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#### **ABSTRACT**

*This study aims to determine the results of workload analysis of employees at the Regional Development Planning Agency of Pontianak. The research method used in this study is a descriptive research method with a quantitative approach. The population in this study were all employees who hold status as a government employee, namely PNS and PPPK in the planning and finance sub-division. The data collection technique used in this study is observation, interviews and documentation studies. Data collected will be analyzed using Microsoft Excel. The data analysis technique used in this research is descriptive statistical analysis and workload calculation with a task-by-position approach method. The results of the workload analysis showed that there was an excessive workload of the Planning and Finance Sub-Division employees, which induce stress both mentally and physically.*

#### **KEYWORDS**

workload analysis, position, planning.

#### **JEL CODES**

J08, J18, J38, J21, J24.

#### **INTRODUCTION**

Employees are one of the important factors that cannot be separated from the government agency. The role of Civil Servants in government agencies is very important to assist agencies in the implementation of public services to the community. Efficient and effective governance is a needed in the era of globalization where there are some inadequacies in various fields. This resulted in the demand for the professionalism of employees in the implementation of government affairs. But in reality, employee professionalism has not been fully realized. This is due to the fact that the number of employees has not meet the needs of the agency, which has not been adjusted to the workload of the agency.

In order to analyse the workload to compile the need for civil servants, the government through the Ministry of Administrative Reform issued a Decree of the Minister for Administrative Reform Number 75 of 2004 concerning Guidelines for Calculation of The Number of Employee Needs Based on Workload. This decision serves, as a reference for each government agency in calculating employee needs based on workload in order to compile the need for civil servant formation within that agency. The purpose of this decision is to improve the quality of employee planning, especially in the preparation of rational formations in order to create an effective and efficient government administration.

To carry out fundamental reforms and changes to the government administration system, especially concerning institutional aspects, human resources for apparatus and management as well as building state apparatus so that they are able to carry out their respective missions, duties and functions and roles in a clean, effective and efficient manner, in the context of improving better public services and considering that each government agency is required to compile the required number and type of positions for Civil Servants and Government Employees with Work Agreements based on job and workload analysis, the Minister for Administrative Reform and Bureaucratic Reform issues a Ministerial Regulation for Administrative Reform State and Bureaucratic Reform Number 1 of 2020 Concerning

Guidelines for Job Analysis and Workload Analysis. At the time when this regulation was issued and implemented, the Decree of the Minister of Administrative Reform Number 75 of 2004 concerning Guidelines for Calculation of Employee Needs Based on Workload was repealed and no longer valid.

In general, every government agency has great expectations of its employees so that they can carry out their responsibilities for their work optimally. Therefore, the role of civil servants is very important because they are the prime mover in helping government agencies to achieve their vision, mission, goals and strategies. Thus, the results of the workload analysis can be used as a benchmark to increase work productivity as well as steps in order to improve the development, refinement and utilization of employees in terms of staffing. This effort can be achieved by carrying out a workload analysis in every field in government agencies consistently and continuously and preventing the possibility of overlapping work, waste and shifting of responsibility when something goes wrong at work.

Pontianak Regional Development Planning Agency is responsible for regional development planning for the City of Pontianak. The main task of the agency based on Pontianak Mayor Regulation Number 95 of 2020 is to assist the Mayor in carrying out government affairs, which are the authority of the region, and to assist tasks in the field of development planning as well as the field of research and development. In order to achieve the vision and mission of the Mayor and Deputy Mayor of Pontianak City, the agency has a very important role in making it happen. The link between the main tasks and functions of the Regional Development Planning Agency lies in the mission contained in the Pontianak City RPJMD.

To achieve the targets of the Pontianak RPJMD mission, the agency must manage its employees properly. Adjustment of position allocation and workload can provide motivation to employees. For this reason, it is necessary to carry out job and workload analysis to determine the number of employees needed based on the existing workload. The Head of the General and Apparatus Subdivision carried out the implementation of job and workload analysis at the agency at the beginning of the position preparation along with the Personnel Management staff. Changes to employee workload analysis will be made if there are additional tasks and functions for each Head of Sub-Division or Field.

## STUDY OBJECTIVES

This research aims to find out and analyse the workload of employees in Planning and Finance Sub-Division at the Pontianak Regional Development Planning Agency.

## LITERATURE REVIEW

Based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Position and Workload Analysis, workload is defined as a number of work targets or target results that must be achieved in a certain time unit. According to Hart and Staveland in Dilla (2020), workload is something that arises from the interaction between the demands of the work environment tasks where it is used as a workplace, the skills and perceptions of workers. Workload is sometimes operationally defined on factors such as; demands of the task or the efforts made to do the job.

According to Koesomowidjojo (2017), there are several indicators to find out how much workload employees should carry. Some of these indicators, namely: (1) working conditions; (2) use of working time; and (3) targets to be achieved. Meanwhile, the workload indicator is based on the understanding of workload from the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job and Workload Analysis which includes: (1) job descriptions; (2) total load for each task; and (3) task completion time.

According to Koesomowidjojo (2017) there are two factors that affect workload, namely internal factors and external factors. Internal factors are those that affect workload, which originating from within the body as a result of external workload reactions such as gender, age, body posture, health status (somatic factors), motivation, satisfaction, desire, or perception (psychological factors). Meanwhile, external factors are factors that come from outside the employees, such as: 1) Work environment; related to the chemical, psychological, biological, and physical work environment; 2) Physical tasks; matters relating to tools and aids in completing work, job responsibilities, even to the level of difficulty encountered when completing work; 3) Work organization; length of time used to work, work shifts, breaks, career planning and payroll/wages.

Excessive workload can have an impact on employees. According to Nurwan (2017), too much workload will result in both physical and psychological work stress and emotional reactions, such as headaches, indigestion and irritability. Workload analysis aims to determine how many employees are needed to complete a job based on the number of working hours used. Ardana, et al. (2012) explains that workload analysis is the determination of the amount of labor required to complete a job within a certain period of time. Meanwhile, according to the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 Concerning Guidelines for Job and Workload Analysis, workload analysis is a management technique that is carried out systematically to obtain information regarding the level of effectiveness and efficiency of organizational work based on work volume.

## METHODOLOGY

The method used in this research is descriptive research method with a quantitative approach. According to Siswanto (2012), descriptive research is carried out by collecting data to get an overview of the research results. The results of the descriptive research are limited to describing the existing problems. Furthermore, according to Sinambela (2014), the descriptive method is also called the survey method, where this method generally, in addition to describing a phenomenon, also tries to describe relationships, test hypotheses, predict and see the implications.

Meanwhile, Sugiyono (2019) states that quantitative research is research based on the philosophy of positivism, which is used to examine certain populations or samples, the data collection uses research instruments, the data analysis is quantitative, with the aim of testing established hypotheses. In a study there are research subjects who will be used as samples from a population. Because of the small number of populations, the researched used saturated sampling technique, which is all members of the population are sampled. The population and sample in this study were all employees in the Planning and Finance Sub-Division, totaling of 3 people.

Data collection can be done in various ways and sources. Data collection techniques used in this study includes observation, interviews and documentation. The data analysis steps in this study follow the steps for carrying out workload analysis based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 Concerning Guidelines for Job and Workload Analysis. The method used to calculate workload analysis and the number of employee needs in this study is the task-by-position approach method in accordance with the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job and Workload Analysis.

Information needed to calculate using this method, namely: 1) Job descriptions along with the amount of workload for each task; 2) Task completion time; 3) Number of effective working hours per day on average. Therefore, the formula used to analyse workload and employee needs in the Planning and Finance Sub-Division at Regional Development Planning Agency of Pontianak based on this method is:

$$\frac{\text{Workload} \times \text{Task Completion Time}}{\text{Number of Effective Working Hours}} \times 1 \text{ person}$$

The results of calculations with this formula will later determine the amount of workload for the position, which also determines the number of employees for the position. After conducting an analysis using the workload calculation, the next step is to draw conclusions from the results of data analysis and provide solutions or suggestions to the Regional Development Planning Agency of Pontianak for the workload in the Planning and Finance Sub-Division.

## RESULTS AND DISCUSSION

In this study the variable used was the workload of employees in the Planning and Finance Sub-Division of the Regional Development Planning Agency of Pontianak. The indicators measured by the workload variable are indicators of the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job and Workload Analysis which includes job descriptions, amount of workload for each task and task completion time.

Effective working time is working time that is effectively used by employees to work. The effective working time consists of working days and effective working hours. To carry out workload analysis, it is necessary to calculate working days and effective working hours, which are useful as measurement tools. Effective

working days are the number of working days in a year minus the number of holidays and leave in a year. Calculation of the effective working days of employees at the agency can be seen in the following table.

TABLE 1: CALCULATION OF EFFECTIVE WORKING DAYS IN ONE YEAR

Employee Work Day	Number of Days	Total
Number of days according to calendar		365 days
Number of Saturday and Sunday in a year	104 days	
Number of public holiday and national leave	9 days	
Number of employee leave days	12 hari	
Number of public holiday and leave days		125 day
Number of Effective working days		240 day

The number of effective working hours can be seen in the table below

TABLE 2: CALCULATION OF EFFECTIVE WORKING HOURS IN ONE YEAR

Employee Working Hours	Number of Hours	Total
1 working day	8,25 hours (495 minutes)	
Spare time (free time)	2 hours (120 minutes)	
Total 1 working day		6,25 hours (375 minutes)
Number of Effective working days		240 days
Effective working hours		1500 hours (90.000 minutes)

Based on the results of observations that the researchers conducted on the three employees during working hours, they spent more time completing work than using it for free time. The results of observations made by researchers on the use of employee working hours can be seen in the following table.

TABLE 3: TOTAL USE OF WORKING HOURS BY PLANNING AND FINANCE SUB-DIVISION EMPLOYEES

Days of Observation	Position								
	Performance Accountability Report Analyst			Treasurer			Financial Report Manager		
	(1)	(2)	(3)	(1)	(2)	(3)	(1)	(2)	(3)
	Minutes			Minutes			Minutes		
1	434	130	564	504	86	590	336	204	540
2	467	65	532	523	72	602	627	78	705
3	583	112	695	490	62	552	449	110	559
Total	1.484	307	1.791	1.517	220	1.744	1.412	392	1.804
Average	495	102	597	506	73	581	471	131	601

Notes: 1) Number of working hours; 2) Spare time (free time); 3) Number of working hours in one day (1) + (2)

Based on Table 3, the Position of Treasurer has the most working hours used for work, namely 506 minutes and the least use of working hours for free time (spare time), namely 73 minutes when compared to employee in the Position of Performance Accountability Report Analyst who use working time to work for 495 minutes and free time for 102 minutes as well as Financial Report Manager who has working hours of 471 minutes and for free time for 131 minutes. Even so, the working hours of the three employees in a day exceed the set working hours (overtime) as a result of the excess workload they have. Comparison of effective working hours of employees in a day based on workload volume and observation results can be seen in the following table.

TABLE 4: COMPARISON OF EFFECTIVE WORKING HOURS OF EMPLOYEES IN A DAY BASED ON WORKLOAD VOLUME AND OBSERVATION RESULTS

No.	Position	Effective Working Hours Based on		
		Effective Working Hours (minutes)	Workload Volume (minutes)	Observation results (Minutes)
1.	Performance Accountability Report Analyst	375	565	495
2.	Treasurer	375	586	506
3.	Financial Report Manager	375	542	471

The effective working hours of employees per day based on the volume of workload in Table 4 is calculated by dividing the volume of workload by the number of effective working days a year. Therefore, the effective working hours of employees per day based on the volume of workload and the results of observations for the Performance Accountability Report Analyst Position is 565 minutes or 9 hours 25 minutes and 495 minutes or 8 hours 15 minutes, Position of Treasurer is 586 minutes or 9 hours 46 minutes and 506 minutes or 8 hours 26 minutes and Position of Financial Reporting Manager is 542 minutes or 9 hours 2 minutes and 471 minutes or 7 hours 51 minutes. The difference between the effective working hours and the volume of workload and the results of the observations show that the volume of employee workloads does exceed the effective working hours, which can be concluded that employees work more than the effective working hours as the observations show.

The excess workload can affect the health of employees and the employees in the three positions feel this. Based on the interviews and observations that the researchers conducted with the three employees in the Planning and Finance Sub-Division, this excessive workload made them have to work overtime to complete the workload on time. As a result of frequent overtime, they revealed that sometimes they often feel stressed due to the many tasks they have to complete. Apart from that, the Head of the Planning Sub-Division sometimes demands that every employee finish the job as soon as possible and this makes the employee feel under pressure, which also triggers the stress.

To overcome the excess workload, a workload analysis is needed to find out the needs of employees based on the amount of existing workload. The results of the workload analysis calculation for the Performance Accountability Report Analyst Position, Treasurer Position, and Financial Report Manager Position is used to find out how many employees are needed from the total workload and number of available employees, which is shown in the table below

TABLE 5: NUMBER OF EMPLOYEE NEEDED IN THE PLANNING AND FINANCE SUB-DIVISION

Position	Workload Volume	Effective Working Hours	Number of Employee Needed	Number of Employee Provided	Employee Shortage
Performance Accountability Report Analyst	135.600	90.000	1,5067	1	0,5067
Treasurer	140.520	90.000	1,5613	1	0,5613
Financial Report Manager	129.960	90.000	1,4440	1	0,4440

According to Table 5, it can be seen that there is a shortage of staff in the Accountability Report Analyst Position of 0.5067 people, Treasurer Position of 0.5613 people and Financial Report Manager Position of 0.4440 people. This staff shortage could have occurred because the volume of the main employee workload was initially large and had to be added to the volume of additional task workloads from positions that had no employees. The shortage of staff in the Performance Accountability Report Analyst Position could be caused by the added workload of the Planning Analyst Position.

The same thing also happened to the Position of Treasurer and Position of Financial Report Manager where a shortage of employees could be resolved by adding a Financial Management employee to lighten the workload of the two positions because employees in these two positions received additional workload from the

Position of Financial Management. Therefore, it is necessary to add the right employees to overcome the excess workload that occurs in the Planning and Finance Sub-Division. In addition, it is also necessary to develop competencies for existing employees to increase the effectiveness and efficiency of employees in completing their work to improve the performance of employees and agencies.

## CONCLUSION

Based on the analysis, it can be concluded that:

1. The employee's workload is considered to exceed the supposed workload. This can be seen from the results of the calculation of workload analysis using the task-by-position approach method that the workload for the Performance Accountability Report Analyst is 135,600 minutes or 1.5067 people, the workload for the Treasurer is 140,520 minutes or 1.5613 people and for the Financial Report Manager is 129,960 minutes or 1, 4440 people.
2. Excessive workload and not in accordance with the ability of employees will have a negative impact on employees if not resolved immediately. The impact can be in the form of work stress both physically and psychologically and other emotional reactions. If this is allowed to drag on, it will result in employee performance going down and agency goals will be difficult to achieve.
3. This excessive workload results in the average employee working outside of the regulated working hours (overtime).

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