

# **Analysis of Dual Positions at PT. Metal Hitech Engineering**

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## **Abstract**

This study aims to analyze the factors that cause the occurrence of dual position practices at PT. Metal Hitech Engineering and its impact on employee workload and work effectiveness. The research uses a descriptive qualitative approach with data collection techniques through interviews and observations. The results of the study show that dual positions arise due to the inter-departmental function relationship and the company's consideration of the ability of employees who are considered capable of handling more than one task. The practice is applied on the basis of operational efficiency, but in its implementation it causes an increase in workload and the risk of employee fatigue. Although the quality of work can be maintained relatively through team coordination, delays in task completion still occur due to external obstacles and internal labor limitations. This finding confirms that dual positions need to be controlled so as not to have a negative impact on the effectiveness of work and the sustainability of company operations.

**Keywords:** Dual positions, workload, work effectiveness.

## **A. INTRODUCTION**

In an era of increasingly fierce job competition, the practice of dual positions is often found in various companies. Dual positions or dual careers are a worker who bears responsibility for two jobs in the same time span (Nawawi, 2011; 311 in Sutedja, et al., 2022). This condition can cause a dilemma for workers, because it has the potential to hinder the focus of career development. For companies, dual positions can also pose a risk, as one or even both concurrent positions may not be able to be performed optimally. In line with this, Aisyah & Pristyadi (2021) confirms that such a condition is difficult to avoid, because the efficiency in carrying out the work must be higher if a person holds only one position rather than two or more positions at the same time.

Meanwhile, Prameswari & Rizqi (2024) explained that the existence of this dual position will affect the quantity produced by employees and the quality of work carried out by employees, both in terms of completion time and technical work implementation. This shows that the practice of dual positions needs to be managed properly so as not to reduce productivity and the quality of employee work. Good management will help optimize employee performance and support the achievement of organizational goals. As such, companies need to strengthen their human resource management systems and clarify the division of roles through a targeted organizational structure.

In the context of organizational management, Human Resources have a very important role in achieving company goals. Therefore, every company generally has a clear organizational structure to organize the division of tasks, reporting flows, and communication mechanisms between sections. According to Christina Bagenda (2022) Organizational structure is very important to be understood by

all components in order to create an effective and efficient work system. In the organizational structure, it can be a guideline for the position, role and responsibility of each individual, from the lowest to the highest level.

Limited human resources also occur at PT. Metal Hitech Engineering, a company engaged in engineering manufacturing and engineering. With a total of 13 permanent employees, 50 freelance daily employees consisting of 2 fabricator teams, and 7 managers, the company assigns some of its employees to concurrently hold more than one position. The policy is seen as an effort to maintain the smooth operation of the company even though on the other hand it has the potential to create additional workload for employees who concurrently hold positions.

Based on Preliminary observation results and internal information of the company, It is known that There are positions that are handled by employees who also hold responsibilities in other positions. This condition shows the existence of the practice of dual positions in the company. According to Saputra et al. (2024), Dual positions can be a fatal problem if it occurs continuously because it is contrary to the principles of Good Corporate Governance (GCG). The following is data on employees who run concurrent positions:

**Table 1.1 Data of employees with concurrent positions**

<b>No.</b>	<b>Name</b>	<b>Main Departments</b>	<b>Additional Positions (Double)</b>
1.	Michael Subhakti Sutjitra	Director	Marketing
2.	Rony Oematan	Engineering	Estimate
3.	Rudi S	Product Control	Material Control
4.	Pendik W	Feb rication & GA	Production
5.	Mat Subari	QA	QC/Welding Inspector
6.	Fadlan K	QA/QC	HSE Manager
7.	Rian	Ware House	Expedition and Project Officer

**Source: Internal data of the company, processed by the author (2025)**

Based on table 1.1, it is explained that there are 7 employees in the company who run dual positions. Each employee holds more than one position, so there is a potential for overlap of roles between the main position and the additional position they hold. According to Aisyah & Pristyadi (2021), The practice of dual positions often creates work barriers because one individual takes on different tasks resulting in overlapping functions. The overlap of work, unclear duties and responsibilities cause abuse of authority so that the work is ineffective (Basri, M., 2022). Therefore, the author is interested in researching the phenomenon of dual positions in employees of PT. Metal Hitech Engineering, especially related to its impact on workload and work effectiveness.

## **B. LITERATURE REVIEW**

### **Dual Positions**

Nawawi (2011) in Aisyah & Pristyadi (2021), explains that dual positions or dual careers are a worker who bears responsibility for two jobs in the same time span. Such dual positions actually confront a worker with the issue of risking his career, because it is not clear what career flow he will realize.

Next Saputra et al. (2024), explain Dual position is a condition that allows a person to have more than one position in the same period. A similar view was also put forward by Rahmaditha & Hidayati (2023) What defines dual position is a condition in which a team member in a company has two or more roles or responsibilities in the organization.

According to Wahyuni (2022) in Sholichah & Hidayati (2023), explains that dual positions are situations where a person concurrently holds positions in an organization or government so that dual positions are positions in a company or agency owned by employees who have two or more positions. In line with that, Tumagger et al., (2023) stated that a dual position is a person who has two or more positions (positions), both in an organization or agency or outside the organization or agency, so that he or she has other duties, authorities and responsibilities, in addition to the main position he occupies.

Based on these views, it can be concluded that dual positions are conditions when a person holds more than one position at the same time, thus giving rise to dual responsibilities that have the potential to affect the effectiveness and focus of individuals in carrying out their duties.

### **Effectiveness**

According to Komarudin (1982:108) Quoted by Bormasa (2022:132) Effectiveness is a state that shows the level of success of management activities in achieving the goals that have been set in advance. Furthermore, according to Bormasa (2022:134) Effectiveness is a state that shows the success of an organization in achieving a certain goal by using existing resources with a predetermined measure.

Apriliza & Suryanto (2022) Stating effectiveness is the ability to determine the right work to achieve the goals that have been set at the beginning of planning. According to Scarlett (2019) Effectiveness indicates success in terms of achieving the goals that have been set. If the results of the activity are closer to the target, it means that the higher the effectiveness.

Based on these views, it can be concluded that work effectiveness is the main foundation in achieving optimal performance because it helps ensure that each activity is carried out in a planned, efficient, timely manner, and in line with the goals and objectives that have been set beforehand.

### **Types of Effectiveness**

According to David J. Lawless in Gibson, Ivancevich and Donnelly (1997:25-26) in Evi Suryani (2016), effectiveness can be classified into three main levels, namely at the individual, group, and organizational levels. Each level has different characteristics and measures of effectiveness, as described below:

#### 1. Individual Effectiveness

Individual effectiveness is based on views on individual aspects that emphasize the work of employees and members through the organization.

#### 2. Group effectiveness

There is a view that there is a reality of individuals working together in a group. So the effectiveness of the group is the amount of contribution to all members of the group.

#### 3. Organizational effectiveness

Organizational effectiveness includes the effectiveness of individuals and groups. From the influence of synergy, organizations can obtain works at a higher level than the number of works of each part.

### **Factors Affecting Work Effectiveness**

According to Richard M. Steers (2017:86) quoted by Sholichah & Hidayati (2023), there are various factors that can affect the level of work effectiveness, including the following:

#### 1. Organizational Characteristics

Organizational characteristics influence work effectiveness because it illustrates the structure that must be passed over employees when carrying out their work. Organizational structure is a method to position humans as elements of a relatively fixed relationship that can create a number of patterns of interaction and behavior with an orientation to tasks.

#### 2. Environmental Characteristics

Based on the whole, there is an organizational environment such as equipment, equipment, and relationships between working conditions and employees. Environmental characteristics continue to change, which means that they have uncertain properties because there are continuous stages of dynamism.

#### 3. Characteristics of Workers

This factor is the most influential factor in the effectiveness of work because even though the facilities and infrastructure are very complete, the work mechanism is good, but if there is no support for the quality of human resources who fill it, it is impossible to have meaning.

#### 4. Characteristics of Management Policies and Practices

Management practice is a work mechanism or strategy made to condition all matters available in the organization. These management policies and practices must provide human elements as individuals who have differences, not just prioritize the strategy of the work mechanism.

This work mechanism includes setting strategic goals, utilizing and searching for resources as well as creating a performance environment, communication stages, leadership, and in making wise decisions, along with adapting to changes in the environment as well as organizational innovation.

#### **Indicators of Work Effectiveness**

According to Hasibuan (2016:132) quoted by Sholichah & Hidayati (2023), Work effectiveness can be measured through several key indicators, including the following:

##### 1. Quality of Work

Work quality is the deeds shown to employees in the form of work results in the form of relatedness, precision, and neatness of results without ignoring the volume of work when doing work.

##### 2. Working Quantity

Quantity of work is the volume of work with results under normal situations. This can be reviewed through the amount of work load as well as the conditions experienced or obtained while doing the work.

##### 3. Time Utilization

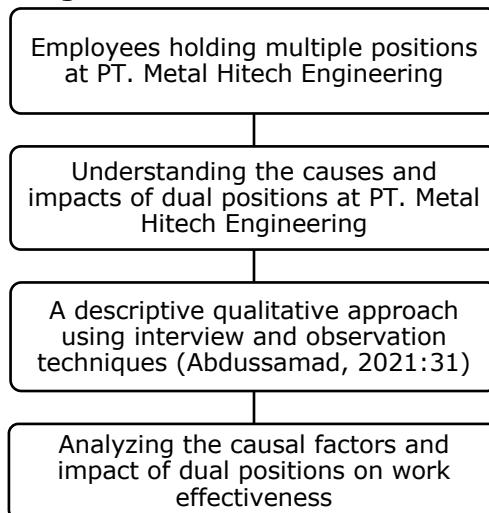
Time utilization is the use of the working period that is adjusted with company policies so that work is completed on time.

#### **Research Framework**

This research framework describes the researcher's flow of thought in examining the practice of dual positions in employees at PT. Metal Hitech Engineering. The research begins with the identification of the phenomenon of dual positions that occur in the company as the main focus of the study, which then becomes the basis for the formulation of research directions and objectives.

Furthermore, the research was conducted using a descriptive qualitative approach through interview and observation techniques to gain a deep understanding of the causes and impacts of dual positions. Data analysis is carried out based on the results of data collection in the field, so that it can provide an overview of the causes and impacts of dual positions on the achievement of work effectiveness in the company.

**Figure 1.1 Research Framework**



**Source: Data processed by the author (2025)**

### C. RESEARCH METHODS

This study uses a field research approach (*field research*) with a qualitative descriptive method. This method focuses on the researcher's efforts to describe the meaning of data or phenomena that can be captured by the researcher, by showing the evidence. The meaning of this phenomenon depends a lot on the ability and acuity of the researcher in analyzing it (Abdussamad, 2021:31). The unit of analysis in the study is the Operational unit at PT. Metal Hitech Engineering. The selection of informants was carried out using the *purposive sampling* to obtain data relevant to the research focus. According to Sugiyono (2022:466) *Purposive sampling* is a sampling technique of data sources with certain considerations. This particular consideration, for example, the person who is considered to know the most about what we expect, or perhaps he is the ruler so that it will make it easier for the researcher to explore the social object/situation being studied.

Data collection is carried out through observation, interviews, and documentation to gain a thorough understanding. Interviews were conducted in a structured manner, then the data was analyzed using Miles & Huberman model, which covers the process *data reduction* (data reduction), *data Display* (data presentation), and *conclusion drawing/verification* (drawing conclusions). To ensure the validity of the data, the researcher used *membercheck* which is done by reconfirming the results of interviews and provisional findings to the informants to ensure the correctness of the data (Sugiyono, 2022:498).

## D. RESULTS AND DISCUSSION

### DATA REDUCTION

#### 1. Background of Dual Positions

Mr. Fadlan as an employee concurrently stated that:

"My main department is QA/QC for the additional HSE Manager position."

"Since 2013, the company has followed ISO 9001 management standards and at that time participated in OHSAS. So OHSAS is part of the standard for occupational safety. So since I handle the ISO, I have to handle the safety of the work."

"Because of the standardization. Then because it can be handled, it finally continues until now."

"A lot of knowledge was gained."

"If the educational background is not suitable, what is clear is the experience of the organization. If my previous work experience was at QC in Sidoarjo."

"Yes, in the ISO 9001 awareness section it is the same as the 18001 awareness."

Mr. Subari as an employee concurrently holds the position stated that:

"My main position is in the QC section, the additional position is QA."

"Since I first entered in 2012, I immediately concurrently held office."

"Maybe the consideration from the company because QA and QC are almost the same, so maybe all of them from QC for production check results for QA from the completeness of documentation that is still related to the results of QC in the field."

"The actual personal experience of QC is handled in the field, while if there is a problem with QA documents from us, there is no problem. My judgment is reasonable because they are interconnected."

"If education is not. If experience does have something to do with QC and QA. Before at PT. My Hitech Metal also holds QC and participated in welding production training at ITS in 2010."

"There was no briefing from the company."

Mr. Pendik as an employee concurrently stated that:

"Production and fabrication are one unit, so fabrication is the whole of production is only broken down. My main position is Fabrication and additional position is Production."

"Since the beginning of 2015."

"Maybe judging from performance and ability."

"It can add experience, especially because it's still in one division."

"Yes, the work experience is in the fabrication department."

"Nothing, just based on ability from the beginning."

## **2. Impact on Work Quality**

Mr. Fadlan as an employee concurrently stated that:

"It seems yes because it is helped by the existing team."

"Not really, just safe, just the standards."

"The extraordinary experience and knowledge gained continues to be a big challenge."

"Evaluation is the same as management review to evaluate it."

"For the QA/QC and HSE teams, it's different, so my job is only to monitor so it can still be handled."

"It is still effective, every year of evaluation."

Mr. Subari as an employee concurrently holds the position stated that:

"Keep running according to what the company wants."

"It doesn't affect as long as we can manage time."

"The positive impact is that I am always confident in the results. One of them is adding the same skills, adding challenges, too, such as when facing two positions, we have to divide our time and make a time schedule also in terms of monitoring production results with documentation and really being able to run."

"We correct ourselves first, where the delay lies. From us what is in supervision in production or from the fabrication. For example, from us, for example, QC ensures that the production goods are feasible. Maybe from our delay for physical checks, or checks to the field, maybe I can cover that with additional working hours and that doesn't include overtime hours so we are loyal."

"We are running according to the company's SOPs, God willing, there are no other obstacles."

"There is, usually from Mr. Fadlan giving input on the position I work on. Usually the completeness of the documentation, Mr. Fadlan can also cover, for example, if there are shortcomings or things that need to be fixed."

Mr. Pendik as an employee concurrently stated that:

"Yes, it is still maintained, the example of all schedules even though they hold the two positions is still coordinated by all".

"It's just standard".

"As experience increases, the structure of the work sequences becomes more understandable."

"If so, if there is a mistake, we will see what it is like from the beginning, where the mistake came from, or also from the material delay, we will study it, after that we will find out how to solve the solution so that we can cover all these delays."

"If we are also here, there will also be a QC whose function will be to determine what the fabrication results will be like, later the QC will take part in it as well, in other words, also check if later this result is not suitable, later the QC will say."

"Yes, it still exists."

### **3. Impact on Quantity of Work**

Mr. Fadlan as an employee concurrently stated that:

"If it is concurrent, it will automatically increase."

"Yes, usually assisted by colleagues. If the QC inspection has its own team, there is an inspector and we will monitor it. If the HSE monitors procedures, the same policy and policy and later the one who handles field people and the team in the field."

"Sometimes it's confusing for the time that's the main thing, the other is safe."

"Making it in accordance with ISO standards, we have to make *risk-based thinking* about the risk of the workload in the company. So we choose which is priority one and priority two. There is also a schedule for the completion."

Mr. Subari as an employee concurrently holds the position stated that:

"Of course yes, the work I do is increasing."

"There is support from friends from fabrication from all of them who support what I do, help that if I can't do it, they also help."

"The negative impact that I feel is tired, sometimes also annoying, but after that we keep running."

"I schedule between febriation or we adjust documents. If there is something urgent in the field, we will continue to compile documents."

Mr. Pendik as an employee concurrently holds the position stated that:

"Definitely more and more."

"Yes, of course, it is assisted in terms of checks and in terms of materials as well and others for supporting equipment. All of my friends also came down."

"Sometimes it's also tired."

"It depends on which schedule comes first, that's what I have to do."

### **4. Impact on punctuality**

Mr. Fadlan as an employee concurrently stated that:

"Ever, related to QC/QA and HSE, there are two different things, one related to products and the other related to safety. So which is prioritized first, we will see if this product, if it is still implemented, will be a risk to workers in the field. So just look at it like that."

"Don't be fooled by the fact that it is more confusing."

"Often, overtime in the company as well, under the house as well."

"There has never been, if from the company we only convey what needs to be evaluated. So the company's obligation is to meet our evaluations."

Mr. Subari as an employee concurrently holds the position stated that:

"There was no impact."

"We schedule to run it."

"If there is no overtime for the completion of fabrication unless we are urgent, we will solve it at the company. But if we are facing an audit for documents, we bring them home because we have to prepare the completeness of the documents, so it is not often."

"In terms of permits, we cannot avoid it because it adjusts from the government. If the completeness of the documents in the company is not a problem."

Mr. Pendik as an employee concurrently holds the position stated that:

"There is no clash of schedules."

"Look at what the shehule looks like and what progress we need to prioritize."

"Sometimes when the audit time files are brought home. "A lot of people are late at work."

"Ever, there are actually many factors, in terms of material, the arrival is also late, then other supporting factors that make the schedule a bit long."

## **DATA DISPLAY**

### **1. Background of Dual Positions**

Informant I has the main position as QA/QC and has concurrently served as HSE Manager since 2013, which coincides with the implementation of ISO 9001 standards and OHSAS 18001 occupational safety standards in the company. Since informant I is responsible for handling the ISO, the company then assigns additional responsibilities in the field of occupational safety. This dual position occurs because informant I is considered capable of handling both tasks, and because informant I views that this dual role can provide a lot of knowledge. However, dual assignments should not be carried out on an ongoing basis because they have the potential to cause the accumulation of responsibilities on one individual. Although the educational background of informant I is not suitable, the organizational experience and previous work experience in the QC section, as well as the ISO 9001 Awareness and OHSAS 18001 Awareness training provided by the company, also support the implementation of duties. However, dual positions cannot still be used as ideal work practices because the company should have a more proportional division of roles.

Informant II has the main position as QC and has concurrently served as QA since he first joined the company in 2012. The company's consideration for assigning dual positions is because the duties of QC and QA are considered to be related, especially because QA compiles and prepares completeness of documents related to the results of QC examinations in the field. Informant II also said that he agreed with the company's considerations, so dual positions were considered natural. However, dual positions should not be used as a continuous work practice because it has the potential to increase the burden of responsibility on one individual. Although informant II's educational background is not entirely suitable, his previous work experience in the field of QC as well as welding production training at ITS in 2010 is considered to be very helpful in the implementation of his current duties. However, the support of experience and training cannot make dual positions an ideal working condition, because the company should still distribute tasks more proportionally according to the function of the position. In addition, informant II said that there was no special briefing from the company when he started running dual positions.

Informant III has the main position in the Fabrication section and an additional position in the Production section. Informant III has concurrently held a position since the beginning of joining the company in 2015. According to him, fabrication and production are a series of the same process, only the division of tasks in the production section is actually a breakdown of the main work in the fabrication section. The consideration of the company assigning the dual position is due to an assessment of his performance and abilities. Informant III also said that this dual position could add experience because they were still in the same division. In addition, informant III has previous work experience in the field of fabrication that supports the execution of his duties. This dual assignment does not require any direction or training from the company, but is given directly based on the initial abilities they have. This condition shows that the company is too dependent on individual experience, so dual positions should not be carried out without the support of an adequate competency

development system because it has the potential to create a workload and the risk of errors in the execution of tasks.

Based on the opinion of the informant above, it can be concluded that the factors that caused the occurrence of dual positions at PT. Metal Hitech Engineering is due to the interconnectedness of functions between parts, such as QA and QC, fabrication and production, to QA/QC and HSE which are interconnected in ISO and OHSAS management. This condition makes the company view that several tasks can be carried out simultaneously. In addition, the company's assessment of employees' abilities and experience is also the main consideration in determining dual roles, so that dual positions are also a form of efficiency in company operations. However, this dual practice shows that efficiency is achieved through the incorporation of individual roles, so it has the potential to increase workload and should not be used as a work pattern that is applied in a sustainable manner.

## 2. Impact on Work Quality

Informant I explained that the quality of work when concurrently in office is maintained because of the support of the team that helps the work process. The implementation of the tasks carried out is also still running according to the standards set by the company. However, this condition shows that the burden of responsibility carried is difficult to handle independently by one individual. Despite assuming two responsibilities, informant I felt that he gained extraordinary experience, useful new knowledge, and great challenges. These experiences and learning are obtained through high work demands, so dual positions should not be carried out. Performance monitoring is carried out through management evaluations and reviews every year. Because the QA/QC and HSE tasks he carries out are monitoring, informant I is able to handle both tasks well even though it requires high focus and coordination.

Informant II explained that the implementation of dual positions continues to run in accordance with the company's goals as long as it is able to manage time. However, this condition is highly dependent on the individual's ability to adapt, not on the ideal work system. Despite carrying two responsibilities, informant II felt an increase in confidence, ability, and challenges in dividing time to handle two positions at once. These challenges show that dual positions require additional effort that has the potential to cause work burnout. In the face of obstacles such as work delays, informant II conducts a self-evaluation to find the cause, both in terms of production supervision and fabrication. Informant II also added working hours as a form of loyalty which shows that the completion of tasks has not been fully achieved within normal working hours. As long as the work is carried out according to the company's SOPs, informant II does not experience any obstacles in the implementation of duties. Informant II also received support and input from his superiors, especially regarding the completeness of documents which were directly assisted by Informant I as a superior in correcting existing shortcomings. However, the reliance on individual adjustments, additional working hours, and the support of other parties suggests that dual positions should not be used as a sustainable work pattern.

Informant III explained that the quality and coordination of work was maintained. The implementation of tasks is also still running according to standards. Informant III also felt an increase in experience and a deeper understanding of the workflow. When there is a mistake or delay, informant III looks for the source of the problem so that it can be corrected. However, these improvement efforts show that there are individual adjustments to overcome the increased workload due to the existence of dual positions. In addition, informant III is also assisted by the QC department in ensuring the quality of fabrication results through checks and final assessments, as well as getting evaluations from superiors as support for improvements. However, the reliance on individual adjustments, additional working hours, and the support of others shows that dual positions should not be used as a maintained work pattern.

Based on the opinion of the informant above, it can be concluded that the quality and coordination of work is maintained even though there are dual positions due to the support of the team and routine evaluations. Dual positions are also considered to provide additional experience, expand understanding of workflows, and do not pose significant obstacles as long as the work is carried out according to company procedures and standards. However, these conditions show that the smooth running of work is highly dependent on the support of other parties and individual

adjustments, so dual positions should not be used as a maintained work pattern because it has the potential to increase the workload and demand extra effort from employees.

### **3. Impact on Quantity of Work**

Informant I explained that dual positions automatically increase the number of jobs that must be carried out. Nonetheless, informant I received assistance from colleagues, including the QC team and the HSE field team who handled the implementation of the task, while informant I focused on the monitoring process. However, the implementation of monitoring in two different functions still requires high attention and coordination, so dual positions should not be used as a fixed work pattern. The challenge felt during concurrent positions is the difficulty of dividing time between two job functions. In carrying out their duties, informant I applies ISO standards through a *risk-based thinking* approach to map work priorities based on risk. Although the priority strategy helps with task completion, this condition shows that work management is carried out through individual adjustments, so that dual positions cannot be used as an ideal work practice because they have the potential to increase workload continuously.

Informant II explained that dual positions made the work done increase. Nevertheless, informant II felt helped because he received support from colleagues, especially in the fabrication department, which helped to complete the work that was difficult to do. However, the reliance on the help of colleagues shows that the workload borne is not in accordance with the individual's capacity, so duplication of positions should not be carried out. The challenges felt were in the form of fatigue and frustration, but this did not stop the implementation of the task. In arranging his work, informant II determines the priority between work in the field and the preparation of documents based on the level of urgency, which indicates the existence of individual adjustment efforts to maintain the smooth running of work in the midst of time and energy limitations.

Informant III explained that the work carried out was increasing. However, it was assisted by colleagues in terms of checking and providing materials, as well as supporting tools. In carrying out his responsibilities, Informant III arranges work based on a priority scale according to the schedule that must be prioritized. Although the support of colleagues and prioritization helps smooth work, dual positions should not be carried out in a sustainable manner because they have the potential to increase workload and reduce work effectiveness.

Based on the opinion of the informant above, it can be concluded that dual positions will automatically increase the number of jobs that must be carried out. Despite the increased responsibilities, the quantity of work is maintained due to the support of colleagues or teams who handle some of the tasks and the proper prioritization arrangements. However, these conditions show that the smooth running of work is highly dependent on the assistance of other parties and individual adjustments, so dual positions should not be used as a permanent work pattern because it has the potential to burden employees.

### **4. Impact on punctuality**

Informant I explained that QA/QC and HSE are two different fields, so there has been a schedule clash between the two positions. Work priorities are determined by considering potential safety risks for workers. In carrying out the monitoring role, informant I often completes tasks in a flowing manner without making too rigid arrangements because it will confuse him. In addition, informant I also often works overtime, both in the office and continuing work at home. Informant I also said that there had never been a delay in reporting that added a reprimand from the superiors, only conveying what needed to be evaluated. However, dual positions should not be carried out, as they have the potential to burden employees and disrupt the balance of working time in the long term.

Informant II explained that there was no conflict in the implementation of dual positions because the work was carried out according to the schedule that had been prepared. However, informant II also sometimes has to work overtime, either when the completion of fabrication in the company is urgent or when preparing audit documents that are usually completed at home. This condition shows that dual positions should not be carried out, because the completion of tasks depends on the sacrifice of employee working time. The main obstacle faced by informant II lies in the process of obtaining permits from external parties, while the completeness of the company's internal documents does not experience problems. This suggests that dual positions can increase the risk of tardiness when

employees have to handle multiple responsibilities at once, so a more proportionate division of tasks is still necessary.

Informant III explained that there was no schedule conflict in carrying out dual positions because the tasks were adjusted to the schedule and progress that needed to be prioritized. Informant III sometimes works overtime, especially when the file is before the audit, either in the office or brought home. Delays in reports have occurred, especially when materials arrive late or there are other supporting factors that hinder the completion of tasks. This condition shows that dual positions should not be carried out on a sustainable basis because it has the potential to increase the workload and increase the risk of delays when faced with external constraints.

Based on the opinion of the informant above, it can be concluded that dual positions generally do not cause significant schedule conflicts because the determination of work priorities is carried out precisely according to the needs and urgency of each task. However, this condition is often achieved through additional working hours until work must be continued at home. Delays in reports rarely cause reprimands from superiors, but obstacles such as document completion, licensing management, and material delays still show that there are limitations in work capacity. Therefore, dual positions should not be carried out in a sustainable manner because the achievement of punctuality depends on the sacrifice of employees' working time and has the potential to disrupt the work-life balance in the long run.

## **DISCUSSION**

The results of the study show that the practice of dual positions at PT. Metal Hitech Engineering emerged because of the interconnectedness of functions between departments and the company's consideration of employee abilities and experience. The informant explained that the QA/QC position is also in charge of ISO 9001, so when the company implements OHSAS 18001, HSE responsibilities are also given to him. QA-related QC tasks that have responsibilities in the field as well as document reporting also make these jobs considered combinable. Similar conditions occur in the functions of Fabrication and Production which are considered to be interrelated. So that the company considers it more efficient if it is handled by one person who already understands the flow of the process. According to Aisyah & Pristyadi (2021), on An organization/company, definitely, such a dual career is less profitable because one or both of those positions will be a victim.

In addition, efficiency reasons are also the basis for companies to implement the practice of dual positions. These findings are in line with Prameswari & Rizqi (2024), that a company's decision to implement dual roles is often due to a variety of reasons, such as the need for cost efficiency, the limited number of employees with certain skills, and to speed up decision-making. However, efficiency cannot be used as an excuse if it has the potential to increase the workload of employees excessively. Therefore, the practice of dual positions must still be controlled so as not to reduce long-term productivity.

In terms of work quality, the study found that the quality of work results is maintained due to team support and good coordination in completing tasks. These findings are in line with research Zahra & Firmansyah (2024), which explains that The flexibility of time and team support makes it easy for employees to thrive and manage their dual roles well. Research also shows that employees also value an increase in experience and skills gained. However, the practice of dual positions should not be carried out on an ongoing basis, as dual role management requires special attention to keep performance optimal.

Although quality can be maintained, this study also shows that the practice of dual tenure has an impact on increasing workload. Employees who initially handle a single task must manage additional responsibilities, thus giving rise to potential burnout. This condition is in line with the findings Zahra & Firmansyah (2024), that the negative impact of the existence of Dual positions can cause stress and work fatigue for individuals as they have to work more hours and handle multiple tasks at once. In the long run, such fatigue can hinder the achievement of maximum work quality and ultimately reduce productivity. This is reinforced by Prameswari & Rizqi (2024), which suggests that the increased workload causes their productivity to decrease, even giving rise to demotivation. Thus, even though all

tasks can still be completed, the risk of performance decline can still occur if the condition of dual positions lasts for a long time without adjustment of workload.

From the aspect of punctuality, dual positions do not cause significant schedule clashes because the priority of tasks has been determined according to urgency. However, research shows that delays in completing tasks still occur due to external obstacles, such as material delays and document management. This condition is also affected by the limitation of internal labor, which makes them unable to immediately follow up on these administrative needs. Thus, even if a scheduling system has been implemented, dual positions still have the potential to prolong the process of completing the work, especially when the employee's capacity is not proportional to the number of tasks that must be handled. Therefore, dual positions should not be carried out to maintain optimal performance.

## **E. CONCLUSION**

Based on the results of the research, it can be concluded that the practice of dual positions at PT. Metal Hitech Engineering occurs because of the interrelated function between departments and the company's consideration of the ability of employees who are considered capable of handling more than one position. Although this practice is considered efficient and can speed up the work process, it does not always have a positive impact if it increases the workload excessively.

In terms of quality, the quality of work can still be maintained due to the support of the team and a good coordination pattern in completing tasks. In addition, employees also feel an increase in experience and employability from dual role management. However, the practice of dual roles should not be implemented on an ongoing basis, as the management of more than one role requires special attention and arrangements to keep performance optimal.

From the aspect of workload quantity, dual positions have an impact on increasing employee workload. Employees must manage additional responsibilities that have the potential to have consequences in the form of increased workload, as well as the risk of burnout. This condition has the potential to reduce productivity and motivation if left in the long term without adjustment of workload.

In addition, dual positions also have an impact on the timeliness of task completion. Although schedules do not clash, external barriers and internal labor limitations can slow down the process of completing work. Thus, the practice of dual positions needs to be controlled and evaluated periodically so as not to interfere with employee performance and organizational effectiveness.

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