Work Overload at PT Pembangunan Perumahan Semarang Demak: Causes, Implications and Solutions

Internship Report



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APPROVAL PAGE

WORK OVERLOAD AT PEMBANGUNAN PERUMAHAN SEMARANG DEMAK : CAUSES, IMPLICATIONS AND SOLUTIONS

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DECLARATION OF AUTHENTICITY

Herein I declare the originally of the thesis I have not presented anyone else's work to obtain my universitu degree, nor have I presented anyone else's words, ideas or expression without acknowledgements. All quotations are cited and listed in the bibliography of the thesis. If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, September 23, 2025



(Zirgy Isya Irdanovik)

WORK OVERLOAD AT PT PP SEMARANG DEMAK :
CAUSES, IMPLICATIONS AND SOLUTIONS

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ABSTRACT

This study explores the problem of overemployment at PT PP Semarang Demak, focusing on the causes, implications, and potential solutions to these challenges. Using a qualitative research approach, this study aims to provide an in depth understanding of the impact of overwork on employee performance and wellbeing, with an emphasis on identifying effective strategies for managing Work Overloads. Data was collected through semi structured interviews with staff members and employees, participatory observation, and document analysis. The study identified several key factors that contribute to overload, including insufficient human

resources, unclear distribution of tasks, and inefficient systems. These findings highlight that overwork leads to negative implications such as decreased productivity, increased stress, and lower employee satisfaction. In addition, the study suggests practical solutions such as clearer task distribution, flexible scheduling, better communication, and the use of time management tools such as to do lists. This study contributes to the understanding of overwork in the context of large scale construction projects and offers actionable recommendations to improve employee welfare and project performance at PT PP Semarang Demak.
Keywords: **Work Overload, Causes, Implications, Solutions**

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CHAPTER 1

INTRODUCTION

1.1 Company Profile

1.1.1 Company profile and brief history

PT PP Semarang Demak (Persero) Tbk, commonly known as PT PP Semarang Demak, is an Indonesian state owned enterprise in the construction sector. Its subsidiary, PT PP Semarang Demak, focuses on construction projects in the Semarang Demak area. PT PP Semarang Demak was established on August 26, 1953 under the name NV Pembangunan Perumahan by Bank Industri Negara, with the first project being the construction of the Semen Gresik official housing complex. On March 29, 1961, the government took over the company and was designated as a State Owned Enterprise (PN), then changed to a limited liability company in 1971. Throughout its history, PT PP Semarang Demak has completed various major projects funded by Japanese war reparations, such as the construction of Hotel Indonesia, Bali Beach Hotel, Ambarukmo Palace Hotel, and Samudera Beach Hotel. The company also expanded into the property business in 1991 and formed many joint ventures, such as PT PP Semarang Demak Taisei Indonesia Construction. In 1993, PT PP Semarang Demak became the first construction company in Indonesia to obtain ISO 9001 certification.

In addition, PT PP Semarang Demak launched PP University in 2008 as a training center for employees and began to implement green construction principles to reduce environmental impact. In 2010, the company was officially listed on the Indonesia Stock Exchange, and in 2011 completed an investment project for the construction of a 65 MW gas fired power plant in Talang Duku. The Company continues to grow by working on major projects, such as New Tanjung Priok worth Rp 8.2 trillion and various developments at airports throughout Indonesia.

To date, PT PP Semarang Demak has demonstrated innovation and leadership in the construction sector by acquiring related companies, forming new divisions, and implementing the latest technologies such as SAP based Enterprise

Resource Planning (ERP). As a leading construction company, PT PP Semarang Demak is also a pioneer in launching perpetual securities in Indonesia in 2018.

1.1.2 Company Vision and Mission

PP Semarang Demak has the following vision and mission:

1. Vision

To be a superior, synergistic and sustainable Construction, EPC and investment company in the Southeast Asia region.

2. Assignment
    a. Providing construction and EPC services, as well as making investments based on good corporate governance, QHSE management, risk management and eco friendly concepts.
    b. Develop business synergy strategies to create high competitiveness and optimal added value for stakeholders.
    c. Creating superior human resources with fulfillment, development, and assessment processes based on company culture.
    d. Optimize innovation, information technology, and knowledge management to achieve continuous superior performance.
    e. Develop a company strategy to increase the company's financial capacity.

1.1.3 Products and Services

The main product of PT PP Semarang Demak is to provide services in the form of toll road access that makes it easier for the public to speed up the driver's journey to the location they want to go to and in terms of transactions, PP Semarang Demak has made it easier for drivers by implementing the EToll system. In addition, PT PP Semarang Demak has also collaborated with the Marga Tollroad Operated (JMTO) service which provides services when accidents occur on toll roads.

1.1.4 Organizational Structure

PP Semarang Demak has an organizational structure for operational and maintenance periods

1. First
    a) Elements of corporate leadership: board of directors, president director, director of operations, and administration

b) Organizational support for corporate leadership: : Operational organizational elements
   - Functional bureau: operations manager and technical manager Elements of the financial organization
   - Head of work unit: general manager of finance and administration
   - Functional Bureau : Finance and accounting manager

2. Second
   a) Transaction:
      - Communicate with transaction service officers in the field about the latest updates on toll roads
      - Receive and provide information from transaction service officers
      - Conduct daily traffic volume checks and evaluations
   b) Traffic:
      - Communicate with traffic service officers in the field about the latest updates on the toll road
      - Receive and provide information about themselves and to traffic service officers in the field
      - Assist in the evaluation and verification of toll road operation service activities Maintenance Report:
      - Monitor physical inspection, maintenance, and followup of operational disruptions of toll equipment and toll roads both routine and periodic, prevent potential problems, and provide diagnosis and solutions in case of damage
      - Evaluate progress reports, fault breakdowns, and operations data
   c) Engineering and procurement
      - Monitor the execution of part 1 work to achieve predetermined performance
      - Updating business plans and plans to improve toll road conditions and identify toll road project risks
      - Procurement of third party services which include qualification administration, procurement documents, clarification and

negotiation to issuance of contracts and preparation of reports for internal and external purposes.

3. Third
    1. Accounting and tax
        - Management of all corporate accounting activities and toll road operations (reporting, recording and verification of accounting journals, evaluation of budget use, evaluation of the fairness of balance sheet accounts and checking of supporting accounting data/documents and investigation of irregularities)
        - Tax management (including deducation calculations, payments, tax reporting and documentation, as well as tax account reconciliation and other related verification)
    2. DTT and KI Finance
        - Management of all the company's financial activities and toll road operations (managing other revenue amounts, financing, cash flow management, balance sheet reconciliation, reporting, etc.)
    3. Reconciliation and information systems
        - Management of IT infrastructure facilities and operations
        - Effectively manage the configuration of information systems and IT infrastructure
        - Record user needs, complaints and queries regarding IT services as well

    As a solution documentation for the reconciliation of the company's cash inflow for toll tickets with vendor integrators and partner banks

    4. HC and general
        - Management of human resource needs which includes planning, fulfillment of employees in quantity and quality, HR operational services
        - Management of general needs (including compliance management, induction, implementation of public/household activities) Legal
        - Prepare a corporate action document

- Checking contracts with third parties
- Preparing land bailout reimbursement documents and investment credits

4. Fourth

In carrying out its duties, each work unit/organ carries out the function of developing and improving the efficiency and effectiveness of management which includes:

a) Planning, which is the formulation of strategic and/or short term plans for work units and organs within them, with the setting of realistic targets guided by good and reliable planning assumptions.
b) Organizing are rules of duties and responsibilities, work guidelines, and group collaboration.
c) Mplementation, which is the implementation of every activity to achieve certain targets that are guided by the company's work plan and budget, as well as regulations/policies that need to be complied with.
d) Control, which is the organizer of each monitoring and follow up activity with the aim of further ensuring the achievement of business targets efficiently and effectively.
e) Coaching, which is an effort to improve the ability of human resources in mastery and/or management expertise.
f) Taking satisfaction based on objective and accurate information.
g) Build good relationships with parties outside and within the company related to their duties.

5. Fifth

This decision will take effect no later than 1 (one) month after the tariff decree is issued so that it can be adjusted to personnel related documents with the understanding that if in the future it turns out that there are errors in this decree, it will be corrected accordingly.

1.2 Background of the problem

PT PP Semarang Demak (Persero) Tbk, as one of Indonesia's leading construction companies, plays a crucial role in accelerating national infrastructure development. The Semarang-Demak toll road project, part of the National Strategic Project (PSN), has a significant impact on the economy and community mobility. However, behind the scale and complexity of this project, project teams are often faced with the phenomenon of work overload.

1.2.1 Initial Observations and Symptoms of Work Overload at PT PP Semarang Demak

The selection of PT PP Semarang Demak as the research location was based on intensive initial observations during a four-month internship period at this company. During this period, the researcher was present six days a week, directly observing the dynamic and high-pressure work environment. These observations revealed several tangible symptoms of work overload experienced by employees:

- Consistent Overtime Hours: Many employees, especially in the operational, procurement, and finance departments, routinely worked beyond standard hours. Although company policies appeared flexible, the high volume of work often forced employees to stay in the office late into the evening or even on weekends.
- Prolonged and Overlapping Meetings: There were often inefficient or overlapping meetings, consuming employees' productive time and adding to the list of tasks that had to be completed outside of meeting hours.
- Task Accumulation During Peak Periods: A significant accumulation of tasks was clearly visible towards the end of the month, end of the quarter, or during audit periods. Employees in the finance department, for example, had to prepare monthly and semi-annual reports concurrently with vendor bill payments and audit data preparation, which drastically increased their workload.
- Limited Human Resources: There were indications that the number of available staff was disproportionate to the volume of work that needed to be

handled. This forced existing employees to take on additional tasks beyond their job descriptions, creating an imbalance in workload.

- Symptoms of Employee Stress and Fatigue: Anecdotally, signs of physical and mental exhaustion were observed in some employees, such as decreased enthusiasm, difficulty concentrating, and behavioral changes indicating high levels of stress.

These symptoms indicate that work overload is not merely a sporadic issue but a systemic challenge that has the potential to affect operational efficiency and employee well-being at PT PP Semarang Demak. Therefore, this research aims to delve deeper into the root causes, implications, and relevant solutions to address this problem specifically within the context of PT PP Semarang Demak.

This phenomenon of work overload can occur due to various factors, such as busy work schedules, lack of manpower or supporting resources, sudden changes in plans, and pressure to meet ambitious project targets. Various studies, including "Factors Influencing Overwork in Construction Projects" (Johnson & Lee, 2020), identify internal and external factors that contribute to overwork. Internal factors such as poor task distribution and inadequate project management systems, in addition to external pressures such as supply chain disruptions and regulatory changes, create a complex environment that exacerbates work overload issues. This context is very important to understand the specific challenges faced in the Semarang-Demak toll road project.

The implications of overwork are significant, both for the individual and for the project as a whole. At the individual level, excessive work overload can lead to stress, burnout, and decreased work motivation. It also has an impact on productivity and the quality of the work, which ultimately affects the overall project achievement. In addition, poorly managed excess work can increase the risk of work errors, project delays, and burden the company's operational costs. Research such as "The Impact of Overwork on Employee Performance in Construction" Thompson (2019) shows that excessive work overload can lead to increased errors, delays, and decreased work quality. These findings underscore the importance of

overcoming overwork to ensure the successful completion of the Semarang-Demak toll road project.

To address this problem, an integrated solution is needed that is based on a deep understanding of the causes and implications of overload. Measures such as optimizing work overload management, using technology to support work efficiency, improving coordination between teams, and implementing work-life balance strategies can be part of a comprehensive solution approach. An effective strategy for managing work overloads in construction projects is essential to reduce the effects of overwork. Literature such as "Strategies to Reduce Overwork in Project Management" (Garcia & Patel, 2022) offers actionable recommendations, such as optimizing resource allocation, improving team communication, and implementing technology to streamline processes. These strategies can be directly implemented to improve the management of the Semarang-Demak project.

1.3 Formulation Problem

In the implementation of the Semarang-Demak toll road project by PT PP Semarang Demak (Persero) Tbk, the phenomenon of overwork or excessive work overload is one of the main challenges that affect operational performance and employee welfare. Based on initial observations and identified symptoms, this work overload appears to be caused by a combination of complex internal and external factors, such as limited resources, tight work schedules, sudden changes in project plans, and pressure to achieve targets in a short period of time. This has a variety of negative implications, both for the productivity of the project and for the well-being of the individuals involved.

Although previous literature has discussed the causes and impacts of work overload in general, there are still gaps in the in-depth understanding of specific manifestations and interactions between causal factors in large-scale construction project environments such as those carried out by PT PP Semarang Demak. Furthermore, effective handling strategies need to be adapted to the operational context and organizational culture of the company. Therefore, this research focuses on an in-depth understanding of work overload within this project environment.

Based on the above description, the problems to be addressed in this study are formulated as follows:

- What are the main causes of work overload experienced by employees in the Semarang-Demak toll road project by PT PP Semarang Demak?
- What are the implications of work overload on project performance and employee welfare at PT PP Semarang Demak?
- How to effectively solve the work overload problem at PT PP Semarang Demak?

1.4 Research Objectives

This study aims to identify, analyze, and provide solutions to Work Overload problems that occur in the Semarang Demak toll road project by PT PP Semarang Demak (Persero) Tbk. Specifically, the objectives of this study are as follows:

a) Identify the main causes of overwork experienced by employees and project teams at PT PP Semarang Demak, both from internal factors (such as work management, task distribution) and external factors (such as material supply constraints, time pressure, and other external conditions).

b) Analyze the implications of overwork on project performance, work productivity, quality of work results, and employee well being, including its impact on stress, fatigue, and job satisfaction.

c) Formulate strategic and practical solutions to manage and mitigate the impact of overwork, with an approach that supports work efficiency, work life balance, and effective achievement of project targets.

By achieving these goals, this research is expected to contribute to improving the effectiveness of project management at PT PP Semarang Demak and support the welfare of workers involved in the project.

1.5 Research Benefits

Practical Benefits

a) For Companies: By understanding the negative impact of overwork, companies can anticipate and reduce the risk of work errors, project delays, or problems that could potentially harm the company. The recommendations from this research are expected to serve as a guide for PT PP Semarang Demak to improve operational efficiency, maintain project quality, and enhance employee welfare.

b) For Students: Students can use the results of this research as a reference for further study or to support scientific development in relevant fields, especially in human resource management and project management.

c) For Islamic University of Indonesia: Colleges can use the results of this research as a basis for further studies that focus on innovative solutions in managing overwork or similar challenges in other sectors.

CHAPTER II

LITERATURE REVIEW

This chapter provides a comprehensive literature review on the phenomenon of work overload, a critical issue in contemporary work environments, particularly within construction projects. It begins by defining work overload and its various types, followed by an in-depth discussion of its causes specifically within construction projects. Subsequently, the chapter analyzes the significant implications of work overload on employee performance and well-being. It then explores various strategies and solutions to mitigate this problem. The chapter concludes by comparing findings from previous studies to provide broader context and presents a conceptual framework that outlines the research's theoretical foundation.

2.1 Theoretical Basis

2.1.1 Work Overload

Work overload refers to a condition where the demands of tasks or responsibilities placed upon an individual or team exceed their available capacity in terms of time, effort, and resources. According to Nurhasanah et al. (2022), work overload is a collection of tasks or activities that must be completed within specified time rules. Similarly, Nabawi (2019) defines work overload as the process carried out by a person in completing a job's tasks or a group of positions under normal conditions within a certain period, all related to specific indicators.

Another perspective defines work overload as the average frequency of activity for each job over a given period. Thus, work overload signifies the number of activities or tasks workers must complete within a certain timeframe. Masriati and Nongkeng (2018) notes that everyone has experienced a work overload that is too heavy at some point. Excessive work overload is a condition that arises when environmental demands surpass an individual's capabilities. Mahfudz (2017) adds that in the industrial world, excessive work overload occurs when a job requires

excessive work speed, output, and concentration from employees, and it is widely considered a primary source of work stress.

In conclusion, excessive work overload is defined as a number of tasks that must be performed by workers in a certain time, which in their implementation requires more abilities than those possessed by individuals. These tasks typically exceed the routine level of what workers would normally do and therefore require extra energy.

2.1.2 Types of Work Overload

Work overload can be broadly classified into two distinct types (Kim et al., 2021):

a) Quantitative Work Overload: This occurs when there are too many tasks to be completed or insufficient time to complete them within a given unit of time. The primary driver of quantitative work overload is time pressure. While "fast and safe" is a common guideline for efficiency, constantly working under such pressure can lead to numerous mistakes or a decline in health (Damayanti et al., 2021). Quantitative work overload is a significant source of stress for workers.

b) Qualitative Work Overload: This type of work overload arises when individuals feel incapable of completing their tasks because the work is too difficult or the standards are too high. As Everly and Girdano (in Suyatno et al. 2023) noted, qualitative work overload stems from the diversity and complexity of tasks. Modern jobs increasingly emphasize brain work, and their complexity can grow due to increased information, sophisticated skills required, and expanded alternative work methods. When the complexity of work demands higher technical and intellectual abilities than an individual possesses, it can become destructive, leading to mental fatigue and adverse emotional and physical reactions (Suyatno et al., 2023).

Therefore, excessive work overload can be differentiated into quantitative work overload, concerning a large volume of tasks, and qualitative work overload, involving tasks that are too complex or challenging for a person.

2.1.3 Causes of Work Overload in Construction Projects

In the context of construction projects, work overload is influenced by a combination of internal and external factors. According to Leung et al. (2022), as cited in Chandra and Adriansyah (2017) and Soleman (2011), the key factors contributing to work overload are:

a) Time Pressure: Construction projects are often characterized by tight deadlines and ambitious targets. This constant pressure to complete tasks within limited timeframes can lead to rushing, increasing the likelihood of errors and negatively impacting an individual's mental and physical health, potentially causing burnout, anxiety, and physical ailments.

b) Work Schedule or Work Hours: Long or irregular work hours, common in construction, directly contribute to job demands and stress. Excessive hours without adequate rest can lead to physical and emotional exhaustion, disrupting work-life balance and increasing stress.

c) Role Ambiguity and Role Conflicts: In complex construction projects, unclear job responsibilities, expectations, or scope of duties (role ambiguity) can cause confusion, dissatisfaction, and stress. Role conflicts arise when individuals face conflicting demands from different supervisors or departments, creating internal struggles and making it difficult to manage work overload effectively.

d) Noise: High levels of noise in the workplace can significantly impair concentration and productivity. Workers in noisy environments may struggle to focus, leading to errors, decreased performance, and increased physical and mental stress, contributing to a higher sense of work overload.

e) Excessive Information: Information overload occurs when workers are bombarded with too much data simultaneously (e.g., emails, reports, meetings). This cognitive overload can cause stress, decision paralysis, and reduced performance, making individuals feel constantly under pressure and increasing their work overload.

f) Repetitive Actions: Tasks requiring repetitive bodily actions can lead to boredom, monotony, and reduced attention. This can result in physical strain

(e.g., musculoskeletal problems) and mental exhaustion, decreasing motivation, concentration, and performance, thereby contributing to a higher sense of work overload.

g) Responsibility: The pressure to meet high expectations and the burden of responsibility can be a significant source of work overload for some individuals, especially if they feel unprepared or unsupported. The variety and scope of responsibilities can also impact one's ability to manage work overload effectively, especially when different tasks require different skills or resources.

Soleman (2011) further categorizes these influences into:

1. Internal Factors (from the employee):
    a. Physical factors: Perception, motivation, desire, belief, satisfaction.
    b. Somatic factors: Age, body size, gender, health condition, nutritional status.
2. External Factors:
    a) Work Organization: Duration of breaks, working hours, work system, and shift work.
    b) Work Environment: Physical, biological, and psychological conditions in the workplace.
    c) Job Tasks: Divided into mental and physical tasks, where mental tasks involve responsibility, emotional engagement, and task complexity, while physical tasks involve the arrangement of workspaces, work postures, carrying loads, and environmental conditions.

Kusumawati and Linando (2024) emphasize that high workload involving mental and physical responsibilities can trigger significant work stress. In high-demand industries such as construction or mining, workers face substantial pressure that exacerbates work overload (Kusumawati & Linando, 2024).

In construction projects, workers often face high volumes of tasks and demands within limited timeframes, leading to an excessive work overload that negatively impacts their mental and physical health (Sinsky et al., 2022). This pressure can reduce work quality, job satisfaction, and increase turnover rates. Building a strong support network from colleagues and management can provide much-needed emotional and practical support. Social support has been shown to reduce stress and increase job satisfaction. In a high-pressure work environment, having reliable coworkers to share the burden and offer moral support can make a significant difference in employee well-being. Support from management is also important, as it can foster a positive and inclusive work culture. When employees feel supported by their boss, they are more likely to share the challenges they face and seek solutions together. This not only helps reduce individual work overloads but also improves collaboration and communication within the team, which ultimately improves the overall performance of the organization (Nguyen et al., 2023).

2.1.4 Implications of Work Overload

In the context of human resource management in PT PP Semarang Demak, the implications of work overload and role ambiguity are critical issues that need to be addressed. Research shows that excessive work overloads and unclear roles can increase work-related stress, negatively impacting employee performance. Sinsky et al. (2022) state that "a high Work Overload not only affects productivity but can also lead to stress, burnout, and burnout." Employees who are overburdened are more prone to psychological problems, which can result in higher absenteeism and increased turnover rates. Therefore, it is important for the management at PT PP Semarang Demak to understand and address these factors to create a healthier and more productive work environment.

The negative impacts of work overload extend to various aspects:

a) Decreased Productivity and Work Quality: When employees are overwhelmed, their ability to perform optimally diminishes, leading to increased errors, project delays, and compromised work quality (Thompson, 2019).

b) Increased Stress and Burnout: Work overload is a major contributor to work stress. Prolonged exposure can lead to emotional exhaustion, depersonalization, and reduced personal accomplishment (Sari & Arif, 2021).
c) Reduced Motivation and Job Satisfaction: Employees experiencing excessive work overload often report lower enthusiasm and motivation, leading to decreased job satisfaction and potentially higher turnover intentions (Orianhoi & Ginting, 2025).
d) Mental and Physical Health Issues: Chronic stress from work overload can manifest as anxiety, irritability, sleep disturbances, and physical fatigue, hindering overall well-being and optimal functioning.
e) Increased Work Errors and Reduced Concentration: Overwhelmed and fatigued employees are more prone to making mistakes and have diminished concentration, impacting efficiency, causing rework, and potentially incurring financial losses.

Kusumawati and Linando (2024) add that work stress resulting from excessive workload can manifest as loneliness, sleep disturbances, and other symptoms (Arisanti & Kusumayadi, 2023). Furthermore, high workload causes fatigue and increases the risk of errors, which negatively affect concentration and job satisfaction (Kusumawati & Linando, 2024).

To address these issues, organizations need to implement effective work overload management strategies. One strategy that can be implemented is task prioritization, which can help reduce the pressure felt by employees. Lee and Ashforth (2021) state that "clear priorities can help employees feel more organized and reduce feelings of overwhelm." Additionally, providing flexible hours can help employees balance their work and personal lives, which in turn can improve job satisfaction (Chung & Horst, 2020). Social support in the workplace also plays an important role in reducing the negative impact of work overload. Kahn and Byosiere (2020) state that "social support from colleagues and management can serve as a buffer against stress and increase job satisfaction." By implementing these strategies, organizations can prevent burnout and improve employee well-

being, contributing to individual productivity and overall company performance. Schaufeli and Bakker (2022) conclude that "organizations that invest in employee well-being will see increased performance, loyalty, and job satisfaction."

2.1.5 Strategies to Solve the Problem of Work Overload

Prolonged excessive work overload can cause employees to experience burnout, a condition characterized by emotional exhaustion, depersonalization, and decreased personal achievement. Based on the findings of this study, burnout caused by work overload can directly reduce employee job satisfaction. Strategies to mitigate work overload and its negative effects include:

a) Flexible Time Management Policies and Adequate Breaks: One strategy to address this issue is to implement a more flexible time management policy and give employees the opportunity to take time off or take breaks to recover from work-related stress. In addition, open communication between employees and management regarding work overload and realistic expectations is also very important in preventing burnout" (Sari & Arif, 2021).

b) Problem-Focused and Emotion-Focused Coping: Work stress is the body's response to excessive demands or pressures that come from the work environment. In many cases, a high Work Overload is a major factor contributing to stress. Therefore, to overcome work overload, a problem-focused coping approach and an emotion-focused coping approach should be applied. Problem-focused coping focuses on identifying and resolving problems directly, such as by planning and reprioritizing tasks. On the other hand, emotion-focused coping focuses on managing emotions, such as using relaxation or mindfulness techniques to reduce anxiety and stress. In an organizational context, it is important to create a work environment that supports mental health by providing a space for open discussions about the challenges faced by employees and offering adequate social support from colleagues and supervisors" (Puspaningtyas, 2020).

c) Task Prioritization and Time Management Techniques: Using techniques like task prioritization and time management can help employees better

manage their work overloads. In this context, methods such as the Eisenhower Matrix can be used to separate urgent and important tasks. This method helps employees identify which tasks need to be done immediately, which ones can be scheduled later, and which can be delegated or ignored. Implementing effective time management techniques not only increases individual productivity but also reduces the feelings of overwhelm often experienced by employees who face excessive work overloads. By organizing tasks systematically, employees can become more focused and efficient in completing their work. It also contributes to increased job satisfaction, as employees feel more in control of their work overload and are able to achieve the goals they have set (Covey, 2021).

d) Building a Strong Support Network: Building a support network in the workplace, both from colleagues and management, can provide the emotional and practical help employees need. Social support has been shown to reduce stress and increase job satisfaction. In a high-pressure work environment, having reliable coworkers to share the burden and provide moral support can make a significant difference in employee well-being. Support from management is also important, as it can create a positive and inclusive work culture. When employees feel supported by their boss, they are more likely to share the challenges they face and seek solutions together. This not only helps reduce individual work overloads but also improves collaboration and communication within the team, which ultimately improves the overall performance of the organization (Nguyen et al., 2023).
e) Job Redesign and Clear Goals: Kelly and Moen (2020) recommend job redesign as a solution, with a focus on better work schedule control, clearer goals, and supportive leadership.
f) Resource Allocation and Communication: Garcia and Patel (2022) offer actionable recommendations such as optimizing resource allocation and improving team communication to streamline processes and reduce the effects of work overload.

g) Managing Work Intensification: Moen et al. (2013) identify several strategies such as prioritizing time, blocking time, and shifting obligations to manage excessive work pressure, illustrating how professionals are coping with the increasing demands of work.

Kusumawati and Linando (2024) highlight that **work-life balance** plays a crucial mediating role in reducing the negative effects of workload and work stress on job satisfaction. They recommend that companies provide facilities supporting this balance to enhance employee welfare and productivity (Kusumawati & Linando, 2024).

2.2 Previous Research

2.2.1 Research on the Causes of Work Overload

Previous studies have identified various factors contributing to work overload across different contexts:

a) Leite et al. (2024) focused their research on health professionals in Brazil during the COVID-19 pandemic, exploring the factors that contribute to work overload. This revealed that female workers and those with limited mobility in the field reported higher rates of work overload. The study calls for improved worker health policies and better managerial support to alleviate the challenges employees face in high-stress environments such as healthcare.

b) A study by Orianhoi and Ginting (2025) discusses the relationship between work overload, work stress, and turnover intentions in Generation Z employees in Indonesia. Research has found that work overload significantly affects work stress, which in turn affects turnover intentions. This study shows that managing work overload is essential to reduce turnover and improve employee retention.

c) Sumaryono (2022) discusses the impact of environmental factors in the workplace on the Work Overload of employees in companies. The study found that physical conditions such as poor lighting, uncomfortable work

climate, and noise significantly contributed to increased Work Overload. The results show that an unsupportive work environment can lead to stress and burnout, which ultimately affects employee productivity. This research shows that companies must pay attention to environmental aspects to reduce Work Overload and improve employee well-being.

2.2.2 Research on the Implications of Work Overload

The implications of work overload have also been extensively studied:

a) A study titled "Psychosocial Factors at Long Distances" by Diaz et al. (2024) explored the perception of work overload among Mexican university teachers and students during the COVID-19 pandemic. It revealed findings that increased work from home leads to a combination of positive and negative psychosocial factors. They observed that work overload is associated with increased tasks, distractions, and challenges that balance work and personal life. College students report more work than faculty, likely due to the additional demands of home-based learning and parenting.

b) Rasool et al. (2022) examined the impact of excess technology in the workplace. Their systematic review highlights how distractions, work-life conflicts, stress, and overreliance on technology contribute to work overload. They identified that the stress caused by technology, such as constant connectivity and multitasking, exacerbates feelings of work overload among workers. Strategies such as self-efficacy training, time management, and organizational regulation were found to mitigate these effects.

c) A study on "Information Overload in the Digital Age" by Arnold et al. (2023) conducted a comprehensive review of information overload, which is closely related to the digitization of work. The study found that the constant influx of information from digital devices and communication technologies leads to cognitive overload, resulting in stress and decreased productivity. This phenomenon, exacerbated by the COVID-19 pandemic, has led to interventions that focus on the design of work and managing the

quality and quantity of information.2.2.3 Research on Strategies to Solve the Problem of Work Overload

2.2.3 Research has also proposed various strategies to address work overload:

a) Kelly and Moen (2020) explored work overload, especially in IT professionals, highlighting the physical and mental burden of excessive work demands. The authors conducted interviews and five-year random field experiments in a large corporate environment. The findings show that companies often encourage employees to "stay active," leading to burnout, stress, and physical health issues. The study recommends job redesign as a solution, with a focus on better work schedule control, clearer goals, and supportive leadership.

b) Fatima et al. (2022) examined how work overload in higher education institutions impacts career resilience through the role of harmonious passion mediation. Research conducted in Pakistan highlights that faculty members with excessive Work Overloads experience a decrease in passion for their work, which undermines the resilience of their careers. This longitudinal study provides a new perspective on the consequences of overemployment in the education sector, especially in relation to career outcomes such as resilience.

c) Moen et al. (2013) explore how high-status professionals respond to the time tension and intensification of work caused by their work. It identifies several strategies such as prioritizing time, blocking time, and shifting obligations to manage excessive work pressure. The study is particularly insightful because it investigates the concept of "time work", illustrating how professionals are coping with the increasing demands of work.

2.3 Conceptual Framework

In this study, the methodological process is designed to identify the causes, implications, and solutions of work overload at PT PP Semarang Demak. The research begins by conducting a literature review to examine theories related

to work overload, including causative factors, impacts on individuals and organizations, and solutions that have been applied in previous research. After that, initial observations were made to understand the work patterns, team dynamics, and specific challenges faced by PT PP Semarang Demak employees. The next step is data collection through a questionnaire method that aims to measure the level of work overload and in-depth interviews to explore employees' subjective experiences related to the Work Overload experienced. The collected data was then analyzed using thematic analysis for qualitative data. The results of this analysis will form the basis for designing applicable solutions, such as increasing task allocation, using supporting technology, time management training, and strengthening supportive leadership. The solution that has been designed is then implemented as an intervention to reduce excessive Work Overload at PT PP Semarang Demak. The expected final result of this study is effective and actionable recommendations to improve employees' work-life balance, reduce the negative impact of work overload, and improve the efficiency and quality of work within PT PP Semarang Demak.

CHAPTER 3

METHODOLOGY

3.1 Types of Research

This study adopts a qualitative approach with a case study design. This design was chosen based on the primary objective of the research to gain an in-depth understanding of the subjective experiences and perspectives of employees regarding the phenomenon of work overload at PT PP Semarang Demak. The case study design allows the researcher to explore this phenomenon within its real-life context (natural setting), enabling the collection of rich and detailed data. This approach is particularly relevant for answering the "how" and "why" questions related to the complexity of work overload experienced by employees in the company, as emphasized by Merriam and Tisdell (2016), who state that case studies are valuable for understanding phenomena within their natural settings, providing deeper insights into context and behavior.

3.1.1 Unit of Analysis

The unit of analysis in this study is employees of PT PP Semarang Demak who experience work overload. To obtain a comprehensive perspective, respondents were selected using purposive sampling. The selection criteria were individuals directly involved and experiencing work overload in their daily tasks, and who possess in-depth knowledge of work processes, task distribution, and challenges faced in their respective departments. The respondents interviewed consisted of three staff members from different departments: operations, procurement, and finance, with varying lengths of service. Selecting respondents from various departments allowed the researcher to gather diverse perspectives and perform data triangulation from multiple organizational viewpoints. Details of the respondents are presented in Table 3.1.

Table 3.1.1 Respondent Table

No	Name	Job Position	Tenure
1	HF	Operational Staff	1 Years
2	RD	Procurement Staff	8 Months
3	IM	Finance Staff	1,5 Years

3.2 Data Collection Methods

Data collection in this study was conducted through three main methods: interviews, participatory observation, and company document analysis.

3.2.1 Interviews

Semi-structured interviews served as the primary data collection method in this study. This method was chosen due to its ability to explore respondents' thoughts, feelings, and experiences in depth. Alshenqeeti (2014) emphasizes that interviews allow participants to express their views in their own words and provide context behind their statements, enabling the researcher to uncover deeper insights such as hidden knowledge, complex emotions, or contradictions that may not emerge through surveys or quantitative methods. All interviews were recorded and transcribed verbatim to facilitate detailed data analysis.

3.2.2 Participatory Observation

Direct participatory observation was a crucial supporting data collection method in this study. The researcher utilized an intensive internship period of four months at PT PP Semarang Demak, attending six days a week and accumulating forty-eight hours weekly in the work environment. This prolonged and immersive engagement allowed the researcher to directly observe daily work patterns, team dynamics, communication flows, and direct manifestations of work overload. The researcher actively observed how tasks were assigned, managed, and completed, noting examples of inefficiencies, coordination challenges, and employee responses to pressure. Merriam and Tisdell (2016) affirm that observation is highly valuable

in qualitative research for understanding phenomena in their natural settings, providing deeper insights into context and behaviors that may not be captured through interviews alone. Observations were systematically recorded through field notes focusing on behaviors, interactions, and environmental factors relevant to work overload.

3.2.3 Company Document Analysis

In addition to interviews and observation, document analysis served as a vital data collection method providing objective and historical context to the qualitative data gathered. This approach involved a careful review of various official company documents from PT PP Semarang Demak, including organizational structure, vision, mission, product/service descriptions, job descriptions, project schedules, and progress reports. This review was crucial in identifying potential ambiguities or overlaps in task distribution that could contribute to work overload. Furthermore, analysis of project schedules and progress reports helped assess workload demands, deadlines, and the impact of project complexity on employee tasks, especially during identified peak periods. Bowen (2009) highlights that document analysis is an efficient and effective way to collect data, offering insights into an organization's values, beliefs, and practices without direct interaction, and providing a stable source of data for repeated review. Systematic review of these documents helped reinforce information obtained from interviews and observations, thus providing a more comprehensive understanding and triangulation of the work overload phenomenon at PT PP Semarang Demak.

3.3 Data Analysis

The qualitative data collected from PT PP Semarang Demak employees were carefully transcribed and subsequently analyzed using thematic analysis. This analytical approach was chosen for its systematic yet flexible nature, allowing identification, analysis, and reporting of patterns (themes) within the data. Braun and Clarke (2006) explain that thematic analysis is highly effective in uncovering meanings and experiences shared by participants, which is crucial for understanding

complex phenomena such as work overload. The data analysis process involved several iterative steps as follows:

a) Familiarization with the Data: The researcher read and re-read interview transcripts, observation notes, and documents to gain a thorough understanding of their content. This stage also involved listening to interview recordings and making initial notes.

b) Generating Initial Codes: The researcher systematically identified interesting features in the data relevant to the research questions. These codes are brief labels capturing the essence of data segments, as described by Saldaña (2016) in his guide to qualitative coding.

c) Searching for Themes: The researcher began grouping similar or related codes into potential themes. This iterative process involved organizing and reorganizing codes to form broader patterns.

d) Reviewing Themes: The researcher reviewed the identified themes to ensure they were coherent internally and distinct externally. This stage involved checking whether themes were supported by data and whether there was overlap between themes.

e) Defining and Naming Themes: The researcher refined the definitions and names of each theme, explaining the essence of each theme and which aspects of the data it captured.

f) Producing the Report: The researcher presented the findings in a coherent narrative, using direct quotes from the data to illustrate and support each theme.

3.4 Data Trustworthiness

To ensure the credibility of the findings in this study, a multifaceted approach was carefully applied throughout the data collection and analysis process. The overall data analysis process adhered to the principles of credibility, transferability, and confirmability, as outlined by Ahmed (2024).

3.4.1 Data Triangulation

One of the main techniques used was data triangulation, involving systematic collection of information from multiple different sources. Specifically, this included semi-structured interviews with key staff, participatory observation of workplace dynamics, and thorough analysis of official company documents such as policies, job descriptions, overtime records, and performance reports. By comparing and correlating data from these various sources, the researcher aimed to significantly reduce potential bias and enhance the accuracy and robustness of the findings. This comprehensive approach aligns with qualitative strategies to align trustworthy results with actual field findings, ensuring interpretations are firmly grounded in observable reality, as described by Machmud (2016).

3.4.2 Member Checking

In addition to triangulation, member checking was implemented as a crucial technique to further strengthen data accuracy and authenticity. After interviews were completed, the researcher carefully summarized participants' responses and returned these summaries to each participant for review and confirmation. This iterative process allowed participants to directly verify whether their perspectives and narratives were accurately represented, minimizing potential misinterpretations and significantly enhancing the overall trustworthiness of the study, as recommended by Creswell and Creswell (2017). Direct validation from participants serves as a powerful mechanism to ensure the fidelity of the collected data to their lived experiences.

3.4.3 Prolonged Engagement

Another important strategy used to enhance data credibility was the researcher's prolonged engagement in the field. This involved an intensive internship period of four months at PT PP Semarang Demak, where the researcher was present six days a week, accumulating forty-eight hours weekly. This extensive immersion allowed for direct and continuous observation of issues occurring in the work environment, fostering a deeper and more nuanced understanding of the

research setting than might be possible with shorter engagement. Spending substantial time interacting with participants and observing in their natural environment facilitated more organic interactions and gradual trust development, which is essential for collecting authentic, rich, and honest qualitative data. This prolonged engagement enabled the researcher to effectively detect subtle inconsistencies, clarify emerging ambiguities, and understand complex dynamics that might not be visible in more superficial interactions.

3.4.4 Peer Debriefing

Furthermore, peer debriefing was used as a method to test the trustworthiness of the research findings by involving an expert (peer debriefer). In this study, the researcher conducted data verification with an expert who possessed broader knowledge and insights than the researcher. During this process, the researcher and expert engaged in in-depth discussions to enhance data accuracy and gain a more comprehensive understanding. This peer debriefing method was chosen to test the credibility of the research because the primary focus of this study is on the individual experiences of informants, thus not requiring justification or validation from other individuals, as suggested by Creswell (2009).

By integrating these comprehensive strategies—triangulation, member checking, prolonged engagement, and peer debriefing—this study ensures that the findings produced are not only highly credible but also genuinely represent the real-world context investigated at PT PP Semarang Demak. Each method uniquely contributes to enhancing the overall rigor of the study and aligning interpretations with the complex realities observed in the field.

CHAPTER IV

RESULTS AND DISCUSSION

4.1 Research Findings

This internship research aims to gain an in-depth understanding of the phenomenon of work overload at PT PP Semarang Demak, a key entity involved in the Semarang-Demak toll road project. A qualitative case study approach was employed, involving semi-structured interviews with three staff members from different departments (operations, procurement, and finance) with varying lengths of service (ranging from 8 months to 1.5 years). The researcher's intensive four-month presence during the internship—six days a week—enabled direct participatory observation of the dynamic and high-pressure work environment, providing real-world context to the collected data. Although the interviews were conducted during busy working hours, respondents shared valuable insights that were supported by internal company document analysis.

From the collected data, several key factors contributing to work overload were identified. First, unclear task distribution and job descriptions emerged as core issues. Tasks were often shifted to individuals deemed capable or willing, creating an imbalance in workload distribution. Second, the limited human resources available were disproportionate to the volume of work, forcing existing employees to take on double duties. Third, inefficient systems and processes, along with poor interdepartmental coordination, exacerbated the situation, resulting in delays and time-consuming rework. Lastly, peak periods such as month-end, quarter-end, or audit times consistently intensified the existing work overload, creating a cycle of extreme pressure.

The implications of work overload are substantial and far-reaching. On an individual level, employees experienced a decline in enthusiasm and motivation, directly affecting productivity and the quality of output. Work overload also has serious consequences for employees' mental and physical health, triggering stress, fatigue, and negative behavioral changes. This condition, in turn, leads to an

increase in work errors and a decline in concentration, potentially resulting in operational inefficiencies and financial losses for the company.

Several solution strategies have been identified to address this issue. Clearly defining task distribution and well-structured job descriptions are fundamental to ensuring a fair workload distribution. Strategic evaluations and the addition of human resources, especially during peak periods, are crucial to maintaining adequate work capacity. Implementing efficient time management systems and tools—such as task lists and prioritization training—can help employees manage their work more effectively. Additionally, fostering a strong culture of peer support and proactive management attention to employee well-being through open communication, wellness programs, and flexible work policies are key to creating a more balanced, healthy, and productive work environment at PT PP Semarang Demak.

4.1.1 Causes of Work Overload

Based on comprehensive interviews, several primary factors consistently emerged as significant contributors to **work overload** at PT PP Semarang Demak. These causes are deeply intertwined with the organizational structure, internal processes, and team dynamics prevalent within the project environment.

4.1.1.1 Lack of Clarity in Task Distribution and Job Descriptions

One of the most prominent and fundamental causes identified was the pervasive lack of clarity in task distribution and specific job descriptions. This ambiguity frequently led to overlapping responsibilities or poorly defined roles, consequently creating an imbalance in workload. As articulated by HN, an operational staff member,

> *"In my opinion, when the division of tasks is unclear, for example, if one or two tasks are assigned to person A or B without knowledge about those tasks, they end up being given to someone who is capable and willing to do them."*

This statement underscores an informal and often arbitrary practice of task delegation, where individuals perceived as highly capable or willing consistently absorb additional burdens. Such a practice progressively escalates their workload beyond reasonable capacity. This not only overburdens specific individuals but also engenders ambiguity regarding accountability, potentially leading to operational inefficiencies and a decline in employee motivation.

This result clearly indicates that unclear role definitions and informal, arbitrary task assignments are major organizational contributors to uneven and excessive work overload among employees at PT PP Semarang Demak, thus directly addressing a central aspect of the research question related to the causes of work overload.

4.1.1.2 Inefficient Systems, Processes, and Lack of Interdepartmental Coordination

Another significant contributor to work overload was the presence of inefficient internal systems and processes, compounded by a notable lack of coordination between departments. IM, a finance staff member, elaborated on this, stating,

> *"In my opinion, there are several factors. First, the limited number of finance staff compared to the volume of work that needs to be completed. Second, inefficient systems or processes that take longer to complete tasks. Third, a lack of coordination between departments, which causes information to often be delayed or inaccurate."*

This testimony highlights how outdated procedures, the absence of integrated software solutions, or suboptimal workflows create critical bottlenecks that substantially prolong task completion times. Furthermore, poor interdepartmental communication frequently results in delayed or inaccurate information exchange, compelling employees to undertake rework and expend valuable time verifying information that should be readily available. This

fragmented operational environment indirectly but significantly increases the overall workload.

This thematic insight reveals that systemic inefficiencies and poor coordination between departments are key operational factors driving work overload, forcing employees to invest additional time and effort to compensate for organizational gaps. This directly helps answer the research question concerning the root causes of work overload.

4.1.1.3 Certain Peak Periods

All interviewed staff members unanimously concurred that specific peak periods consistently and significantly exacerbate the phenomenon of work overload. HN, RD, and IM provided consistent accounts: *"Yes, it is, for a certain period. For me, the assignments are routine and mandatory, but there are certain times, such as the end of the month, quarter, and semester, when all the work is piling up because I have to prepare monthly and semester reports. But I usually manage to get it done within a few days, and once the task is done, everything goes back to normal."* (HN); *"Yes, I feel overwhelmed during the deadline around the middle of the month or during procurement administration for each unit."* (RD); *"Quite often, especially towards the end of the month or the end of the year, when there are many reports that need to be completed. Additionally, during audits or tax inspections, my work overload also increases drastically."* (IM). These periods are characterized by an intense and predictable accumulation of tasks, such as the preparation of financial reports or responses to audit requests. Despite their predictable nature, the drastically increased workload during these times is often not matched by a proportional increase in resources or effective workload management strategies, leading to extreme pressure and extended working hours.

This finding emphasizes that predictable yet highly demanding peak periods are a recurring and significant source of work overload. These cycles of intense pressure arise from task accumulation that is not sufficiently matched by

resource adjustments, thereby directly addressing a critical part of the research question on the causes of work overload.

4.1.2 Implications of Work Overload

The pervasive issue of work overload at PT PP Semarang Demak carries substantial and far-reaching implications, profoundly affecting both individual employees and the overall organizational effectiveness. Several critical consequences were consistently identified across the different departments.

4.1.2.1 Decrease in Employee Enthusiasm and Motivation

The most direct and immediately observable implication of **work overload** is a palpable decline in employee enthusiasm and motivation, which subsequently impairs their productivity and the overall quality of their output. HN articulated this point with striking clarity, stating,

> *"Overwork greatly affects my enthusiasm and motivation. I feel tired quickly, have trouble concentrating, and lack motivation to give my best. This certainly affects my productivity and quality of work. I tend to make more mistakes and take longer to complete tasks."*

This powerful testimony vividly illustrates how a consistent workload that perpetually exceeds an individual's capacity inevitably leads to a profound decrease in their intrinsic drive and engagement. The relentless accumulation of tasks, particularly during critical periods, directly compromises the ability to maintain optimal productivity levels and achieve the desired quality of output, gradually eroding the intrinsic desire to perform and ultimately leading to a pervasive feeling of burnout.

This result clearly shows that work overload significantly diminishes employee enthusiasm and motivation, which in turn negatively affects both productivity and work quality. This directly responds to an important element of the research question concerning the effects of work overload.

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4.1.2.2 Serious Impact on Employees' Mental and Physical Health

Beyond its immediate impact on motivation, work overload also exacts a serious and profound toll on employees' mental and physical health. RD, a procurement staff member, emphasized this critical consequence, stating,

> *"Overwork can sometimes affect one's psyche, such as causing stress from dealing with stacked work and physical and mental fatigue in making decisions and completing tasks. Lastly, it can lead to change in behaviour, making someone who was previously cheerful become lethargic."*

This statement underscores how the constant pressure and relentless demands associated with excessive tasks contribute to significantly elevated stress levels. This chronic stress can manifest in various psychological symptoms, including anxiety, irritability, difficulty sleeping, and a general sense of emotional exhaustion. This mental strain often directly translates into physical fatigue, impacting employees' overall well-being and severely hindering their ability to function optimally both at work and in their personal lives. Furthermore, these internal struggles can lead to noticeable negative behavioral changes, such as reduced collegiality, increased social withdrawal, higher rates of absenteeism, or even a general sense of apathy towards their responsibilities.

The study's findings reveal that work overload has serious and harmful impacts on employees' mental and physical well-being, presenting as ongoing stress, deep fatigue, and noticeable adverse behavioral changes. This directly addresses a vital component of the research question related to the consequences of work overload.

4.1.2.3 Increase in Work Errors and Reduced Ability to Concentrate

A critical and highly tangible consequence of work overload is a noticeable increase in the frequency of work errors and a significantly reduced ability to concentrate. IM, a finance staff member, explicitly articulated this direct correlation: *"This condition can also lead to more frequent errors in work, as individuals who are overloaded tend to find it difficult to concentrate."* This

observation is paramount because when employees are overwhelmed, fatigued, and under immense pressure, their cognitive functions become impaired. This impairment makes them far more susceptible to making mistakes, overlooking crucial details, and exhibiting a diminished capacity for critical thinking and problem-solving. The inability to concentrate effectively means that even seemingly simple tasks take considerably longer to complete and are executed with less precision, leading to a higher incidence of errors. This not only compromises the quality of individual work but can also lead to significant operational inefficiencies for the company as a whole, manifesting in extensive rework, substantial project delays, and potentially incurring additional financial costs.

This evidence demonstrates that work overload adversely affects cognitive abilities, resulting in a marked rise in errors and decreased concentration. Consequently, this leads to considerable operational inefficiencies and potential financial setbacks, thereby providing a clear answer to a key aspect of the research question about the implications of work overload.

4.1.3 Strategies to Solve the Problem of Work Overload

Addressing the pervasive issue of **work overload** at PT PP Semarang Demak is not merely an option but a crucial imperative for enhancing employee well-being and significantly boosting overall organizational productivity. Based on the rich insights meticulously gathered from in-depth employee interviews, several highly effective and actionable strategies can be implemented.

4.1.3.1 Prioritizing Employee Well-being

One of the most critical and pressing areas requiring immediate and sustained attention is the perceived neglect of employee well-being. HN articulated this pervasive concern with striking clarity, stating,

> *"Long hours significantly affect my work Overload. I didn't have enough time to rest and recover my energy. The company's policy regarding working*

hours is quite flexible, but in practice it is difficult to implement due to the high volume of work. I hope the company provides better compensation for overtime or offers flexible work options."

This poignant quote powerfully underscores the urgent need for proactive and empathetic managerial attention to employee well-being. While company policies might appear commendably flexible on paper, the harsh reality of consistently high work volume often renders these policies impractical, effectively preventing employees from genuinely utilizing benefits such as flexible hours or adequate rest. Comprehensive solutions include establishing and rigorously enforcing truly flexible time management policies, ensuring adequate and mandatory break times, providing structured opportunities for time off, offering well-structured workshops on stress reduction, actively promoting work-life balance initiatives, and providing fair and competitive compensation for any necessary overtime.

This thematic insight highlights that emphasizing employee well-being through truly flexible work arrangements, sufficient rest periods, equitable compensation, and proactive support mechanisms is a key approach to alleviating work overload and its negative consequences. This directly responds to an important aspect of the research question regarding effective solutions.

4.1.3.2 Enhancing Support and Work Morale

Another significant and deeply impactful factor contributing to the problem of **work overload** is the perceived lack of adequate support from management and, at times, even from colleagues, which severely erodes work morale. HN shared a specific, illustrative experience:

"I feel supported because recently I was tired because a colleague resigned, and all their tasks were left to me. I felt overloaded and it was beyond my job description, and they helped redistribute the tasks until a new suitable candidate was found."

While this demonstrates that support can be provided in critical, reactive situations, it also highlights that the initial burden and stress were immense,

suggesting a need for more proactive measures. RD, on the other hand, emphasized the invaluable role of peer support:

> *"I feel supported by my colleagues who provide encouragement and motivation in managing excess work and help maintain a calm mindset when faced with a sudden increase in Work Overload to meet deadlines."*

IM, a finance staff member, articulated a broader and more systemic concern regarding managerial support, offering comprehensive suggestions:

> *"My hope is that the company's management pays more attention to this problem of overwork and takes real action. My suggestion is that companies need to increase the number of finance staff, improve work systems, improve coordination between departments, provide training in time and stress management, and offer better support to employees. In addition, companies must also give appreciation and recognition for the hard work of employees."*

These insights collectively underscore the critical importance of building a strong, resilient culture of support among coworkers and ensuring consistent, proactive managerial attention.

The results strongly indicate that cultivating a strong environment of support from colleagues and supervisors, combined with transparent communication, regular acknowledgment, and appreciation, serves as a critical strategy to boost employee morale and mitigate the harmful impacts of work overload. This directly addresses a central element of the research question on effective solutions.

4.1.3.3 Improving Time Management Efficiency

Inefficient time management practices, operating at both the individual and organizational levels, were consistently identified as a key factor significantly aggravating work overload. Employees frequently expressed a feeling that they lacked the necessary tools, skills, or systemic support required to manage their tasks

effectively, which inevitably led to work pile-ups, missed deadlines, and increased stress. HN, for instance, described her personal coping mechanism:

> *"Personally, I always make a to do list, and honestly, I prioritize external tasks over internal ones because they become the main priority. When I feel overloaded, my manager advises me to ask for help from the JMTO team."*

RD also emphasized the reliance on personal time management techniques:

> *"Well, first, to cope with work overload, I usually create a to do list for that day to divide/plan the tasks I can complete. Second, I take a break during my rest time without using gadgets to relieve stress. Lastly, I chat and joke with my co-workers during breaks to avoid gadgets and give my eyes a rest from starting at the laptop."*

These individual efforts, while commendable, strongly suggest a systemic gap in organizational support for effective time management. Comprehensive solutions include providing targeted and practical training for all employees on effective time management techniques (e.g., Eisenhower Matrix, Pomodoro Technique), offering access to modern project management software or digital tools, and establishing a clear, consistent, and transparent prioritization system for task assignments from upper management.

This finding underscores that implementing effective time management frameworks and tools, along with providing focused training and clear task prioritization, is essential to enable employees to better handle their workload. This directly tackles a major part of the research question related to effective solutions.

4.2 Discussion

This section critically discusses the research findings by systematically comparing them with existing theories and previous empirical studies. The aim is to highlight areas of alignment, divergence, and the unique contributions of this study within the specific context of PT PP Semarang Demak.

4.2.1 Discussion on the Causes of Work Overload

The findings from PT PP Semarang Demak reveal that work overload is not merely an individual issue but stems from a complex interplay of organizational and systemic factors. The identified causes—namely, lack of clarity in task distribution and job descriptions, inefficient systems and interdepartmental coordination, limited human resources, and specific peak periods—demonstrate significant alignment with established theories on job demands and organizational stressors.

The lack of clarity in task distribution and job descriptions directly corresponds to the concept of role ambiguity, a well-recognized stressor in organizational psychology (Jiang & Probst, 2023). When employees are uncertain about their responsibilities and expectations, tasks are often arbitrarily shifted to those perceived as capable or willing, thereby creating an imbalance in workload. This supports Gibson's (2009) assertion that role ambiguity can significantly affect an individual's perception of their work overload.

The presence of inefficient systems, processes, and lack of interdepartmental coordination resonates strongly with Soleman's (2011) external factors, particularly concerning "Work Organization" and "Job Tasks." Outdated procedures, unintegrated systems, and poor communication between departments inevitably generate unnecessary work, rework, and additional effort from employees. This reflects the qualitative aspect of work overload (Suyatno et al., 2023), where systemic weaknesses make tasks more complex and frustrating, rather than merely increasing their volume.

The issue of limited human resources directly points to a quantitative work overload problem (Kim et al., 2021). In a project-based environment like the Semarang-Demak toll road, staff shortages mean that the sheer volume of work often exceeds the available workforce capacity, compelling existing employees to take on double duties or responsibilities beyond their capacity. This aligns with Damayanti et al. (2021), who noted that quantitative work overload occurs when

there is too much work to be done in a given unit of time, leading to intense effort and a potential decline in health.

Finally, the impact of certain peak periods (e.g., month-end, quarter-end, audit periods) as a consistent driver of extreme pressure is a specific manifestation of time pressure (Nixon et al., 2021). While these periods are predictable and integral to the business cycle, the consistent failure to match the drastically increased workload with proportional resource allocation transforms them into significant stressors, reinforcing the idea that chronic time pressure can lead to mistakes and health issues.

The findings from PT PP Semarang Demak exhibit both alignments and unique contributions when compared to previous research. The identified causes, particularly the interplay of organizational and systemic factors, align with Orianhoi and Ginting (2025) who found a significant relationship between work overload and work stress, as these causes clearly contribute to increased stress levels. The emphasis on internal organizational factors (unclear tasks, inefficient systems) also resonates with the broader call for systemic solutions in studies like Leite et al. (2024), even though their specific causes (gender, mobility) differ due to the distinct industry context of healthcare.

However, a notable divergence from some previous studies is observed. Unlike Sumaryono (2022), which highlighted physical environmental factors (e.g., poor lighting, noise) as significant causes of work overload, this study primarily emphasizes organizational and task-related issues as the most pressing drivers at PT PP Semarang Demak. This suggests that for this specific construction project, internal management practices and resource allocation are more critical immediate causes of work overload than external physical conditions. This research thus provides a nuanced qualitative view of the direct operational causes within a construction project context, distinguishing it from broader demographic or environmental factors explored in other studies.

4.2.2 Discussion on the Implications of Work Overload

The implications of work overload at PT PP Semarang Demak—specifically, the decrease in employee enthusiasm and motivation, serious impacts on mental and physical health, and an increase in work errors coupled with reduced concentration—are strongly supported by existing literature on job strain, stress, and employee well-being.

The observed decrease in employee enthusiasm and motivation directly reflects the concept of burnout, a condition where a consistent workload exceeding an individual's capacity gradually erodes their intrinsic drive and engagement (Sari & Arif, 2021). HN's testimony about feeling tired, having trouble concentrating, and lacking motivation aligns perfectly with Mahfudz (2017), who identifies excessive work overload as a major source of work stress, leading to reduced job satisfaction and productivity.

The serious impact on employees' mental and physical health, manifesting as chronic stress, profound fatigue, and negative behavioral changes, is a well-documented consequence of prolonged work overload. RD's experience of psychological effects and physical fatigue mirrors the findings of Sinsky et al. (2022), who reported that high work overload leads to stress, fatigue, and burnout. This also aligns with Kahn and Byosiere (2020), who emphasize the crucial role of social support in buffering against such stress.

Furthermore, the increase in work errors and reduced ability to concentrate is a critical and tangible outcome of impaired cognitive function under sustained pressure. IM's observation that overloaded individuals find it difficult to concentrate is consistent with the understanding that fatigue and stress compromise an employee's cognitive abilities, making them more susceptible to mistakes, overlooking crucial details, and exhibiting diminished critical thinking. This directly impacts productivity and the quality of output, as noted by Thompson (2019), and can lead to significant operational inefficiencies and potential financial losses.

The findings regarding the implications of work overload at PT PP Semarang Demak show strong alignments with previous research, while also offering specific contextual insights. The alignment with Diaz et al. (2024) is evident concerning the impact of work overload on work-life balance and stress, even though their study focused on remote work during a pandemic. This suggests a universal applicability of these negative consequences regardless of the specific work mode or industry. Similarly, the findings on increased stress and reduced concentration align with Rasool et al. (2022), although this study does not explicitly explore technostress as a primary driver. Moreover, the observed decrease in productivity and increase in stress resonate with Arnold et al. (2023)'s review on information overload, reinforcing the notion that work overload, irrespective of its specific source, consistently yields similar negative outcomes.

A unique contribution of this research lies in its qualitative exploration, which highlights how a combination of organizational and systemic issues (unclear tasks, inefficient processes, limited human resources, and peak periods) collectively drive these negative implications within a construction project setting. This study provides rich qualitative evidence for the causal link between work overload and stress, as identified in quantitative research (e.g Orianhoi and Ginting (2025), but grounded in the lived experiences of employees within this specific industry context.

4.2.3 Discussion on Strategies to Solve the Problem of Work Overload

The strategies identified to address work overload at PT PP Semarang Demak—namely, prioritizing employee well-being, enhancing support and work morale, and improving time management efficiency—are robustly grounded in established academic recommendations and directly responsive to the specific causes and implications identified in this study.

Prioritizing employee well-being through genuinely flexible policies, adequate rest, and fair compensation directly addresses the core issues of burnout and chronic stress. HN's call for better compensation and flexible work options

aligns perfectly with Sari and Arif (2021), who emphasize the importance of flexible time management and open communication as crucial elements in preventing burnout. This also resonates with Chung and Lippe (2020) regarding the benefits of flexible hours for fostering a healthier work-life balance.

Enhancing support and work morale through a strong culture of peer and managerial support, open communication, and consistent recognition is identified as a critical intervention. HN's experience of receiving reactive support during a crisis, and IM's broader suggestions for increased staff, improved systems, and appreciation, align with Kwon and Kim (2022) on the importance of social support in reducing stress and increasing job satisfaction. This also reflects Schaufeli and Bakker's (2022) conclusion that organizations investing in employee well-being ultimately achieve increased performance and loyalty.

Improving time management efficiency through targeted training, effective tools, and clear prioritization systems directly tackles the problem of inefficient practices that aggravate work overload. The reliance of HN and RD on personal to-do lists highlights a systemic gap in organizational support for effective time management. This aligns with Covey (2021) on the efficacy of task prioritization techniques (e.g., Eisenhower Matrix) and Moen et al. (2013) on strategies such as time blocking and shifting obligations to manage excessive work pressure. Puspaningtyas (2020) further supports the application of problem-focused coping mechanisms, including planning and reprioritizing tasks, as a means to manage work stress.

The proposed solutions for PT PP Semarang Demak demonstrate significant alignment with established academic recommendations. They resonate with Kelly and Moen (2020)'s recommendations for job redesign, better work schedule control, clearer goals, and supportive leadership. The emphasis on clearer task distribution and improved work systems can be conceptualized as forms of job redesign. Similarly, the focus on employee well-being and support directly correlates with the principles of supportive leadership. The time management strategies proposed are consistent with Moen et al. (2013) findings on effective time prioritization.

However, a potential gap or area for further elaboration exists. While this study proposes "improving work systems and processes," it does not explicitly use the term "job redesign" as recommended by Kelly and Moen (2020). Although the former may encompass the latter, a more explicit articulation could strengthen the connection to established literature. Additionally, while "proactive managerial attention to employee well-being" and "better communication" are integral aspects of supportive leadership, further detail on specific leadership behaviors or training programs could enhance the actionable nature of these recommendations. This suggests an opportunity for future research or more detailed implementation plans to specify how these broader strategies translate into concrete actions. Furthermore, by focusing on reducing stress and improving job satisfaction, these solutions indirectly contribute to career resilience, as discussed by Fatima et al. (2022), by mitigating factors that lead to a decline in passion for work.

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CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study aimed to identify the causes, implications, and solutions to work overload at PT PP Semarang Demak, specifically within the context of the Semarang-Demak toll road project. Based on the qualitative research conducted, the following conclusions are drawn in response to the research questions:

a) Regarding the main causes of work overload at PT PP Semarang Demak: Work overload at PT PP Semarang Demak primarily stems from a combination of organizational and systemic issues. These include a significant lack of clarity in task distribution and job descriptions, leading to arbitrary task delegation and imbalanced workloads. Furthermore, inefficient systems and processes, coupled with poor interdepartmental coordination, contribute to delays and necessitate extra effort from employees. Lastly, predictable yet unmanaged peak periods, such as month-end, quarter-end, and audit seasons, consistently intensify the workload, pushing employees beyond their capacity.

b) Regarding the implications of work overload on project performance and employee welfare at PT PP Semarang Demak: The pervasive work overload at PT PP Semarang Demak has detrimental implications for both individual employees and overall project performance. It leads to a noticeable decrease in employee enthusiasm and motivation, directly impacting productivity and the quality of work. More critically, it exacts a serious toll on employees' mental and physical health, manifesting as increased stress, fatigue, and negative behavioral changes. This condition also results in a higher frequency of work errors and a reduced ability to concentrate, ultimately compromising operational efficiency and potentially leading to project delays and financial losses.

c) Regarding effective strategies to solve the work overload problem at PT PP Semarang Demak: Addressing work overload effectively requires a multi-faceted and proactive approach. Key strategies include prioritizing employee well-being through flexible work policies, adequate rest, and fair compensation for overtime. Fostering a strong culture of support and boosting morale through open communication and proactive managerial assistance is also crucial. Finally, improving time management and operational efficiency by providing training, implementing task prioritization systems, and utilizing project management tools are essential steps to create a more balanced, productive, and sustainable work environment.

5.2 Recommendations

Based on the findings and conclusions, the following actionable suggestions are recommended for PT PP Semarang Demak to mitigate work overload and improve employee welfare and project performance:

a) Operations & Finance: Conduct a review and revision of job descriptions and task distribution protocols to ensure clarity and balanced workload, effective immediately.
b) Procurement & Finance: Develop a backup list and task rotation for peak periods (e.g., month-end, quarter-end, audits) to distribute workload more evenly, effective within 3 months.
c) All Departments (Operations, Procurement, Finance): Enhance inter-departmental coordination through more structured communication and adopt effective time management tools (e.g., prioritized to-do lists), starting within 2 months and ongoing.
d) Management (Supervisors/Managers): Prioritize employee well-being by ensuring adequate rest periods, providing fair overtime compensation, and proactively offering moral support, on an ongoing basis.

5.3 Research Limitations

This study has some limitations that may affect the research, and therefore the author needs to discuss the following:

1. This study has limitations regarding interviews with informants, because interviews are conducted during working hours, which affects the effectiveness of responses during the interview process. The researcher suggested that interviews be conducted when the informant was free from working hours.
2. The data needed for the study was not available, so the authors recorded interview questions and questionnaires based on the observations made. The researchers recommend that future research look for data first before conducting interviews. This is to ensure that the interview data related to the research produces a quality response.
3. This study uses a qualitative research method, so the author does not have accurate figures for the impact of overwork at PT PP Semarang Demak. Therefore, the authors suggest that future research should include quantitative studies to comprehensively assess the discipline and performance management.

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ATTACHMENT

Interview Transcript

N1 (HN)

Interviewer : "Assalamualaikum, Mrs. Hn. May I have time for an interview?"

Source : "Waalaikumsalam, Mr. Zirgy. Please."

Interviewer : "Can you tell us about your role and responsibilities at PP Semarang Demak?"

Source : "Okay, sure. First, my position as a transaction staff on the Semarang Demak toll road. My main task is to report traffic volume and toll revenue every day, so I send reports to internal and external parties."

Interviewer : “What do you think are the main factors causing work overload at PP Semarang Demak?”

Source : “In my opinion, when the division of tasks is unclear, for example, if one or two tasks are assigned to person A or B without knowledge about those tasks, they end up being given to someone who is capable and willing to do them.”

Interviewer : "What is your understanding of the excess work in the workplace? Can you elaborate on that?"

Source : "In my opinion, overwork is when the work and responsibilities given to a person exceed their job description and capacity. Personally, I rarely experience overwork because I can still complete my tasks, even if I don't always work strictly according to my job description. So far, I feel like my capacity is still able to handle it."

Interviewer : “How often do you feel overwhelmed by the tasks assigned to you? Are there specific periods when you often feel overwhelmed?”

Source : “There is one phase, and it definitely has an impact; I often find myself questioning why I am the one who keeps getting assigned tasks while others do not. This mostly affects my working hours, which keep increasing.”

Interviewer : "How does being overworked affect your enthusiasm and motivation at work? Does it affect your productivity and the quality of your work?"

Source : "Yes, it is, for a certain period. For me, the assignments are routine and mandatory, but there are certain times, such as the end of the month, quarter, and semester, when all the work is piling up because I have to prepare monthly and semester reports. But I usually manage to get it done within a few days, and once the task is done, everything goes back to normal."

Interviewer : "Do you feel like you receive enough support from colleagues and supervisors in dealing with this overload of work? What kind of support has helped you the most?"

Source : "I feel supported because recently I was very tired because a colleague resigned, and all their tasks were left to me. I felt overloaded and it was beyond my job description, and I didn't fully understand everything. Finally, I reported it to HR and management, and they helped redistribute the tasks until a new suitable candidate was found."

Interviewer : "How do long, inflexible work hours affect your Work Overload?"

Source : "During my time here, especially in the operational division, it rarely affected me, mostly only during certain periods."

Interviewer :” What steps do you usually take to cope with work overload? Are there any specific strategies that you find effective?”

Source : “Personally, I always make a todo list, and honestly, I prioritize external tasks over internal ones because they become the main priority. When I feel overloaded, my manager advises me to ask for help from the JMTO team.”

Interviewer : "What are your expectations for the company's management in overworking the problem at PT PP Semarang Demak? Do you have any suggestions for companies to reduce the negative impact of overwork on employees?"

Source : "It's just general advice, but I think when recruiting someone, it should be in line with their qualifications. If there is a new task outside of the employee's job description, there should be at least a job description that is relevant to the other employee so that the task is not just forwarded."

Interviewer : "Thank you, Ms. Hn, for the interview."

Source : "You're welcome, Gy."

N2 (RD)

Interviewer : "Good afternoon, Mr. Rd. May I have time for an interview?"

Source : "Sure, go ahead."

Interviewer : "Can you tell us about your role and responsibilities at PP Semarang Demak?"

Source : "My role as Technical & Procurement staff is to report on the progress of land acquisition for sections 1 and 2 of the Semarang expressway, and to conduct procurement administration to find competent service providers to carry out work for the financial, technical, and operational units."

Interviewer : “What do you think are the main factors causing work overload at PP Semarang Demak?”

Source : “I believe that one of the main root causes of this work overload is the limited human resources available to handle each additional Work Overload. This is reinforced by observations in the field, where the existing team often has to struggle to meet all project demands with limited resources.”

Interviewer : "Alright, what is your understanding of overwork at work, and can you elaborate on it?"

Source : "This is a condition where the work and responsibilities given exceed my capacity and ability."

Interviewer : "How does being overworked affect your enthusiasm and motivation at work? Does it affect your productivity and the quality of your work?"

Source : "Overwork can sometimes affect one's psyche, such as causing stress from dealing with stacked work and physical and mental fatigue in making decisions and completing tasks. Lastly, it can lead to a change in behavior, making someone who was previously cheerful become lethargic."

Interviewer : "Do you feel like you receive enough support from colleagues and supervisors in dealing with this overload of work? What kind of support has helped you the most?"

Source : "I feel supported by my colleagues who provide encouragement and motivation in managing excess work and help maintain a calm mindset when faced with a sudden increase in Work Overload to meet deadlines."

Interviewer :" How often do you feel overwhelmed by the tasks assigned to you? Are there specific periods when you often feel overwhelmed?"

Source : "Yes, I feel overwhelmed during the deadline around the middle of the month or during procurement in the third and fourth quarters when I have to handle procurement administration for each unit."

Interviewer : "How do long, inflexible work hours affect your Work Overload?"

Source : "For long or inflexible work hours that affect my Work Overload, I make a todo list that I must complete on the same day to prevent work from piling up over the weekend."

Interviewer :" What steps do you usually take to cope with work overload? Are there any specific strategies that you find effective?"

Source : “Well, first, to cope with work overload, I usually create a todo list for that day to divide/plan the tasks I can complete. Second, I take a break during my rest time without using gadgets to relieve stress. Lastly, I chat and joke with my coworkers during breaks to avoid gadgets and give my eyes a rest from staring at the laptop.”

Interviewer : "What are your expectations for the company's management in overworking the problem at PT PP Semarang Demak? Do you have any suggestions for companies to reduce the negative impact of overwork on employees?"

Source : "Alright, Mr. Zirgy, I have some suggestions to share. First, conduct further evaluation to overcome job desk responsibilities that can be completed as a team or through collaboration in utilizing existing human resources. Second, implementing 8hour effective working hours (09:0017:00); Outside of working hours, no overtime is allowed, but make the most of your working time. Finally, add the appropriate human resources to help get the job done."

Interviewer : "Thank you very much for the interview."

Source : "You're welcome, Zirgy."

N3 (IM)

Interviewer : "Can you tell us about your role and responsibilities at PP Semarang Demak?"

Source : "Of course, I am a financial staff at PP Semarang Demak. My primary responsibilities include recording financial transactions, preparing financial statements, paying bills, managing cash and assisting in the audit process."

Interviewer :” What do you think are the main factors causing work overload at PP Semarang Demak?”

Source : “In my opinion, there are several factors. First, the limited number of finance staff compared to the volume of work that needs to be

completed. Second, inefficient systems or processes that take longer to complete tasks. Third, a lack of coordination between departments, which causes information to often be delayed or inaccurate."

Interviewer : "What is your understanding of overwork? Can you give an example of how you experience it at work?"

Source : "In my opinion, Work Overload is a condition when a given Work Overload exceeds my capacity or ability to complete it in a reasonable time. For example, when there are several large projects running at the same time, I have to prepare monthly financial statements, pay vendor bills, and prepare data for audits. As a result, I had to work overtime every day and felt very stressed."

Interviewer : "How does being overworked affect your enthusiasm and motivation at work? Does it affect your productivity and the quality of your work?"

Source : "Overwork greatly affects my enthusiasm and motivation. I feel tired quickly, have trouble concentrating, and lack motivation to give my best. This certainly affects my productivity and quality of work. I tend to make more mistakes and take longer to complete tasks."

Interviewer : "Do you feel like you receive enough support from colleagues and supervisors in dealing with overwork? What kind of support has helped you the most?"

Source : "The support from colleagues is quite good; We often help each other if someone is struggling. However, support from supervisors is still lacking. I hope that supervisors better understand our situation and provide concrete solutions, such as increasing staff or improving the work system. Moral support and appreciation are also very important."

Interviewer :" How often do you feel overwhelmed by the tasks assigned to you? Are there specific periods when you often feel overwhelmed?"

Source : “Quite often, especially towards the end of the month or the end of the year, when there are many reports that need to be completed. Additionally, during audits or tax inspections, my Work Overload also increases drastically.”

Interviewer : "How do long or inflexible hours affect your Work Overload? Are there any company policies regarding working hours that could exacerbate or reduce the overload?"

Source : "Long hours significantly affect my Work Overload. I didn't have enough time to rest and recover my energy. The company's policy regarding working hours is quite flexible, but in practice it is difficult to implement due to the high volume of work. I hope the company provides better compensation for overtime or offers flexible work options."

Interviewer :” What steps do you usually take to cope with work overload? Are there any specific strategies that you find effective?”

Source : “Usually, I make a list of prioritized tasks and try to complete the most important ones first. I also try to ask for help from coworkers if possible. Additionally, I make an effort to maintain my health by exercising and getting enough rest, even though it’s difficult to do when I’m experiencing work overload.”

Interviewer : "What are your expectations for the company's management in overworking the problem at PP Semarang Demak? Do you have any suggestions for companies to reduce the negative impact of overwork on employees?"

Source: "My hope is that the company's management pays more attention to this problem of overwork and takes real action. My suggestion is that companies need to increase the number of finance staff, improve work systems, improve coordination between departments, provide training in time and stress management, and offer better support to employees. In addition,

companies must also give appreciation and recognition for the hard work of employees."

Interviewer : "Thank you, Mr. Im, for your time."

Source : "You're welcome, happy to help."

Appendix 1 Internship Documents

UNIVERSITAS ISLAM INDONESIA

FAKULTAS
BISNIS DAN EKONOMIKA

Gedung Prof. Dr. Ace Partadiredja
Universitas Islam Indonesia
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Yogyakarta, 17 Januari 2024

No. : 23/ProdiMnj/10/IUP/I/2024
Hal : Permohonan izin magang
Lamp : RPS Magang dan KHS Mahasiswa

Kepada Yth.
Direktur Keuangan
PT PP Semarang Demak
Bapak Pramusinto, S.E., M.M.
Jl. Raya Semarang – Demak KM.10
Jawa Tengah

Dengan hormat,

Bersama ini kami sampaikan bahwa mahasiswa berikut ini:

No	Nama	NIM	Program Studi	Bidang
1.	Zirgy Isya Irdanovik	21311583	Manajemen Internasional	Human Capital Management
2.	Nurcholis Kurniawan	21311632	Manajemen Internasional	Operasi
3.	Fatur Rohmat	21311568	Manajemen Reguler	Keuangan

adalah mahasiswa Program Studi Manajemen, Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia yang hendak melakukan magang kerja pada Perusahaan yang Bapak pimpin sebagai salah satu syarat untuk menyelesaikan tugas akhir. Oleh karena itu, mohon kiranya mahasiswa tersebut diizinkan untuk melakukan magang di perusahaan Bapak mulai tanggal 1 Februari – 30 Mei 2024 (4 bulan).

Demikian permohonan kami, atas bantuan dan kerjasamanya kami mengucapkan terima kasih.

Hormat kami,

UNIVERSITAS ISLAM INDONESIA ★ YOGYAKARTA ★ FAKULTAS BISNIS DAN EKONOMIKA

Abdul Rafik, S.E., M.Sc.
Ketua Program Studi Manajemen Program Sarjana

PT. PP Semarang-Demak
Subsidiary of PT. PP (Persero) Tbk.

Nomor : 11.051/EXT/PPSD/SBN/DK/I/2024

Demak, 23 Januari 2024

Kepada Yth.
Ketua Program Studi Manajemen Program Sarjana
Fakultas Binis dan Ekonomika
Universitas Islam Indonesia
Gedung Prof. Dr. Ace Partadiredja
Condong Catur Depok Yogyakarta

Perihal : Surat Balasan Permohonan Izin Magang.

Dengan hormat,

Menindaklanjuti surat Ketua Program Studi Manajemen Program Sarjana Universitas Islam Indonesia Nomor. 23/ProdiMnj/10/IUP/I/2024 Tanggal 17 Januari 2024 Perihal Permohonan Izin Mangang, maka Kepada mahasiswa:

No	Nama	NIM	Program Studi	Bidang
1	Zirgy Isya Irdanovik	21311583	Manajemen Internasional	Human Capital Management
2	Nurcholis Kurniawan	21311632	Manajemen Internasional	Operasi
3	Fatur Rohmat	21311568	Manajemen Reguler	Keuangan

Kami menyetujui permohonan Izin Magang selama 4 (empat) bulan dimulai tanggal 05 Februari 2024 s.d 04 Juni 2024, untuk selanjutnya dapat menghubungi narahubung Sdr.i Khusnul Khotimah (087810274263)

Demikian surat ini kami sampaikan, atas perhatian dan kerjasamanya kami ucapkan terimakasih.

Hormat kami,
PT PP Semarang Demak,

PT. PEMBANGUNAN PERUMAHAN SEMARANG DEMAK

Pramusinto, SE., MM.
Direktur

Appendix 2 Internship Photo Documentation









