

The Analysis of Doctors' Workload in the Implementation of Health Services at Boalemo Regency Farmers and Fishermen Hospital

Rasmin Kamumu ¹⁾, Ikram Muhammad ²⁾, and Goriqna Fibahril Wahdah ³⁾

¹⁾Bina Mandiri University Gorontalo, Indonesia.

²⁾Bina Mandiri University Gorontalo, Indonesia.

³⁾Bina Mandiri University Gorontalo, Indonesia.

E-mail: kamumurasmin@gmail.com

ABSTRACT

This research aims to find out the workload of Doctors in the implementation of health services at Tani and Fishermen Hospital Boalemo regency.

This research uses a descriptive type of research with a quantitative approach. The number of samples analyzed was 12 Doctors from 25 Doctors at Boalemo Regency Farmers and Fishermen Hospital with observation collection techniques, interviews, and questionnaires. Besides, the research results were analyzed with Workload Indicator Staffing Needs (WISN) analysis techniques.

The results showed that the available working time of doctors in health services at Tani Hospital and Boalemo Regency Fishermen in each poly is different. The highest available working time in the implementation of health services is the Internal Medicine Specialist with 1,981 hours/year and the lowest Doctor of Heart and Blood Vessels with 161 hours/year. With the highest standard workload activities, doctors in 23,772 hours/year for old patients and 11,886 hours/year for new patients. The lowest workload was 1,806 hours/year for old patients and 1,204 hours/year for new patients. Minimum standard of at most 0.27 or 27% for Pediatricians, Internal Medicine Specialists, Surgical Specialists, Obgyn Specialists, Dental Specialists, Neurologists, Skin and Genital Specialists, and ENT Specialists. Then 0.28 or 28% of the standard of relaxation of ophthalmologists and 0.30 or 30% of the standard of the leniency of Heart and Blood Vessel Specialists from the total working time is available to perform additional activities so that the needs of Doctors in health services at Boalemo Regency Farmers and Fishermen Hospital are 1 Doctor in Poly Surgery, Eye, Heart and Blood Vessels and 2 Doctors in Dental Poly.

Keywords : Workload, Doctor, Health Service, WISN.

INTRODUCTION

Health service activities for the general public are essential, both people with high or low economic levels from top to bottom. The community has the right to health services in the district, provincial, state hospitals, health centres, and other

health services. WHO (World Health Organization) says the hospital is an important activity of social organizations and their services are complete [1]. There are several functions in providing services, namely (*comprehensive*) full

service, (*curative*) disease healing, and disease prevention to the community.

Doctors play a crucial role in providing health care by preventing disease, conducting examinations, treating patients, providing medical care, and consulting with patients who request it. As medical technology continues to progress at a breakneck pace, an increasing number of doctors are turning to specialized treatments. It is critical for doctors to play an important role in implementing health services at the Tani and Nelayan Hospital, Boalemo Regency, to best serve the community. Doctors do more than treat patients; they also work as counselors, educators, and socializers. Despite this, it appears that medical workers, particularly specialists, are still in short supply when caring for people in need. And some doctors come from outside the area, so they only come to work when they have a scheduled shift.

The issues that occur in the Tani and Nelayan Hospital are the lack of permanent specialist doctors, the number of patients is greater than doctors, and the activities of doctors are less regular due to the number of patients.

There are several specialists with very few doctors from the data obtained, while the number of patients is high. Such as the following:

1. Cardiologist = 1 : 12,25
2. Skin and Gender Specialist = 1 : 10
3. Eye Specialist = 1 : 9.75

In investigating the workload of doctors, it will be assembled using the Workload Indicator Staffing Needs method by looking at the ratio of doctors in health services and the needs of doctors in providing health services at the Tani and Nelayan Hospital Boalemo Regency.

The most critical part of the organization and plays a vital role in it are humans because their activities acquire goals in every organization. Therefore, human resources are needed to achieve

goals and devise human resources (HR) who have broad thinking and act according to the wishes of the organization [2].

Hospital is a health service regulation in implementing two types of services, namely health services and administrative services [3]. HR in the health sector or hospitals is the main element that aims to improve health services, namely: Health Workers, HR in hospitals consists of several health workers, namely nurses, doctors, pharmacists, analysts, physiotherapists, nutritionists, radiographers, medical recorders, and non-health workers who are in the fields of Finance, Administration, Personnel and Security [4].

Doctors are medical personnel who provide services to the community, either at the health care or at the hospital. Working as a doctor is a human ability to serve people who have health problems, need assistance in handling diseases and treatment. In the health environment, doctors have rights and obligations, namely:

1. Doctor's Obligations

The Doctor's Profession in carrying out its obligations regarding the patient's condition is a high rule, especially the doctor's obligation.

2. Doctor's Rights

The need for a doctor's help is urgent. Doctors have the right to practice, be informed of their patient's health issues, and work according to their abilities. Because of this, doctors' workload is highly crucial to keep track of. Tasks that must be accomplished by an organization or a person in a given amount of time are the workload.

The following are a few examples of how many factors can influence workload.

- a. Factors exceeding the employee's body enclose Tasks, including physical qualities, such as physical

space, environmental conditions, and employee behavior. Other mental tasks include responsibility, emotion, and so forth—work management, which involves scheduling, break periods, and other aspects of productivity. Working in a physically, chemical, biological, and psychologically challenging workplace is typical.

- b. Internal factors, such as bodily elements such as gender, age, physical condition, nutritional status, and other aspects of health, originate from within the body due to stressful workloads. Belief, perception, motivation, desire, and fulfilment are all psychological aspects as well [5].

It is necessary to use the following Workload Analysis Method to gather the relevant data: 1. the method used to organize the organization. You can find information on the position's responsibilities and role in an organization's structure as well as the employee's education, skills, and talents. 2. A method for analyzing the work environment, these projects will lead to occupations that are more general and technical in nature and structural and functional work. Position data, which includes a person's name, work outcomes, and duties, is gathered using this method. The information is used to analyze workload. The administrative approach is the third option. Obtaining information in it is a matter of organizational tolerance or the personnel administration system (6).

There are standards of time, work volume, and effective working hours in analyzing the workload.

- 1) Standard of time. Time used in work becomes a fixed variable. Changes in time norms can also occur due to policies, equipment, quality of resources, and organization.

- 2) Working volume. Task achievement in getting work results, different work volumes in each position are variables that are not fixed in workload analysis.
- 3) Effective working hours. Openness in carrying out workload analysis is easy to carry out objectively, so the workload analysis report has been proven to be accurate and accountable. The characteristics of the measurement are valid, consistent, and universal.

Workload analysis aims to determine how many employees are needed to complete a job and the number of responsibilities or workloads delegated to an employee. And for the workload analysis is done by comparing the workload with the norm of time and work volume. The workload target is determined based on each position's work plan or targets. The doctor's workload analysis results can be used as material for measuring the time used by doctors and judging from the schedule of working hours, and knowing the workload height and the needs of doctors in hospitals. 7].

RESEARCH METHODS

Descriptive and quantitative methods are employed in this study. This study relies on primary data sources, such as doctors, nurses, and other healthcare workers. A secondary data source is a source of information used to back up primary data, such as information gleaned from other persons or documents.

It is the study of a large number of people to derive generalizations about the population as a whole that is known as the population [8]. As a result, the study population included all doctors at the Tani and Nelayan Hospital, Boalemo Regency, with 25 doctors, and the sample was confined to the kind of doctor in the Poli room of the Tani and Nelayan Hospital, Boalemo Regency.

Here's a look at what we learned from our doctor workload analysis at Tani and Nelayan Hospital, Boalemo Regency, in terms of operational variables and definitions:

Data was gathered using observation, interview, and questionnaire methods while assessing the workload demands of doctors using the Workload Indicator Staffing Needs (WISN) technique.

RESEARCH RESULT

a. Calculation of the need for Specialist Doctors with Workload Indicator Staffing Needs (WISN)

Based on WISN, the steps for calculating the HR needs at the Tani and Nelayan Hospital in Boalemo Regency are:

1. Setting Available Working Time

Determination of available working time has the aim of getting available working time for Specialist Doctors at Tani and Nelayan Hospitals within one year:

- a) Working days (A), based on data received from the Tani and Nelayan Hospital, Boalemo Regency, doctors' working days are different. There are 1 week 6 days, 3 days a week, there are 1 week only a day, 4 days a week, 2 days a week and also for 1 month 2 weeks 3 working days.
- b) Annual leave (B), according to civil servant regulations they have 12 working days in a year.
- c) Education and training (C), from the data of the Tani and Nelayan Hospital, Boalemo Regency, there is no rule for Specialist Doctors to participate in training.
- d) National holidays (D), based on data from the Boalemo District Farmers and Nelayan Hospital 12 days off every year.
- e) Absence from work (E), according to the provisions of the Tani and Nelayan Hospital, Boalemo Regency,

for reasons of illness or permission for 3 days.

- f) Working time (F), according to the provisions of the hours imposed by the Tani and Nelayan Hospital, Boalemo Regency, in 1 day 7 hours.

From the data above, it will determine the available working time by performing calculations using the following formula:

$$\text{Available working time} = (A - (B+C+D+E) \times F)$$

The results of the analysis can describe the working time for each poly at the Tani and Nelayan Hospital, Boalemo Regency as follows:

a) Working hours available for Children's Poly

Based on primary data obtained from the Tani and Nelayan Hospital, Boalemo Regency, the working time available at the Children's Polyclinic can be seen in table 1:

Table 2. Available Working Hours for Children's Poly.

| Cod e | Factor | Amoun t | Note: |
|--------------|------------------------|----------------|--------------|
| A | Working days | 156 | Day/year |
| B | Annual leave | 12 | Day/year |
| C | education and training | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working time | 7 | Hours/day |
| | | 127 | Day/year |
| | | 889 | Hours/year |

- Available Working Days
- Working

Time Available

Data Source: Processed Data, 2021.

Based on the table above, it shows that the available working days at the Children's Poly at the Tani and Nelayan Hospital, Boalemo Regency are 3 days, or 127 days/year, so that the available time is 889 hours/year.

b) Working hours available Internal Medicine Poly

The results of the analysis of working time in Internal Medicine Polyclinic can be seen in table 3 below:

Table 3. Available Working Hours of Internal Medicine

| Code | Factor | Amount | Note: |
|------|--|--------|------------|
| A | Working days | 312 | Day/year |
| B | Annual leave | 12 | Day/year |
| C | Training Education | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working time | 7 | Hours/day |
| | | 283 | Day/year |
| | | 1981 | Hours/year |
| | <ul style="list-style-type: none"> • Available Working Days • Working Time Available | | |

(Data Source: Processed Data, 2021).

In table 3 above, the available working days for Internal Medicine are 6 days or 283 working days/year and the available working time is 1,981 hours/year.

c) Working hours available Poly Surgery

The available working days at the Surgical Clinic are 3 days, or 127 days/year and the available time is 889 hours/year.

d) Working hours available Poly Obstetrics

The results of the analysis of available working hours for Obstetrics can be seen in table 5 below:

Table 5. Working Hours Available for Obstetrics

| Code | Factor | Amount | Note: |
|------|--|--------|------------|
| A | Working days | 208 | Day/year |
| B | Annual leave | 12 | Day/year |
| C | education and training | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working time | 7179 | Hours/day |
| | | 179 | Day/year |
| | <ul style="list-style-type: none"> • Available Working Days • Working Time Available | 1.253 | Hours/year |

(Data Source: Processed Data, 2021).

In the table, 5 working days available for Midwifery Poly are 4 days or 179 working days/year and the available working time is 1,253 hours/year.

e) Dental clinic available working hours

The results of the analysis on the available working time of the Dental Poly can be seen in table 6 below:

Table 6. Available Working Time of Dental Clinic

| Cod e | Factor | Amount | Note: |
|-------|--------------------------|--------|-----------|
| A | Working days | 156 | Day/year |
| B | Annual leave | 12 | Day/year |
| C | education and training | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working time | 7 | Hours/day |
| | • Available Working Days | 127 | Day/year |
| | • Working Time Available | 889 | Hours/day |

(Data Source: Processed Data, 2021).

In table 6, it can be seen that the available working days at the Dental Clinic are 3 days or 127 days/year and the available time is 889 hours/year.

f) Working hours available Eye Poly

The results of the analysis of the available working hours of the Eye Polyclinic can be seen in table 7 below:

Table 7. Working Hours Available Eye Clinic

| Code | Factor | Amount | Note: |
|------|--------------|--------|----------|
| A | Working days | 72 | Day/year |

| | | | |
|---|--------------------------|-----|------------|
| B | Annual leave | 12 | Day/year |
| C | education and training | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working time | 7 | Hours/day |
| | • Available Working Days | 43 | Day/year |
| | • Working Time Available | 301 | Hours/year |

(Data Source: Processed Data, 2021).

In table 7 it can be seen that the available working days of the Eye Clinic are 3 days or 43 working days/year and the available time is 301 hours/year.

g) Working hours available Neurology

The results of the analysis of the available working time of Neurology can be seen in table 8 below:

Table 8. Working Time Available for Neurology

| Code | Factor | Amount | Note: |
|------|------------------------|--------|-----------|
| A | Working days | 156 | Day/year |
| B | Annual leave | 12 | Day/year |
| C | education and training | 0 | Day/year |
| D | National holiday | 14 | Day/year |
| E | Absence | 3 | Day/year |
| F | Working | 7 | Hours/day |

| time | y | Specialist | hours/year |
|--------------------------|----------------|------------------|------------|
| • Available Working Days | 127 Day/year | 3. Pediatrician | 889 |
| • Working Time Available | 889 Hours/year | Surgeon | hours/year |
| | | Neuro Specialist | 889 |
| | | ENT Specialist | hours/year |
| | | Dentist | 889 |
| | | | hours/year |
| | | | 889 |
| | | | hours/year |
| | | | 889 |
| | | | hours/year |

(Data Source: Processed Data, 2021).

Based on the table, 8 working days available at the Neurology Polyclinic are 3 days or 127 days/year and the available time is 889 hours/year.

h) Working hours available at Cardiac and Vascular Polyclinic

The available working day at the Cardiology and Blood Vessel Polyclinic is 1 day or 23 working days/year and the available working time is 161 hours/year.

i) Working hours are available at the Dermatology and Venereology

Based on table 10 above, the available working days at the Dermatology and Gender Polyclinic are 2 days or 75 working days/year and the available working time is 525 hours/year.

j) Working hours available at Poly ENT

The available working days at the ENT Polyclinic are 3 days or 127 working days/year and the available working time is 889 hours/year.

Based on the workload, it can be seen from the highest to the lowest workload in table 18:

Table 12. Highest and Lowest Workload

| Rating | Doctor | Workload |
|--------|------------------------------|------------------|
| 1. | Internal Medicine Specialist | 1,981 hours/year |
| 2. | Obgyn/Obstetrics | 1,253 |

| | | |
|----|-----------------------------------|----------------|
| 4. | Dermatologist and Dermatologist | 525 hours/year |
| 5. | Ophthalmologist | 301 hours/year |
| 6. | Heart and Blood Vessel Specialist | 161 hours/year |

(Data source: Processed Data, 2021).

2. Define workload standards

To get a sense of the typical workload, it is necessary to know the primary activities, the amount of work done in a year, and the average time it takes to accomplish each task. The following WISN formula is used to calculate the standard workload.:

$$\text{workload standard} = \frac{\text{working time available}}{\text{average time of main activity}}$$

Table 13 shows the results of the standard workload for each specialty doctor at the Tani and Nelayan Hospital, Boalemo Regency: With regard to examination services for both old and new patients (as shown in Table 13), specialty doctors in each poly have varying workload standards. Internal Medicine Specialists had the highest average workload, with 23,772 hours per year for new patients and 11,886 hours per year for long-term ones.

Ophthalmologist, 1,806 hours/year for old patients and 1,204 hours/year for new patients, is the benchmark of workload.

3. Setting Allowance Standards

The following WISN formula is used to calculate the amount of time that specialist doctors are allowed to spend on tasks other than their primary duties:

$$\text{Allowance standard} = \frac{\text{average time of allowance factor}}{\text{working time}}$$

The standard stipend for each Specialist Doctor at the Tani and Nelayan Hospital in the Boalemo Regency is calculated as follows:

Table 14. Allowance Standards

| HR Category | Allowance Factor | Frequency | Allowance Standard |
|------------------------------|------------------|-----------------|--------------------|
| Pediatrician | Drink break | 3 minutes /day | 0.27% |
| | Private time | 10 minutes /day | 7% |
| Internal Medicine Specialist | Drink break | 3 minutes /day | 0.27% |
| | Private time | 10 minutes /day | 7% |
| Surgeon | Drink break | 3 minutes /day | 0.27% |
| | Private time | 10 minutes /day | 7% |
| Obgyn/Obstetrics Specialist | Drink break | 3 minutes /day | 0.27% |
| | Private time | 10 minutes /day | 7% |

| | | | |
|-----------------------------------|-----------------|-----------------|-------|
| Private time | 10 minutes /day | 7% | |
| | Drink break | 3 minutes /day | 0.27% |
| Dentist | Private time | 10 minutes /day | 7% |
| | Drink break | 3 minutes /day | 0.27% |
| Ophthalmologist | Private time | 10 minutes /day | 8% |
| | Drink break | 3 minutes /day | 0.27% |
| Neurologist | Private time | 10 minutes /day | 7% |
| | Drink break | 3 minutes /day | 0.27% |
| Heart and Blood Vessel Specialist | Private time | 10 minutes /day | 0.30% |
| | Drink break | 3 minutes /day | 0.27% |
| Dermatologist and Dermatologist | Private time | 10 minutes /day | 0.27% |
| | Drink break | 3 minutes /day | 0.27% |
| ENT Specialist | Private time | 10 minutes /day | 0.27% |
| | Drink break | 3 minutes /day | 0.27% |

(Data Source: Processed Data, 2021).

Table 14 shows the standard of slack for specialist doctors at most 0.27 or 27% for pediatrics, internal medicine, surgery, obstetrics, dentistry, skin and genitals, neurosurgery and ENT, then 0.28 or 28% ophthalmologist allowance standards and 0.30 or 30 % standard allowance for

Cardiology and Blood Vessel Specialists from the amount of working time available to carry out additional activities.

4. Calculating HR Needs

The following statistics are required to calculate the number of doctors at the Tani and Nelayan Hospital in Boalemo Regency:

1. The first method is to provide available working time. WISN technique.
2. Standard workload, WISN technique in the second step
3. The third phase of the WISN technique is to establish allowance standards.

Additionally, for the huge number of activities based on gas service activity data conducted at each poly RSUD Tani and Nelayan in the Boalemo Regency for one year.

The prior data collection assisted in calculating the demand for specialized physicians at Tani and Nelayan Hospital in Boalemo Regency using the formula:

$$\text{HR Requirements} = \frac{\text{main activity quantity}}{\text{workload standard}} \times \text{allowance standard}$$

The quantity of primary activities performed by specialist physicians at the Tani and Nelayan Hospital in Boalemo Regency is calculated using human resource demands.

The following table summarizes the demand for human resources or doctors at the Tani and Nelayan Hospital:

Each Specialist Physician requires more personnel. And those who require the most human resources are Dental Specialists, who require two human resources, Surgical Specialists, who require one human resource, Heart and Blood Vessel Specialists, who require one human resource. And Eye Specialists, who require one human resource, among others.

DISCUSSION

The purpose of this study is to quantify the workload of physicians as well as their needs in providing health care. To accomplish this, a quantitative descriptive research method was used to collect data via observations, interviews, and questionnaires and then analyzed using the Workload Indicator Staffing Needs (WISN) analysis technique. The following sections discuss the research findings for each study question:

1. Doctor's Workload in Health Services at the Tani and Nelayan Hospital, Boalemo Regency

Health services are defined as those that include examinations, treatment, and medical care. Additionally, it demands doctors to act as medical staff when dealing with patients. The performance of health services in hospitals is bolstered by an adequate quantity and workload of doctors.

The research conducted at the Tani and Nelayan Hospital in Boalemo Regency revealed that the workload of doctors in services was extremely high at the Internal Medicine Clinic, as indicated by the standard workload, which was 23,772 hours per year for new patients and 11,886 hours per year for existing patients. The Internal Medicine Polyclinic's doctors are overworked due to a lack of human resources.

The findings of this study corroborate those of a previous study conducted at the Muna District General Hospital in 2016, which discovered that the available working time for specialist doctors in numerous polyclinics varied depending on the time selected. Eight hundred eighty-nine hours per year at the Pediatrics, Surgery, Dentistry, Neurology, and ENT Outpatient

Clinics; 1,981 hours per year at the Internal Medicine Clinic; 1,253 hours per year at the Obstetrics/Obstetrics Clinic; 301 hours per year at the Eye Clinic; 161 hours per year at the Cardiology and Blood Vessel Polyclinic; and 525 hours per year at the Poly Leather and Sex Clinic. The workload of an organization or individual is the amount of work accomplished.

Meanwhile, because the workload of doctors in health services is low at the heart and blood vessel polyclinic due to shorter working days and a lack of human resources, the findings of this study indicate that the workload of specialist doctors at the Tani and Nelayan Hospital is less efficient in determining available working time.

2. The Need for Doctors in Health Services at the Tani and Nelayan Hospital, Boalemo Regency

The presence of doctors in services is critical to ensuring that health services are implemented successfully and efficiently. The WISN approach is used in each poly to meet the needs of doctors in health care.

According to the findings of a study conducted at the Tani and Nelayan Hospital in Boalemo Regency, each polyclinic requires a physician, as stated in the following table:

The school has a doctor shortage, including the surgical clinic, which is down to one human resource, the dentistry clinic, which is down to two human resources, the eye clinic, which is down to one human resource, and the heart and blood vessel clinic, which is down to one

human resource. At the same time, the other Poli is acceptable.

Effectiveness refers to a work in which the activities performed must be accurate and goal-oriented [9]. The impact of ineffective activities can impair the service's operation. As a result, the ineffectiveness of physician services may affect other substandard treatments.

While there will be a surplus or scarcity of human resources in the health sector [10], this issue stems from a scarcity of human resources, which impairs the quality of services supplied to the community. Similarly, what occurred at the Pediatric Polyclinic, Internal Medicine, Obstetrics and Gynecology, Neurology, Eye, Skin, Genital, and ENT may result in less efficient and effective services if not addressed.

CONCLUSION

The following conclusions are drawn after examining the study's findings and addressing the workload of doctors in health services at the Tani and Nelayan Hospital in Boalemo Regency:

1. Doctors' workloads are aware that health services at the Tani and Fisherman Hospital in Boalemo Regency vary by poly. Internal Medicine specialists have the most considerable workload at the Tani and Fisherman Hospital in Boalemo Regency, clocking in at 23,772 hours per year for new patients and 11,886 hours for existing patients. Ophthalmologists had the lowest workload, clocking in at 1,806 hours per year for older patients and 1,204 hours per year for new patients.
2. The Tani and Fishermen Hospital in Boalemo Regency requires three

doctors, each of whom needs one person in the Surgery, Heart and Blood Vessel, and Eye Clinics, and two doctors in the Dental Poly.

analisis beban kerja. .

Bibliography

- [1] Alfina Tahta Alfiana (2019:1), "WHO (World Health Organization)," 2019.
- [2] T. H. A. dan S. C. Qoyyimah, Milafatul, "Pengaruh Beban Kerja, Stress Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan bagian Produksi PT. INKA Multi Solusi Madiun," *J. Ilm. Bid. Manaj. dan Bisnis*, vol. Vol. 2 (1), 2019.
- [3] Sugiyono, *Metode Penelitian Manajemen*, Cetakan ke. Bandung: ALFABETA, 2014.
- [4] D. Kharisma, "Efektivitas Organisasi dalam Penyelenggaraan Pelayanan," *J. Public Policy Manag. Rev.*, vol. Vol 6, No, 2017.
- [5] F. Suhariadi, *Manajemen Sumber Daya Manusia dalam Pendekatan Teoritis-Praktis*. Surabaya: Airlangga University Press, 2013.
- [6] A. G. Muninjaya, *Manajemen Kesehatan*. Jakarta: Penerbit Buku Kedokteran EGC, 2019.
- [7] S. Notoatmodjo, *Etika dan Hukum Kesehatan*. Jakarta: Rineka Cipta, 2010.
- [8] S. A. P. S. dan W. R. Rolos, Jeky K. R., "Pengaruh Beban Kerja terhadap Kinerja Karyawan pada PT. Asuransi Jiwasraya Cabang Kota Manado," *J. Adm. Bisnis*, vol. Vol 6. No, 2018.
- [9] peraturan menteri pendayagunaan aparatur negara dan reformasi birokrasi nomor 36 tahun 2020, *pedoman analisis jabatan dan*
- [10] L. P. L. W. dan D. N. W. Dharmayuda, Anak Agung Ngurah Gede., "Analisis Beban Kerja Dokter Umum di Puskesmas Kota Denpasar dengan Menggunakan Metode WISN," *Lap. Has. Penelit.*, vol. Vol. 3 (1), 2015.