

WORKLOAD ANALYSIS OF CIVIL SERVANTS AT THE MARINE AND FISHERIES DEPARTMENT OF BOALEMO DISTRICT

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ABSTRACT

Workload analysis is a method to determine the workload so that it can be seen which employees are needed to complete the workload of the given task and time.

The purpose of this study was to determine the workload of civil servants at the Marine and Fisheries Service of Boalemo Regency. This study refers to a quantitative approach which is the action of a researcher to find out

The results of the study using data in the form of numbers. The analysis of the burden of civil servants at the Marine and Fisheries Service of Boalemo Regency includes determining the available working time so that the working time is needed, determining the standard workload for, determining the standard of allowance for the specified time, calculating human resource needs.

Keywords: Analysis, Workload

INTRODUCTION

Human resources are one of the most important and even inseparable from an organization, both corporate organizations and institutions.

Biocracy is essentially an effort to make fundamental changes and influences on the system of government administration, especially regarding aspects of the institution or organization, human resources of the apparatus and management. The goal of biocratic reform is to build the state apparatus to be able to develop its mission, duties and functions as well as their respective roles in a clean, effective and efficient manner in order to improve better public services.

One of the important initial steps in carrying out biocracy reform is:

carry out workload analysis. Workload analysis is an analysis with the consideration that human resources are assets that must be managed properly so that the vision, mission and goals and objectives that have been set can be achieved properly.

Civil Servants are employees who have met the requirements that have been determined, appointed by an authorized official and assigned tasks in a State position or assigned to other State duties and are paid according to the law that regulates them.

Workload analysis is a method to determine the workload so that it can be seen which employees are needed to complete the workload of the given task. The implementation of workload analysis is expected to meet the demands

of the need to create effectiveness and efficiency of employees. Which is a demand for adequate professionalism of human resources in each agency, and able to carry out general government and development tasks smoothly based on the spirit of service to the people of the nation and state. .

that the workload is something that arises from the interaction between the demands of the tasks of the work environment which is used as a place of work, skills and perceptions of workers [1].

Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time [2].

With the same sentence according to Cain, workload is a multi-definition concept, so it is difficult to get a single conclusion regarding the right definition [3].

Meanwhile, according to the Minister of Home Affairs No. 12/2008 Workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and the time norm. [4] that the notion of workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time. [5] Workload analysis is a series of systematic steps carried out to determine the level of effectiveness and efficiency of the organization's work based on work volume. [6] workload analysis is to identify both the number of employees and the qualifications of employees needed to achieve organizational goals.

Workload analysis is a process in determining the number of working hours of human resources who work, are used and needed in completing a job for a certain period of time [7].

With a similar sentence above that the workload analysis is the number of employees and types of employees needed

to achieve the goal of how much output the organization wants to achieve and the number of hours worked by employees in each job category that will be needed to achieve the level of activity.

Measurement of Workload (PBK) is one of the activities carried out in various public and private institutions. Based on the decision of the Minister for Empowerment of State Apparatus No.20/1990, the workload is required to determine the time for a qualified worker to complete certain work at a predetermined level of achievement.

Workload is a process of determining the number of man hours used or required to complete a certain job within a certain time. The number of hours worked for each employee will indicate the number of workers needed by the company so that work productivity can be optimally in accordance with organizational goals.

Based on the Regulation of the Head of the State Civil Service Agency Number 19 of 2011 concerning General Guidelines for Compiling the Needs of Civil Servants, the effective working hours are determined from the number of formal working hours minus the lost work time due to not working such as unwinding, eating breaks and so on. Each work unit has different work results, both types and units, so that in order to be measured with an effective working hour measuring instrument, all the products/work results must be confirmed so that they have a single unit.

In the State Gazette of the Republic of Indonesia Year 2000 number 194 dated November 10, 2000, it is explained that Article 4 (2) in letter "c" reads that the analysis of the workload and the estimated capacity of a civil servant in a certain period of time is the average frequency of each unit. -each type of work in a certain time. Estimating the workload of each organizational unit can be done based on calculations or based on experience, for

example, the estimated workload for typing, scheduling, and the like can be based on the number of incoming and outgoing letters on average.

Based on the descriptions above, it can be concluded that the workload measurement aims to determine the number of employees based on the workload assigned to each unit so that work efficiency and effectiveness can be achieved. Therefore, this research will be useful for the management or leadership of the Department of Fisheries and Marine Affairs in Boalemo Regency to determine the suitability of the amount of workload with the available employees.

In the world of work, several indicators are known to determine how much workload must be carried by people in the organization [9]. These indicators include:

a. Working conditions

The working conditions in question are how an employee understands the job well.

b. Use of time

Working time in accordance with the SOP will certainly minimize the workload of employees. However, there are times when an organization does not have SOPs or is inconsistent in implementing SOPs, the use of the required working time for employees tends to be excessive or very narrow.

c. Targets to be achieved

The workforce assigned by an organization will of course directly affect the workload received by employees. The narrower the time allotted to carry out certain work or the imbalance between the completion time of the implementation target and the volume of work given, the greater the workload that employees will receive and keep confidential.

Workload analysis can also be proposed as benchmarks to increase work productivity as well as steps to

improve the development, improvement, and utilization of the state apparatus, both in terms of institutional management and staffing.

Workload analysis aims to determine how many employees are needed to complete a job and how many responsibilities or workloads can be delegated to an employee.

Judging from the data on employees at the Department of Maritime Affairs and Fisheries in Boalemo Regency, there are 85 employees. Consisting of men and women, while the number of women is 41 people and the number of men is 44 people, it is recorded that the dominant number of employees is male. which is about 44 people. The total number of employees in the Department of Marine Affairs and Fisheries in Boalemo Regency is 85 employees. As has been described in the table below along with their latest education.

Table 1. Employee Workload Analysis

Gender	Number of employees
Man	44
Woman	41
Total	85

Data Source: Processed Data, 2021.

Based on the results of observations of researchers in the field, especially Civil Servants (PNS) at the Marine and Fisheries Service in analyzing the workload of employees. What happened at the Maritime Affairs and Fisheries Service was that the working hours carried out were not in accordance with the operational standards that had been made previously where there were still many Civil Servants who worked during

office hours, then there were several Civil Servants who occupied a field, especially staff whose last education was school. Upper Middle School, and this will have an impact on its human resources.

quantitative descriptive. Which describes and describes the events and phenomena that occur in the field of workload analysis of Government employees at the Tampan District Office of Pekanbaru City, including the following:

1. Workload analysis is the process of determining the number of working hours of human resources who work, are used and needed to complete a job for a certain period of time. Work is carried out Monday - Friday from 07.30 to 16.30 WIB. The use of working time in carrying out the duties of the Government Office of the Handsome District Office of Pekanbaru City.
2. The factors inhibiting the workload on the Government Section of the Tampan District Office of Pekanbaru City, namely: From the results of field research, it was found that there were several factors inhibiting the workload on the Government Section of the Tampan District Office of Pekanbaru City, namely: Human Resources. Human resources are employees who are ready, capable and alert in achieving organizational goals.

RESEARCH METHODS

The research approach is a series of quantitative research. This research refers to a quantitative approach which is the action of a researcher to find research results by using data in the form of numbers.

This type of research will be designed using a quantitative research approach. This type of quantitative research is

research that collects data by observing, interviewing, and distributing questionnaires which are then described in numbers.

The source of the data obtained in this study was through the distribution of questionnaires to the Civil Servants at the Fisheries and Marine Service of Boalemo Regency which contained questions and answers from these respondents which would be a source of data in the study, besides that there are also several supporting sources to complete such as observation, and documentation or other sources.

RESEARCH RESULT

In the world of work, several indicators are known to determine how much workload must be carried by people in the organization, [11] these indicators include:

a. Working conditions

The working conditions in question are how an employee understands the job well.

b. Use of time

Working time in accordance with the SOP will certainly minimize the workload of employees. However, there are times when an organization does not have SOPs or is inconsistent in implementing SOPs, the use of the required working time for employees tends to be excessive or very narrow.

c. Targets to be achieved

The workforce assigned by an organization will of course directly affect the workload received by employees. The narrower the time allotted to carry out certain work or the imbalance between the completion time of the implementation target and the volume of work given, the greater

the workload that employees will receive and keep confidential.

The analysis of the workload of Civil Servants at the Marine and Fisheries Service of Boalemo Regency is intended to find a match between the available working time, workload standards, slack standards and also the need for human resources, this can be seen from:

Determine the available working hours of Civil Servants with the aim of obtaining effective working time for a year working at the Marine and Fisheries Service of Boalemo Regency. The formula used to find available work time is:

$$\{A - (B + C + D + E) \times F\}$$

Note:

1. A = weekdays
2. B = annual leave
3. C = education and training
4. D = national holiday
5. E = absence
6. F = working time

The information above can be described as A = working days, in accordance with the regulations or provisions of the Boalemo Regency government for the Marine and Fisheries Service that the working day for a year is 240 days, B = annual leave, according to the provisions of the Human Resources rights of the Maritime Affairs and Fisheries Service is 14 days, C = education and training in accordance with the provisions in force at the Boalemo Regency Marine and Fisheries Service is 5 or 7 days, D = national holiday Around 19 days, E = absence due to illness, absent with or without permission notification 3 to 4 days and F = working time in accordance with the regulations in force at the Marine and Fisheries Service of Boalemo Regency is 8 hours

Table 2. Workload

Working days	Time
1 week	5 working days
1 year	240 days
Annual leave	14 days
training	5 or 7 days
Holiday	19 days
Sick and permission/th	3 to 4 days
Working time /day	8 hours

Determining the working time available at the Maritime Affairs and Fisheries Service is working days minus the sum of annual leave, education and training, national holidays, and absences then multiplied by working time.

Conditions that occur in the Department of Marine Affairs and Fisheries in terms of hours of entry or effective working hours, namely 1,568 hours for a year, cannot be said to be effective. This is because there are still some employees who have not fully worked for 8 hours per day. This will affect the existing human resources within the Department of Marine Affairs and Fisheries.

Define workload standards

Determining the standard of workload at the Maritime Affairs and Fisheries Service of course cannot be separated from professional Civil Servants, the standard of workload is the number of types of work that can be carried out by the State Civil Apparatus or PNS in 1 year of work in accordance with professional standards. The standard workload is to determine the workload for 1 year per category of human resources. The standard workload for one main activity is arranged based on the time required to complete it. The formula used is

$$\text{Standard workload} = \frac{\text{rata-rata waktu per faktor kegiatan pokok}}{\text{waktu kerja}}$$

The standard workload is the same as the average time per main activity factor of 8 hours/day for the working time of 1,920 hours to determine the standard workload as follows:

$$\text{Standard workload} = \frac{8 \text{ jam/hari}}{1.920 \text{ jam}} = 240 \text{ days}$$

So that the workforce can complete their tasks in 240 days

Data Source: Processed data, 2021 for 1 year. This is a lot of time for Civil Servants. However, the work targets they have achieved have not been effective because civil servants work less than 8 hours/day. Civil servants should work in the office for 8 hours/day.

Setting the standard of allowance

In the preparation of the time standard, the leeway factor for each category of human resources is obtained, namely the type of activity and the time needed to complete an activity that is not directly related, such as meetings, preparing reports, compiling goods delivery, etc.

How to find out the standard allowance can be described by the formula:

$$\text{Allowance standard} = \frac{\text{rata-rata waktu per faktor kelonggaran}}{\text{waktu kerja}}$$

The standard allowance is calculated using the standard allowance equal to the average time per allowance factor divided by the working time.

$$\text{Standard allowance} = \frac{2 \text{ jam}}{1.920 \text{ jam}} = 960 \text{ hours}$$

In the standard of leeway, it takes 2 hours or 120 minutes in categories such as meetings, preparing reports, compiling packing of goods, and so on. So that civil servants have slack time of

960 hours for one year. In fact, this becomes less effective available time for civil servants.

Calculating HR needs

In every organization there is an organizational manager, namely human resources, this becomes the steering wheel for an organization. So that the management of the Marine and Fisheries Service can run well and effectively. Thus the Maritime Affairs and Fisheries Service needs workers, especially civil servants to run the wheel or as a steering wheel in realizing the goals of the Marine and Fisheries Service. For this reason, human resources are needed by looking at the specified work time balance.

In calculating the human resources of civil servants, namely KSDM, it is equal to the quantity of the main activity plus the standard allowance and divided by the standard workload.

$$\text{KSDM} = 104 \frac{1.920}{240 \text{ hari}} +$$

DISCUSSION

According to Hasibuan (in Lutfi, 2020: 3) that management is a tool to achieve the desired goal. Good management will facilitate the realization of the goals of the company, employees, and society. With management, the efficiency and effectiveness of the elements of management can be improved. Management as a tool that will be useful for running a company in realizing its goals so that all work within the company can be controlled properly.

The definition of management above can be concluded as an art or science that is used by employees to control a job in determining organizational goals, which utilizes the management functions itself.

The conclusion from all theories is that management is something that

regulates and is also a tool for implementing human resources in the process of realizing the goals to be achieved by using several functions, namely planning, organizing, pinpointing, directing and monitoring. According to the Regulation of the Minister for Empowerment of State Apparatus, workload measurement is a technique of obtaining information about the efficiency & effectiveness of the work of organizational units or office holders which is carried out systematically using job analysis techniques or workload analysis techniques. Workload analysis is the process of determining the number of working hours needed to complete a job in a certain time. Workload analysis is intended to research, evaluate and review work implementation, work processes and work results as well as determine employee needs for an organizational unit that has been running so far.

Workload is a collection or number of activities completed by an organizational unit or a person who carries out tasks according to a predetermined time. Workload Analysis

1. Determine the working time available at the Maritime Affairs and Fisheries Service is working days minus the sum of annual leave, education and training, national holidays, and absences then multiplied by working time. Thus, the available working time at the Marine and Fisheries Service is 240 days, employees must complete their duties within 1,920 hours.
2. Determine the standard workload hours / day for the working time which is 1,920 hours to determine the standard workload. So that the workforce can complete their duties

240 days for 1 year. This is a lot of time for Civil Servants. However, the work targets they have achieved have not been effective this is due to Civil Servants working less than 8 hours/day. Civil servants should work in the office for 8 hours/day. Determining the standard of allowances In the standard of allowances, arrange the packing of goods. So that civil servants have slack time of 960 hours for one year. In fact, this becomes less effective available time for civil servants. And the time must also be considered, because if the slack time is more than the available working time, it will cause an obstacle to working time and this will take more than 240 working days for one year. As for the discussion that was collaborated between the results of research with research theory and previous research, Rochima Dilla, 2020 with the title Analysis of Employee Workloads in the Government Section of the Tampan District Office of Pekanbaru City, from the results of the study it was found that there were several factors that inhibited the workload, one of which was human resources. who have not been able to achieve a goal to be achieved while Tri Istiwahyuningsih, 2019 with the title Analysis of Position, Workload and Calculation of Employee Needs at the Center for Data and Statistics of Education and Culture, This study uses a descriptive type of research with a qualitative approach. The research was conducted in the Field of Manpower, Students, and Cultural Heritage at the Center for Data and Statistics of Education and Culture, Ministry of Education and Culture. through job analysis, workload and calculation of

employee needs. A series of steps that can be taken include:

Analyzing the suitability of the details of the duties of each position with its implementation in the field, this is related to research conducted by researchers in the field that from the two researchers there are similarities found by researchers, namely, from workload analysis related to time problems that are less effective. By civil servants. Then there is the need for human resources in accordance with their respective main tasks or sub-sections.

CONCLUSION

In the world of work, there are several indicators to find out how much workload must be carried out by people in the organization. The burden of civil servants at the Marine and Fisheries Service of Boalemo Regency includes

In the world of work, there are several indicators to find out how much workload must be carried out by people in the organization. The burden of civil servants at the Marine and Fisheries Service of Boalemo Regency includes

1. Set the available working time so that the required working time is (1,568 Hours)
2. Determine the standard workload for (240 Days)
3. Determine the standard allowance during the specified time is (960 Hours)
4. Calculating the need for human resources is 8.43 people.

Of these 4 factors, there are still improvements made by the Department of Maritime Affairs and

Fisheries and the most important thing is improving human resources by adjusting the working time of civil servants, if human resources are adequate then the time required is quite effective.

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