUREU

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## ABSTRACT

### Keywords:

Multiple Positions;  
Organizational Culture ; Job Performance

*The psychology bureau is a place for the public to tell a problem to the experts or psychological tests for job recruitment, psychological tests for students and other IQ tests. AscaElpida Service Bureau as an institution engaged in services. Based on this, the purpose and research of this is to find out dual positions and work culture on work performance at the AscaElpida service bureau. The research method used is a qualitative method. Collecting data using interviews, observation and documentation with as many as 2 informants. The results of the study indicate that job performance at the AscaElpida Service Bureau is the target that has been achieved, the number of customers increases and there are multiple positions, namely leaders who carry out more than one activity and are carried out with one person. The organizational culture applied to the AscaElpida Service Bureau is not optimal enough. This makes employees less efficient or can hinder work. Concurrent positions and organizational culture should be controlled and given maximally so that employees can pay more attention to performance for better performance*

## ABSTRAK

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*Biro psikolog merupakan tempat untuk masyarakat menceritakan sebuah masalah kepada ahlinya atau psikotes untuk rekrutmen jabatan, psikotes untuk siswa dan tes IQ lainnya. Biro Layanan Asca Elpida sebagai lembaga yang bergerak dibidang Jasa.Berdasarkan hal tersebut, tujuan dan penelitian ini yaitu untuk mengetahui rangkap jabatan dan budaya organisasi pada prestasi kerja di biro layanan asca elpida. Metode penelitian yang dipakai adalah metode kualitatif. Pengumpulan data menggunakan wawancara, observasi dan dokumentasi dengan informan sebanyak 2 orang. Hasil penelitian menunjukkan bahwa prestasi kerja di Biro Layanan Asca Elpida adalah target yang telah dicapai jumlah pelanggan meningkat dan adanya rangkap jabatan yaitu pimpinan yang melakukan kegiatan lebih dari satu dan dikerjakan dengan satu orang. Budaya organisasi yang diterapkan pada Biro Layanan Asca Elpida kurang maksimal dengan baik. Hal tersebut membuat karyawan kurang efisien atau dapat menghambat pekerjaan. Rangkap jabatan dan budaya organisasi hendaknya harus lebih dikontrol dan diberikan secara maksimal agar karyawan dapat lebih diperhatikan terhadap kinerja agar lebih baik*

## INTRODUCTION

The psychologist's bureau is a place for people to tell problems to experts or psychological tests for job recruitment, psychological tests for students, and other IQ tests. Prasista et al. (2017) said an institution owned by someone to build a business is an institution that works for the government, schools, companies, and other organizations. This includes helping business companies create employee training programs and design new products. Psychological testing is a series of services to reveal customer psychology where the test data can be used. In the world of education, psychological testing services are provided with the aim of academic and educational institutions. Various psychological testing services such as interest, talent, intelligence, personality, and learning style tests are provided to school units to help students maximize their potential and achievements.

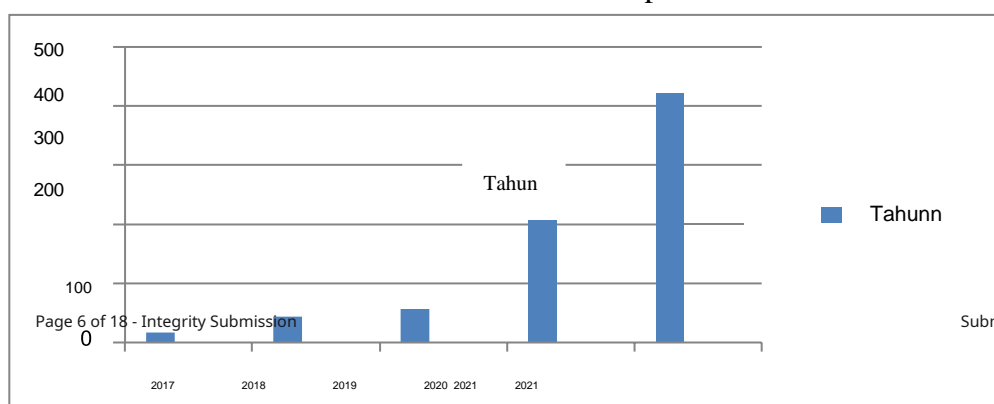
Psychological and counseling institutions are one of the drivers of the developing economy in Indonesia. In Indonesia, there are also many companies in the field of consultants and psychologists. Asca Elpida is a company that operates in the service sector and provides advisory services, company psychological tests to recruit employees, psychological tests for schools, considerations, and special courses for children with special needs. This is because the consultant and psychologist services business is to support the needs of a company and individual or psychological conditions. Apart from these two things, consultant and psychologist businesses also offer the best prices for customers.

The presence and existence of consultant and psychologist businesses are necessary for companies, schools, campuses, and individual needs. The Asca Elpida Service Bureau was established to help serve and improve the community's welfare for daily life and psychological tests for companies, schools, and others.

Performance is the result of performance in carrying out a job. The essence of performance management is the mismeasurement of actual individual or group performance (J.M. Ivancevich et al., 2008). Motivation influences performance, which is formed by the attitude of leaders and employees towards the work situation that applies in the organizational environment. Motivation is a condition that directs employees to achieve organizational goals.

The employee performance achieved, or targets held by the Asca Elpida Service Bureau from 2017-2021 continues to increase. The following is a table of the number of customers at the Asca Elpida Service Bureau:

Table 1.1  
Number of Customers at Asca Elpida Service Bureau



Description:

Tahun	Jumlah
2017	17
2018	43
2019	56
2020	207
2021	423

Source : Asca Elpida Service Bureau

The Asia Elpida Service Bureau has several services: Counseling, training, psychotherapy, and psychological testing. The services provided by the Asca Elpida Service Bureau are excellent or excellent service, namely the efforts provided by an organization for customers, providing the best service. The goal is to make customers satisfied and comfortable. Apart from customer satisfaction, a business or organization receives complaints and complaints from customers. The following is a table of protests and complaints at the Asca Elpida Service Bureau:

Table 1.2.

Complaints and Complaints from Customers at Asca Elpida Service Bureau

Incidence	Complaints	Total
Psikotes	There was a complaint due to : 1. Wrong date 2. Wrong name 3. Wrong absence number	4x 2x 3x

Source : Asca Elpida Service Bureau

It is also suspected that multiple positions can affect employee performance, which, according to (Prasista et al. (2017), This dual position system has both positive and negative impacts on the company. The positive impact is that it can reduce the institution's expenditure on employee salaries, and the negative impact is that it hinders the company's development carried out by employees. The effect that will occur if there are multiple positions is that multiple positions will seem to hinder the company's performance, but as long as the company can manage all the work carried out by employees.

Having two different jobs legally and simultaneously doing more than one job is a dual position. Apart from creating a conflict of interest, having multiple positions also creates obstacles for employee performance because one person does it, and each division has different tasks. However, there are still newly established companies holding multiple positions, as is the case with the Asca Elpida Service Bureau; there are

several jobs carried out by the head of the company, namely as a lecturer at a university, director of company psychology, and the finance department. Next is directing human resources to achieve the organization's vision, mission, and goals, namely organizational culture. Organizational culture is the norms of behavior and shared values that are the core characteristics of how things are done in an organization. Widagho (2004:20) in Indrawan (2017), says that the word culture itself is a development of the Sanskrit language 'budhayah,' namely the plural form of buddhi or reason, and the compound word budi-daya, which means the power of the mind, with In other words, "culture is the power of the mind in the form of creativity, intention, and taste. Meanwhile, culture is the development of culture, namely the result of creativity, intention, and feeling."

Researchers aim to determine whether employee performance, which increases yearly, disrupts organizational culture and the impact of multiple positions. So that companies can implement an appropriate corporate culture and provide rewards to employees in the form of remuneration in tangible or intangible conditions.

## LITERATURE REVIEW

Prasista, et al 2017 said that concurrent positions are the existence of one person who doubles positions and doubles positions and does all the work himself and is responsible for it, the existence of this concurrent position can make the performance of an employee can be hampered and become ineffective. This will affect the quality of the work done by employees both in terms of processing time and the technical work they do. The lack of Human Resources in a company has an impact on the company. Therefore, performance also requires management so that the results obtained or the performance of employees can achieve the results shown by the company (Aprillia & Anio (2021). The expected quality and quantity of work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him.

Organizational culture is a system of shared meaning shared by members of an organization that distinguishes the organization from other organizations. This system of meaning is formed from a set of key characteristics that members of the organization value in common. Organizational culture includes the values, norms, rituals, and practices that develop within an organization and influence the way members behave and interact with each other and the external environment.

According to Robbins and Judge (2013), organizational culture is defined as "a system of shared meaning held by members that distinguishes the organization from other organizations" (p. 512). This system of meaning consists of various characteristics that are important in organizations, such as innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. According to Sutrisno (2015: 150) work achievement is a person's effort which is determined by the ability of his personal characteristics and perceptions of his role in



work. According to Hasibuan (2011: 94) Work achievement is a result that a person achieves in carrying out the tasks assigned to him which is based on skills, work performance and seriousness and time.

## METHOD

This research will explain the impact of multiple positions and organizational culture on employee performance at the Asca Elpida Service Bureau. The analysis technique used in this research is the qualitative data analysis technique. This research analyzed the impact of dual positions and organizational culture on employee performance at the Asca Elpida Service Bureau using interview techniques.

The data used in this research is primary data obtained from interviews and secondary data in documents related to multiple positions, organizational culture, and employee performance.

This research uses a coding system, for example, W1 and W2. In this interview, the researcher used informant one operating employees who had long been interviewed with W1, namely the leadership, and informant 2, namely the researcher himself, with W2, the new employee who was the comparison in this research. This means that this is the opinion of new employees, and this is the opinion of new employees.

Qualitative data is data in words, whereas qualitative means proving. Data collection techniques are interviews, observation, and documentation using note-taking instruments, listening, books, pens, and recording devices. According to Fatihudin (2020:116), This research data was collected using a data collection process, namely:

1. Premier data: is collected by the researcher himself directly at the researcher's location.
2. Secondary data: data collected indirectly or using other sources with reliable validity. Data was obtained from the Asca Elpida Service Bureau, journals, and books.

In collecting data, researchers conducted interviews with W2 to obtain the data needed for the problems raised. The author asks questions that are relevant to the issues raised. So that the discussion can be directed, it is necessary to prepare an interview guide containing the main ideas related to the problem being studied. Data was collected by interviewing parties who knew about the problem to be researched. Interview data will be recorded using a recording device.

## RESULT AND DISCUSSION

From interview guidelines and various questions. The following are statements from W1 and W2:

Double job

1. As the owner of the Asca Elpida Service Bureau, your activities are bound to be busy, so you need notes and strategies in carrying out your duties. What are your methods and

techniques to run optimally? How do you divide tasks and energy so that you can run as a lecturer and leader of Asca Elpida?

W2: How many times does the leader of Asca Elpida turn blue about one week?

Informant answers and observation results:

The tasks are indeed many, but seen from the level of work previously. When a client wants to meet the manager, they must contact him first because they have a busy schedule, so the manager will discuss it first via WhatsApp and make an appointment as to when they can meet. Leaders continue to monitor if they are not in the office. In the office, it is handled by employees. Employees have been provided with training or briefings and are independent. According to W2, the leadership is rarely in the office because the administration is a lecturer, housewife, head of the Asca Elpida Service Bureau, and Head of Psychology. The observation results were that on that day, the administration was not in the office but continued operating despite no employees.

2. What obstacles/workload have you experienced so far? How do you manage your busy schedule to keep your activities running?

W2: What are the activities of the Asca Elpida leadership at the bureau? Apart from doing test reports, what else do you do?

Informant answers and observation results:

Said the leader, "The workload is based on the number of customers; if there are many customers, the burden will also be large." Leaders and employees do it quickly to avoid a lot of work piling up. For example, the leader has free time; he uses that time to work on reports, etc. Meanwhile, after the test, employees immediately score. According to W2, counseling and therapy are carried out by the head/head of psychology. Psychological tests are a treatment that employees can handle. The results of the observations are when scoring is carried out by assistants and testers (employees). Then, to make test reports, therapy, and counseling are carried out with the leadership directly with clients or customers.

3. What abilities must a psychologist profession have? What skills do you have in your work? What special knowledge do you have as a professional psychologist? What capabilities must you have to make your institution competitive with other institutions? How do you maintain the development of your and the institution's skills or competencies?

W2: In your opinion, are the abilities of the Asca Elpida leadership professional?

Informant answers and observation results:

According to the leader, "A psychologist must master counseling techniques. Then, it provides the best service to its employees. Then the souls/have a heart to help others." What is certain is that it is by the psychologist's competence, yes, that is what he is capable of, can carry out counseling well, that is, he can listen to people, which is a significant value that has a broad meaning because for a psychologist, for example, if we receive complaints/contests, we have to be able to accept that. Working in psychology, of course, mothers are required to have special abilities. Of course, the powers they have must develop. For example, a psychologist's special knowledge is

learning about a person's behavior and personality and the relationship between behavior, thoughts, and feelings. Then, you know how to conduct assessments of other people and learn intelligence psychologist test tools. The observations show that leaders have robust methods; for example, in treating therapy for children with special needs, how it is delivered makes children with special needs not bored and willing to learn. They have excellent service for psychological tests in schools and companies led by Asca Elpida.

4. Is there a code of ethics that you apply in carrying out your work/in your profession? What must you have to be considered professional to convince customers who use your services so that they can trust you in using the benefits of the Asca Elpida Bureau?

W2: Have Asca Elpida leaders maintained the standards or code of ethics that apply to the leadership profession?

Informant answers and observation results:

Professionalism is essential in the role. Work in the field of psychology has a code of ethics and standards that must be followed. The principle of ethics is to protect customer secrets. Then, be a good customer service psychologist so that customers come back, and when dealing with ABK children, you must be slow, patient, and cheerful. According to the boss, the thing that I like most is when customers say thank you, ma'am, I feel relieved. So, psychologists must be professional, maintain a code of ethics, and provide the best service. The observation showed that some clients or customers wanted a consultation that day, and the employees were told to leave or wait in the living room. No one except leaders and customers. Because it is private.

5. According to you, what is an example of behavior that reflects responsibility? How would you act if your responsibilities as leader of Asca Elpida did not collide with personal problems?

W2: Have you ever had a problem when working on a report, working on results, or doing something else that you couldn't or your colleagues couldn't do, then contacted the Asca Elpida Leader until you waited for the Asca Elpida Leader to come to the office?

Informant answers and observation results:

Responsibility when there are complaints, accountability at work, commitment to employees, responsibility as a housewife. When the Asca Elpida Service Bureau receives a complaint, and the employee cannot answer, the leader will answer and explain it. Leaders should complete work in their free time so it can be completed quickly. The employee's responsibility is to look after, monitor, motivate, and give direction if something goes wrong at work. As a housewife/ career woman, the leader cannot be separated from her duties as a mother; the leader can still cook, fulfill daily needs, and help her children with their tasks. The observations showed that the leader was rarely in the bureau or office, so when there was a problem in the bureau or at the hospital, he provided information or monitored via WhatsApp.

6. How did your sense of justice form when you were in this profession?

How do you set policy as a leader? And how do you manage wisely?

W2: In your opinion, what is the form of fairness from Asca Elpida's leadership towards employees? Or an example of what the Asca Elpida leadership has done?

Informant answers and observation results:

Because a dual-position leader feels justice, according to the leadership, it is more towards the family, secondly towards the employees because his support system is in the family where other family members such as an uncle, aunt, mother, and father help him when the children are at school/doing their homework. For employees, it feels fair to give salaries. Then, being wise in holding a dual position is monitoring, which means looking at employees' work. Even though the leader is rarely in the office when employees need help/there are problems, the leader still monitors them via cell phone. The observation shows that the leadership regulates policies in this dual position via cellphone, which provides information monitoring and contacts customers, families, and employees. When customers want to meet him, he will arrange the schedule so that it doesn't conflict with other activities.

7. What are the company regulations and policies? Apart from the company policies and rules, do you set other restrictions? Can the existing laws and policies be implemented to impact the company positively?

W2: What are the regulations in Asia Elpida? Are there any other regulations?

Informant answers and observation results:

There are no strict and written regulations at the Asca Elpida Service Bureau. It's just the rules for returning test kits, tidying the office, and completing assignments/work. According to the leadership, even though there are no regulations, it will have a good impact; what is essential is excellent customer service. The result of the observation was that there were no rules written and posted on the wall. The powers that must be followed are remarkable service, which provides the best service, a comfortable, fragrant, and clean place so that customers return to the Asca Elpida bureau and when there is an event giving consumption for customers such as food and drinks—rules for tidying the room, arranging stationery, test equipment, etc.

Organizational culture

1. What kind of organizational culture does Asca Elpida have? What methods do you use to ensure employees' work processes are carried out, working carefully and carefully while minimizing errors?

W2: What is the organizational culture like at the bureau? Like daily activities, how do you as an employee work carefully or minimize mistakes

Informant answers and observation results:

The culture at the Asca Elpida Service Bureau is Democratic, which means that anyone is free to express their opinion. The second is family. When employees finish work, they don't go straight home but chat first in the office. The observations show that employees are comfortable with the organizational culture at Asca Elpida; even though the work is relaxing, they are aware of their work. A firm leader will have a good impact on his employees.

2. Do employees follow the applicable rules? Has the organizational culture been implemented regarding on-time arrival and absenteeism?

W2: What regulations must be strictly adhered to? Has organizational culture been implemented regarding arrival, time, and attendance?

Informant answers and observation results:

The rules in the office must be to smile at each other, say hello, and greet each other. For attendance, it is handwritten. The contents of the absence are the date of work, name, and type of work. Because each job/service has a different salary, it is written so management can remember and record employee attendance. The result of the observation is that before carrying out the psychological test, there is a briefing first, so there is no miscommunication. However, there was an unintentional incident; the employee contacted the Asca Elpida leader directly and said he would handle it with another employee. So that customers don't feel bored and waiting.

3. How do you organize employees to pay attention to their duties or obligations and ensure employees are always consistent with their work? What if there are employees who procrastinate work?

W2: How does Asca Elpida Management manage employees to remain consistent? (To you employees)

Have there ever been any employees who did not follow the rules of Asca Elpida Management or behaved as they pleased?

Informant answers and observation results:

The leadership's attention is that if an employee makes a mistake, the administration will reprimand and provide correction. Leaders are always encouraged to ensure work remains consistent and reduces errors. The observation shows that when employees are less careful and forget their duties, the leadership emphasizes that they will immediately revise them due to errors.

4. Are the work results in line with your mother's requests? How do you monitor and evaluate your unit's work results to align with the agency's strategic goals?

W2: Do Asca Elpida leaders often monitor or supervise their employees?

Informant answers and observation results:

Let me tell you first for small mistakes, but for neatness, the employees still haven't cleaned them up properly. Every day, the leaders and employees coordinate, ask to what extent the tasks have been carried out, and monitor and supervise. Even though the leadership is rarely in the office, the administration does not escape responsibility and constantly communicates with employees. The results of the observations are that employees are still reminded to clean up the psychological test tools and for other activities regarding protecting and providing good service; the leadership is satisfied because every year, the number of customers increases, and it can be proven that customers will be happy with the service so that customers will be interested and returned to that place.

5. How do you conduct good employee orientation and make employees loyal to the Asca Elpida institution? How do you keep employees dedicated to this institution? Such as loyalty or making employees comfortable with the environment.

W2: Are you loyal to serving or comfortable with the Asca Elpida environment?

Informant answers and observation results: Leaders motivate their employees; for interns who want to learn, the leadership will teach them until they can. Then, in the office or Asca Elpida Service Bureau, create a conducive atmosphere of not judging each other and sharing experiences. The observation results are the organizational environment or culture that makes a sphere of loyalty, comfort, a sense of fairness, cooperation when scoring, handling colleagues' work, and agility. However, there is still negligence in tidying up the tools.

#### Employee performance

1. How long can an employee work in one day? And how well does an employee do what is supposed to be done? What is the deadline for a project?

W2: What is the form of absence in Ascaelpida?

Informant answers and observation results:

Employees' operational hours are 08.00 to 16.30 WIB. Usually, employees don't go home straight away. Instead, chat about customers, share experiences, and discuss their work. The leader or customer request determines the target for carrying out a task. The deadlines given by the leadership to employees are almost every day, and because of the large number of customer requests, the work is also completed quickly. Leaders continue to motivate employees. The observation results are that working hours at the Asca Elpida Service Bureau are 08.00-16.30. However, at 16.30, the employees didn't go home immediately; instead, they chatted, shared, and played. The deadline for a project depends on the type of psychological test being carried out and the number of customers.

2. Does this Asca Elpida institution have a target in its work, such as a target to get customers? How does an Asca Elpida institution choose an attractive target market?

W2: What do employees do if permission is needed from the Asca Elpida leadership?

Informant answers and observation results:

Asca Elpida Service Bureau chooses attractive target markets, such as companies, hospitals, schools, and bureau therapy children. When the target has not reached what is desired, the Asca Elpida Service Bureau carries out various promotions through pamphlets or brochures via social media. It is even more enthusiastic in looking for customers and work. The observation shows that the Asca Elpida Service Bureau markets its services through pamphlets or files and sends them via WhatsApp.

3. According to you, what is the biggest challenge of working in psychology, and how do you face it? What do you do when facing obstacles and obstacles?

W2: Have other employees ever complained to the leadership of Asca Elpida? Maybe it's about lots of work or finding unique customers, etc.



Informant answers and observation results:

The biggest challenge at the Asca Elpida Service Bureau is helping customers understand themselves and empowering them to handle their problems, which is called Counseling and obstacles or barriers from family, friends, or colleagues. The obstacles experienced are from oneself, customers, and employees. The obstacles encountered by employees in serving customers/obstacles from customers are from ABK children because they have different diagnoses. So, employees must prepare themselves to be patient when facing it. The results show that every company will encounter unintentional or unwanted obstacles. However, the obstacles that arise are different. The obstacle for a psychologist is getting customers with other characters. The leader or chief psychologist understands the nature of his customers so they don't get carried away by their feelings. To be a psychiatrist, you have to be patient. If there is therapy for ABK children, the testers or employees face it cheerfully and patiently. Because treatment is complex, be thorough and patient.

4. What is the form of absenteeism at the Asca Elpida Service Bureau? How do employees work if they need permission from you? Have employees ever complained to you? Have any employees left or got new employees? What if the target results are desired? Didn't reach the target, ma'am?

W2: Name the employees who came in and then left. What will be the attitude of the Asca Elpida leadership if the target desired by the Asca Elpida leadership is not achieved?

Informant answers and observation results:

The attendance form is handwritten; you can contact us directly via WhatsApp if permission is not received. The leadership does not provide strict rules because the administration understands that if there is a family event or illness. When an employee is late, the leader asks him to contact the management immediately; for example, if the tire is flat, the leadership has permission to allow via WhatsApp not to come directly to the office because the administration understands employees whose homes are far away. Then, many employees complain if they get customers like ABK children who are challenging to manage and don't want to talk to the other person. After therapy, the employees chat with the leadership, explaining the work for employees who have left to become inclusion teachers at SD Muhammadiyah Gresik. Even though he has gone, the employee still helps the leader if the leader asks him for help.

The hope and target are that the leader hopes that every year, it will increase and be accompanied by gratitude, whatever good fortune the leader receives. However, the leader cannot be separated from his hard work; he is still enthusiastic about working and distributing posters for the Asca Elpida Service Bureau. The observations show that employee performance is the focus of every company because it is related to the employee's work ability to achieve the desired targets. Employees carry out their duties according to orders or a predetermined time (deadline). Efforts to improve employee

performance are a driving force from motivation, communication, and cooperation. They work together to improve the company's quality by promoting services through distributing pamphlets or social media to develop the company and get customers.

## CONCLUSION

Based on the research results, the following conclusions can be obtained:

- 1) Multiple positions in the Asca Elpida Service Bureau are leaders with many activities carried out by one person, or a company lacks human resources. Leaders and employees already understand about leaders who have double jobs. Leaders rarely come to the office in one week, maybe 2-4 times, which is still not optimal. So there are still obstacles, such as many tasks from lecturers, homemakers, leaders, and managing finances. Adding human resources or employees will reduce the burden of many studies and activities.
- 2) The organizational culture applied at the Asca Elpida Service Bureau is family, namely freedom of opinion, and no strict regulations exist. The corporate culture at the Asca Elpida Service Bureau is less than optimal, meaning that if there is a problem, the employees contact the management or psychiatrist. Still, the correction does not happen immediately; instead, it waits for the leader to come or only contacts via WhatsApp. However, confirmation is significant between superiors and employees, but if it doesn't happen immediately, then what employees are afraid of is that customers can't wait. Providing organizational culture is to discipline and give attention to employees.
- 3) Employee performance has increased, but there is hard work from superiors and employees. However, with multiple positions, an organizational culture that is not yet optimal will create a workload. There are problems that employees need to fix, for example, by tidying up their stationery and remembering the tasks they have been given. Therefore, it is necessary to have regulations that make employees more disciplined and add employees to complete the work easier.

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