

Job Sharing, Solidarity, and Anomie in Industrial Society in Gorontalo

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Abstract : This study aims to analyze the dynamics of the division of labor, social solidarity, and the potential emergence of anomie within a local industrial setting in Gorontalo, using a sociological perspective inspired by Émile Durkheim. The research focuses on PT Krim Rejeki Lancar as a case study representing the transformation of local work relations in the context of industrialization. This study employs a qualitative descriptive approach, as proposed by Moleong, to explore in depth the meanings, interactions, and social experiences of workers within their natural work environment. Data were collected through observation, in-depth interviews, and documentation, and analyzed using the interactive model of Miles and Huberman, consisting of data reduction, data display, and conclusion drawing. The findings indicate that the division of labor at PT Krim Rejeki Lancar has created functional interdependence among work units, fostering organic solidarity through cooperation, coordination, and shared responsibility. However, the study also reveals structural tensions, particularly within the sales division, where high performance targets are not always balanced by adequate operational support. This condition gives rise to latent forms of anomie, which are not expressed through open conflict but are mitigated by strong social ties and familial work relations. The study concludes that the division of labor functions not only as a mechanism of efficiency but also as a social arena where solidarity and potential disorganization coexist, requiring a continuous balance between regulation, integration, and social justice in the workplace.

Keywords : division of labor; organic solidarity; anomie; industrial sociology; Gorontalo

INTRODUCTION

The transformation of society from an agrarian structure to an industrial society is one of the main characteristics of socio-economic modernization. The process of industrialization not only changed the production base and livelihood patterns, but also had fundamental consequences for the social order, labor

relations, and the value system that binds individuals in collective life (Afaq, 2025).

In an industrial society, the division of labor is the main principle in organizing the production process, efficiency, and specialization of labor. This division of labour, as Émile Durkheim put it, is not purely technically economic, but also has a social

dimension that has direct implications for the form of social solidarity that develops in society (Rahmat & Suhaeb, 2023).

Durkheim differentiated social solidarity into two main forms: mechanical solidarity and organic solidarity. Mechanical solidarity is generally found in simple societies characterized by a strong uniformity of functions, values, and collective consciousness. Instead, organic solidarity grows in a modern industrial society that is sustained by role differentiation and complex division of labor. Within this framework, the division of labor is seen as the foundation of social integration because each individual is interdependent on each other through specialized functions (Fathoni, 2024). Thus, social stability in industrial societies is largely determined by the extent to which the division of labor is able to create order, cohesion, and social solidarity.

Nevertheless, Durkheim also asserted that the division of labor does not always result in harmonious social integration. Under certain conditions, the division of labor that is not balanced with adequate normative regulations can actually give birth to social disorganization which he calls anomie. Anomie refers to a situation when social norms lose their binding power, resulting in individuals experiencing moral confusion, uncertainty of roles, and weakened social solidarity (Teymoori et al., 2016). In industrial society, anomie often arises due to unequal work relations, unclear division of roles, productivity pressures, and the

dominance of economic rationality that ignores social and humanitarian dimensions.

The phenomenon of division of labor, solidarity, and anomie is becoming increasingly relevant to be studied in the context of local scale industries in areas that are undergoing an industrialization process, including in Gorontalo Province.

As a region that has historically relied on the agriculture and fisheries sectors, Gorontalo in recent years has shown significant development in the industrial sector and manufacturing businesses. This development has brought about a change in the work structure of society, from a traditional work pattern with a family pattern to an industrial work system that is more structured, hierarchical, and based on production targets.

The existence of the company PT Krim Rejeki Lancar is an important representation of the dynamics of the industrial community in Gorontalo. As an industrial unit that absorbs local workers with diverse social, educational, and work experience backgrounds, PT Krim Rejeki Lancar not only functions as an economic entity, but also as a social space where interactions, role negotiations, solidarity formation, and the potential for social tensions to arise. The division of labor applied in this company directly shapes the pattern of relations between workers, management, and the organizational structure as a whole.

So far, studies on industry in Gorontalo tend to focus more on economic aspects, such as increasing production, labor absorption, and

industrial contribution to regional growth. Meanwhile, the sociological dimension of the industry, especially related to work relations, social solidarity, and the potential for anomie, is still relatively under-appreciated. In fact, these aspects have a crucial role in determining the sustainability of the industry, the stability of labor relations, and the social welfare of the workforce.

This research gap is the main foothold of this research. On the one hand, the division of labor in industry is often normatively assumed to be a rational mechanism that automatically results in efficiency and order. On the other hand, empirical reality shows that the division of labor can also lead to social fragmentation, weakening of collective bonds, and latent anomie symptoms.

The tension between the demands of productivity and the need for social solidarity is often not explicitly seen in the form of open conflict, but is present in the form of job dissatisfaction, social distancing between workers, and the normalization of inequality in labor relations.

PT Krim Rejeki Lancar, these dynamics are interesting to study further. The division of labor applied in the production process has the potential to form organic solidarity based on interdependence of functions.

However, at the same time, there is a possibility of the emergence of anomie conditions when normative regulations do not go hand in hand with the complexity of the division of labor. This situation can be reflected

in the unclarity of roles, weak communication between parts, and a shift in work values from collectivity to individual and instrumental orientation.

Therefore, the urgency of this research lies in the effort to fully understand how the division of labor in the local industrial community in Gorontalo not only shapes the structure of production, but also builds or weakens social solidarity. By examining the relationship between division of labor, solidarity, and anomie at PT Krim Rejeki Lancar, this research is expected to be able to make a theoretical contribution to the enrichment of the study of industrial sociology, especially in reading the relevance of Durkheim's thought at the local level. In addition, practically, this research is also expected to be a reference for industry managers and regional policy makers in formulating labor management strategies that are not only economically efficient, but also just and socially sustainable.

The case study on PT Krim Rejeki Lancar was chosen as an effort to present a concrete empirical portrait of how the local industrial community negotiates between the demands of modernity, economic rationality, and the need for social bonds.

METHODS

This study uses a type of qualitative research with a descriptive approach, as stated by (Moleong, 2013) The qualitative approach was chosen because this study aims to understand in depth the social realities related

to the division of labor, solidarity, and potential anomies in employee work relations, not to measure variables quantitatively.

According to Moleong, qualitative research allows researchers to interpret the meanings, interaction patterns, and social dynamics experienced by research subjects naturally in a real-life context. A descriptive approach is used to systematically and factually describe the empirical conditions of the employment relationship at PT Krim Rejeki Lancar without manipulating the object of the research.

The data sources in this study consist of primary data and secondary data. Primary data was obtained directly from the research informants, namely company leaders, warehouse heads, admins, sales employees, and drivers, who were purposively selected based on their involvement in the division of labor system and labor relations in the company. Secondary data were obtained from company documents such as organizational structure, division of tasks, work rules, as well as scientific literature relevant to the study of industrial sociology and the thought of Émile Durkheim.

Data collection techniques are carried out through observation, in-depth interviews, and documentation. Observation is used to directly observe work patterns, interactions between employees, and work situations in the company environment. In-depth interviews were conducted to explore employees' experiences, perceptions, and interpretations of job divisions, performance targets, solidarity,

and work pressure. Documentation is used to reinforce empirical data through archives, records, and official company documents.

The data analysis technique is carried out qualitatively by following the stages proposed by Miles and Huberman, namely data reduction, data presentation, and conclusion drawn. Data reduction is carried out by selecting and focusing data that is relevant to the research objectives. The presentation of data is carried out in the form of a structured descriptive narrative so that the patterns and relationships between findings can be understood clearly. Furthermore, conclusions are drawn in stages and continue to be verified with field data so as to produce valid conclusions and reflect the empirical conditions of the employment relationship at PT Krim Rejeki Lancar.

RESULTS AND DISCUSSION

Overview of PT Krim Rejeki Lancar

Based on the results of the research, PT Krim Rejeki Lancar is a distribution company located in Pentadio Bhayangkara, Gorontalo City, led by Mr. MR Song. This company is included in the category of relatively new business units because it has only been operating for about three months in the Gorontalo area. Structurally, PT Krim Rejeki Lancar has the status of a branch with a limited operational scale under the auspices of ICE's parent company, which is headquartered in Jakarta.

PT Krim Rejeki Lancar focuses on the distribution of ice cream products and frozen beverages that are generally marketed by its parent company. In this distribution business model, the company acts as a strategic intermediary between major manufacturers and various points of sale such as retail stores, convenience stores, and modern and traditional outlets, thus playing a role in expanding *Coverage* market outside the parent company's main operational center area. In general, distribution activities in the ice cream industry include product management from the warehouse to the point of sale by considering quality, supply chain integrity, and consumer satisfaction in the service area.

As a company that is still in the early stages of development, PT Krim Rejeki Lancar is still in the process of forming and maturing its organizational system, especially in terms of human resource (HR) management, work mechanisms, and the formation of effective SOPs (Standard Operating Procedures). This reflects that the internal organizational structure continues to be adjusted to field operational needs and local market dynamics, including in the recruitment of distributed labor, operational training, and the development of an adaptive and responsive work culture.

This condition shows that the company is in a transition phase towards a more established and institutionalized work system. In this phase, company management tends to emphasize organizational learning efforts

(*Organizational Learning*) and the formation of managerial capabilities to face operational challenges in the Gorontalo region which has its own market character. This process is important to support the company's growth to be able to operate efficiently in the midst of competition with other distributors and meet consumer demand consistently.

With the background as a new branch, PT Krim Rejeki Lancar also has strategic opportunities to build a strong distribution network, coordinate more intensely with ICE's parent company, and innovate in marketing and customer service strategies in accordance with local market dynamics. These efforts are expected to accelerate the company's development from a new branch status to an independent and highly competitive business unit in the ice cream distribution industry.

Organizational Structure and Division of Labor

The results of the study show that PT Krim Rejeki Lancar has a relatively clear organizational structure with a division of work based on the field of duties of each employee. The structure includes the positions of warehouse admin, purchase order admin (PO), warehouse head, MD (data processor), sales, and driver. Each position has a specific role that is interrelated in supporting the smooth distribution process, from administrative management, data recording, to product distribution to consumers. This division of labor is designed to clarify the boundaries of

employee duties and responsibilities so that operational activities can take place more effectively, directed, and coordinated, especially in the midst of the company's condition that is still in the early stages of development.

Conceptually, these findings are in line with the view of Robbins and Judge (2017) who affirm that the division of labor is one of the fundamental elements in the modern organizational structure. The division of labor allows for the specialization of tasks, so that each individual can work according to their functions and competencies.

At PT Krim Rejeki Lancar, the division of labor plays an important role as an organizational mechanism to manage limited human resources, while maintaining work efficiency in the midst of the operational demands of distribution that demand punctuality and good coordination.

If viewed from the perspective of classical sociology, the phenomenon of division of labor in PT Krim Rejeki Lancar can be understood through Émile Durkheim's thinking about the division of social labor. Durkheim (1893) viewed the division of labor as a social fact that not only aims to increase efficiency, but also to establish order and solidarity in a social system. In modern society, including in work organizations, the division of labor gives birth to a form of solidarity called organic solidarity, which is a social bond formed due to differences in functions and dependencies between individuals (Da Cunha de Souza, 2018).

Organic solidarity is reflected in the work pattern at PT Krim Rejeki Lancar, where each part cannot work separately, but is interdependent on each other. The PO admin needs stock data from the warehouse, the warehouse head relies on coordination with the driver to ensure smooth distribution, while sales need administrative and logistical support so that marketing activities can be carried out optimally. This functional dependency shows that the operational continuity of a company is determined by the integration of roles, not by the dominance of one individual or one particular part.

The division of labor will function normally if it is followed by clear rules, norms, and coordination mechanisms. In the context of PT Krim Rejeki Lancar, a relatively clear organizational structure is the initial foundation for the formation of work order, even though the organizational system is still in the maturation stage. A clear division of roles helps employees understand their positions and authority, thereby minimizing work confusion and potential role conflicts that are common in newly developed organizations.

However, as Durkheim pointed out, the division of labor also has the potential to give birth to pathological conditions if it is not balanced with adequate regulation (Jamaludin, 2017). Therefore, the division of labor at PT Krim Rejeki Lancar needs to be understood not only as a technical division of duties, but also as a social process that demands the strengthening

of work norms, internal communication, and sustainable coordination. Thus, the existing organizational structure and division of labor can serve as the basis for the formation of work order and solidarity that supports the sustainability of the company in the long term.

Workforce Recruitment and Performance Evaluation System

In the early stages of operations, PT Krim Rejeki Lancar recruited a relatively large number of workers, namely around 100 people. This recruitment reflects the company's strategy in building work capacity quickly to support the operational needs of distribution in the Gorontalo area. However, over time, the number of workers has decreased significantly. This decline is mainly due to the inability of some employees to meet the work targets that have been set by the company. This condition shows that the recruitment process and the sustainability of employee work are greatly influenced by the performance standards that are enforced from the beginning of the working period.

In practice, each field of work at PT Krim Rejeki Lancar has a target that must be achieved and used as the main indicator in employee performance assessment. These work targets serve as a benchmark for productivity as well as the basis for managerial decision-making related to the sustainability of the employment relationship. This system shows that the company implements a results-oriented performance evaluation model (*result-oriented*

performance), where the achievement of work output is the main measure of individual success. This approach is in line with the view of Mangkunegara (2019) who emphasizes that work targets are an important instrument in measuring, controlling, and evaluating employee performance objectively in an organization.

When viewed from a sociological perspective, especially the thought of Émile Durkheim, a target-based performance evaluation system can be understood as part of the social regulatory mechanism in work organizations (Tandi, 2019). Durkheim emphasized that in the modern system of division of labor, social order can only be realized if there are clear rules and standards as guidelines for individual behavior. Work targets in the context of PT Krim Rejeki Lancar function as a formal norm that regulates the work rhythm, business intensity, and expectations of the company towards employees (Tandi, 2019). Thus, work targets not only function technically, but also have a social dimension as a controlling tool and direction of work behavior.

However, Durkheim also reminded that an imbalance between work demands and individual capacity can give rise to pathological conditions, one of which is anomie. In the context of PT Krim Rejeki Lancar, the high rate of decline in the number of workers indicates that there is a gap between the performance standards set by the company and the adaptability of some employees to the

applicable work system. This condition shows that work regulations that place too much emphasis on results without being balanced with the process of mentoring, training, and gradual adjustment have the potential to weaken employee integration in organizational systems.

Furthermore, from the point of view of Durkheim's organic solidarity, the sustainability of the work organization is determined not only by the efficiency of the individual, but also by the ability of the system to functionally integrate the different roles of the role (Ebert, 2022). When performance evaluation rests entirely on the achievement of individual targets, there is a risk that collective dimensions of work such as cooperation, social adaptation, and organizational learning become marginalized. In the long term, this condition can affect organizational stability, especially in companies that are still in the early stages of institutionalization of the work system.

Thus, the recruitment of workers and the performance evaluation system at PT Krim Rejeki Lancar can be understood as part of the process of forming organizational order which is still dynamic. Target-based systems play an important role in maintaining productivity and work discipline, but at the same time demand the strengthening of more balanced social regulations so as not to cause excessive labor exclusion. In a Durkheimian framework, a balance between regulation, integration, and solidarity is key to the sustainability of work

systems in an evolving distribution organization.

Training, Employment Contracts, and Performance Control

The results of the study show that before entering the full employment period, every employee at PT Krim Rejeki Lancar is required to attend a training period for three months. This training stage serves as the initial phase of employee adaptation to the work system, organizational culture, and operational demands of the company. After completing the training period, employees are not immediately appointed as permanent workers, but enter the stage of a gradual employment contract, which begins with a six-month contract. If the performance is assessed to meet the company's standards, the employment contract can be extended to one year and then evaluated periodically based on the results of the performance assessment.

The implementation of this training system and gradual contracts shows that PT Krim Rejeki Lancar is not only oriented towards meeting the needs of the workforce quickly, but also strives to build a mechanism for developing and controlling employee performance in a sustainable manner. Training is positioned as a means to improve technical competence and job understanding, while the contract system serves as a selection and control tool to ensure that retained employees are those who are able to adjust to the company's standards and work rhythm.

This practice is in line with the view of Hasibuan (2020) who emphasizes that training and the employment contract system are important instruments in maintaining the quality, discipline, and productivity of the workforce in the organization.

If analyzed through the perspective of classical sociology, in particular the thought of Émile Durkheim, the training system and the employment contract can be understood as part of the social regulation mechanism in the organization of work. Durkheim held that order in the modern system of division of labor could only be achieved if individuals were guided by a clear set of rules and norms. In this context, training serves as a process of work socialization, that is, the stage in which individuals are introduced to values, norms, and patterns of behavior that are considered legitimate and expected in the organization. Through training, employees not only learn technical skills, but also internalize the disciplines, responsibilities, and work ethic that prevail in the company environment.

Meanwhile, the gradual employment contract system reflects a formal form of regulation that aims to maintain a balance between organizational needs and individual capacities. In the Durkheimian framework, the employment contract can be seen as a normative instrument that regulates the relationship between the company and employees, as well as the basis for creating order and predictability in the employment

relationship. However, Durkheim also reminded that regulations that are too strict or not balanced with adequate social integration have the potential to give birth to anomie, which is a situation when individuals experience uncertainty and weak attachment to the social system in which they work.

At PT Krim Rejeki Lancar, a contract system based on performance evaluation puts employees in a position that is highly dependent on individual work achievements. On the one hand, this mechanism encourages discipline and productivity, but on the other hand it has the potential to create a sense of job uncertainty, especially for employees who are still in the early stages of adaptation. Therefore, the success of training and contract systems is determined not only by the rigor of performance standards, but also by the company's ability to build social integration, clear communication, and adaptive support during the service life.

Thus, training, employment contracts, and performance control at PT Krim Rejeki Lancar can be understood as part of the process of institutionalization of the work system that is still dynamic. In Durkheim's perspective, a balance between regulation and integration is key so that these mechanisms not only generate work efficiency, but also form order and solidarity that support the long-term sustainability of the organization (Thorlindsson & Bernburg, 2004).

Work Solidarity, Social Relations, and the Potential for Anomie in Employee Work Relations

The results of the study show that PT Krim Rejeki Lancar consciously builds work solidarity and social relations between employees as part of the strategy to maintain internal organizational stability. These efforts are realized through the implementation of various activities or *Event* internal coordination by the SPG section. This activity is not only recreative, but is directed to strengthen cooperative relationships, strengthen emotional bonds between employees, and create a conducive work atmosphere amid the pressure of targets and operational demands of distribution companies. This practice reflects management's awareness that the continuity of work is not only determined by the formal system, but also by the quality of social relations within the organization.

Although the division of labor at PT Krim Rejeki Lancar is clearly carried out based on their respective areas of responsibility, in daily practice employees show a mutually helpful attitude for the sake of smooth teamwork. Relationships between employees are relatively harmonious, cross-field communication runs quite smoothly, and employees tend to view their colleagues not just as partners, but as part of the "work family". This solidarity is also reflected in the practice of helping each other achieve targets, where employees who have exceeded the target are

willing to share their excess achievements with colleagues who have not met the target. This finding strengthens the opinion of Hasibuan (2020) who stated that harmonious working relationships can increase solidarity, loyalty, and collective employee performance.

From Durkheim's sociological perspective, the pattern of relationships can be understood as a manifestation of organic solidarity, which is a form of solidarity that appears in the modern system of division of labor due to differences in functions and dependencies between individuals. Durkheim (1893) emphasized that in modern society, including the work organization, social cohesion is no longer built on uniformity, but on functional interconnectedness (in HERZOG, 2018).

PT Krim Rejeki Lancar, work solidarity grows not because of the similarity of tasks, but because of the awareness that the success of each individual's work is highly dependent on the contribution and cooperation of other parts.

However, behind the relatively harmonious working relationship, this study also found significant structural obstacles, especially in the sales department. This section is the work unit that faces the most pressure and operational obstacles in the field. The main obstacle is related to the limited operational funds and transportation facilities, while on the other hand sales employees are burdened with a fairly high visit target, which is to visit around 20 stores in one day. If the target visit is not

achieved, the employee does not earn gasoline, so the workload and operational risks are fully borne by the individual.

In addition, the assignment of areas that are carried out repeatedly at the same location causes saturation on the part of the stall or stall owners. This condition leads to rejection of sales visits, which directly hinders the achievement of work targets. In the performance evaluation process, most sales employees conveyed a uniform reason, namely monotonous assignment of areas as the main factor in failure to achieve targets. These findings show that performance failures are not solely caused by a low work ethic of individuals, but rather by limitations in work design and structural support that are not optimal.

In Durkheim's frame of mind, the situation indicates a tension between work regulations and the social reality of the field, which has the potential to give rise to the symptoms of work anomie. Durkheim interpreted anomie as a condition when norms and rules are no longer able to direct individual actions effectively, resulting in confusion, pressure, and uncertainty. In the context of PT Krim Rejeki Lancar, the high demands of targets without adequate operational support create a gap between organizational expectations and the real capacity of employees in the field.

Interestingly, this potential anomie does not fully emerge in the form of open conflict, because it is held back by strong social solidarity between employees. Family

relationships and mutually helpful practices serve as social mechanisms that dampen these structural tensions. However, as Durkheim argued, social solidarity that only serves as a "damper" without regulatory improvements risks normalizing work pressures and delaying the resolution of structural problems. In the long run, this condition can weaken employee integration into the work system, especially in the work units that are most vulnerable to field pressure.

Thus, work solidarity and social relations at PT Krim Rejeki Lancar show two faces that are intertwined. On the one hand, organic solidarity plays an important role in maintaining the harmony and continuity of organizational work. On the other hand, structural constraints in the sales department open up the possibility of work anomies when the target demands are not balanced with operational support. In a Durkheimian perspective, the sustainability of the organization depends not only on the strength of social solidarity, but also on the ability of the work system to balance regulation, integration, and functional justice in work relationships.

General Evaluation of the Division of Labor System

Overall, the results of the study show that the division of labor system at PT Krim Rejeki Lancar has run relatively well and is adjusted to the performance of each employee. The division of tasks is carried out based on a clear field of work, accompanied by the setting

of targets as a benchmark for performance evaluation. In practice, companies do not necessarily terminate employment when employees have not reached the specified target, but provide additional opportunities for one week after the evaluation and discussion process is carried out. This policy shows managerial flexibility that seeks to balance productivity demands with consideration of employees' working conditions in the field.

The provision of additional opportunities reflects that the labor division system at PT Krim Rejeki Lancar is not completely rigid and repressive, but still opens up room for negotiation between management and employees. From an organizational perspective, this policy serves as a corrective mechanism to prevent rapid labor exclusion due to temporary failures in achieving targets. Thus, the division of labor is not only positioned as a control tool, but also as a means of learning and gradual adjustment of performance.

If viewed through the perspective of Émile Durkheim, the system of division of labor can be understood as part of an effort to maintain a balance between regulation and social integration in work organizations. Durkheim asserted that a healthy division of labor must be able to create order without eliminating social cohesion. In the context of PT Krim Rejeki Lancar, the policy of re-evaluation and giving additional time shows an awareness of the importance of employee integration into the work system, so that individuals are not

necessarily disconnected from the organizational structure due to temporary target pressure.

However, the company's plan to open a new branch in Manado City requires a more comprehensive evaluation of the division of labor system, especially related to regional assignments and the determination of work targets. The expansion of operational areas has the potential to increase the complexity of work, both in terms of distribution, employee workload, and internal social dynamics of the organization. If the existing division of labor system is not adjusted to the characteristics of the region and the operational capacity of the new branch, then the risk of work imbalance and structural pressure on employees will increase.

In the Durkheimian framework, this condition has the potential to give rise to symptoms of dysfunction in the division of labor if work regulations are unable to keep up with changes in organizational structure. A division of labor that is too oriented to quantitative targets without considering social and material conditions of work can weaken the organic solidarity that has been formed. On the other hand, adaptive and contextual division of labor can actually strengthen functional dependencies between parts, while maintaining organizational stability in the expansion process.

Therefore, the evaluation of the division of labor system at PT Krim Rejeki Lancar needs

to be directed not only at the aspect of achieving targets, but also at the fairness of the regional assignment, workload rationality, and adequate operational support. This kind of evaluation is important so that the division of labor does not develop into a mechanism that pressures individuals unilaterally, but rather into a system that is able to integrate the interests of the organization and employees in a balanced manner.

Thus, the division of labor system at PT Krim Rejeki Lancar can be considered to have been on a relatively functional path, but still needs improvement along with the company's development plan. In Durkheim's perspective, the sustainability of the organization can only be maintained if the division of labor not only produces efficiency, but is also able to maintain work solidarity and social order as the main foundation of organizational life.

CONCLUSION

Based on the findings of the research, it can be concluded that the division of labor system at PT Krim Rejeki Lancar has formed a relatively structured work pattern through task specialization, performance target setting, and results-based evaluation mechanism. The division of labor creates functional dependency between divisions that shows the growth of organic solidarity, where the smooth operation of the company is largely determined by the coordination and contribution of each work unit. The fairly clear organizational structure,

accompanied by the flexibility of performance evaluation, shows the company's efforts to maintain work order as well as the integration of employees in the organizational system that is still in the early stages of institutionalization.

However, the study also found structural tensions, especially in the sales department, which faced high target demands without adequate operational support. These conditions indicate a potential work anomie, which is characterized by an imbalance between work regulations and the reality of the field. This potential anomie does not arise as an open conflict because it is held back by strong social solidarity and familial relationships between employees, but operates latently through the normalization of workload and passive acceptance of structural pressures. Thus, the findings of this study confirm that the division of labor at PT Krim Rejeki Lancar not only functions as a mechanism of production efficiency, but also as a social arena where solidarity and potential disorganization run simultaneously, thus demanding a sustainable balance between regulation, integration, and work justice.

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