

Workload Analysis For Improving Employee Motivation Case Study: PT Lintas Indonesia, Tbk.

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ABSTRACT

In this era of globalization, communication is one of the most important thing. Communication can go through internet and telephone and create an easier life. Telecommunications have a big impact on the world. Telecommunication also has a big impact in Indonesia. Indonesians nowadays tend to rely on the easier way of telecommunication and the usage of cellular phone is keep increasing year by year. It means that a telecommunication company in Indonesia has a big chance to keep growing and developing their business. PT Lintas Indonesia, Tbk. as one of the telecommunication company in Indonesia has a big opportunity to utilize the current condition. Yet, there is an uneven workload distribution between employee and decreasing motivation for several employee. This research objective is to conduct workload analysis to solve the uneven workload distribution between employees. The research methodology used in this paper is work sampling with direct observation where the researcher directly saw the company's activity to provide an accurate data. The result of the workload calculation shows that there is an uneven distribution of workload in PT. Lintas Indonesia, Tbk. In order to prevent worse situation, there are some recommendations for the company that probably fit, based on each employee current workload.

Keywords: : workload analysis, human resource planning, human resource management

INTRODUCTION

Telecommunication industry is part of service industry who has a lot of customers and needs to serve the customer well. In order to give the best service to its customer, company has to pay attention to the human resource system. Because, human resource has an important role, because by having a good human resource management, the company will have bigger chance to sustain and lead the market. Human Resource Management is the organizational functional function that focus on several issues related to people such as compensation, hiring, performance management, organizational development and training (Bhalla & Giri, 2014). By having an effective human resource management, employees tend to give a lot of contribution and become more productive in doing their responsibilities for organization's goals and objectives (Bhalla & Giri, 2014). One of the human resource practice is human resource planning. Human resource planning is inseparable with human resource management (Bhattacharyya, 2002). Human resource planning is a process in forecasting quantity and quality of people needed in order to fulfill the short-term and long-term demand and also integrated with human resource program and development (Manzini, 1988).

PT Lintas Indonesia is one of the telecommunication company in Indonesia. This company also needs a proper human resource management and human resource planning, to help this company compete with others. Therefore, the research was conducted in this company to know the current situation of its human resource management. Based on the distributed questionnaire, the division that need attention especially on workload distribution is Business Government and Enterprise. This study aims to analyze the workload then identify which division has low, normal, and high workload as an input in calculating number of human resources needed in regional enterprise and government & business service division (BGES), PT. Lintas Indonesia, Bandung. There are three kinds of workload; mental, physical, and time workload. This research focus on calculate time workload which is the most suitable one with the company current condition. Furthermore, the method to calculate workload is also diverse. There are stopwatch and work sampling. Because stopwatch method is not suitable with white collar job, therefore the method that is used is work sampling method. Based on the observation that



has been done, the workload distribution is definitely uneven. There are employees who have low workload and also high workload.

LITERATURE REVIEW

Human resource management is one of the most crucial system that company should take care of. According to Byars & Rue in Cania (2014) human resource management is defined as a system of activities and strategies that focus on managing employees at all level of an organization to successfully achieve its objective. One of the human resource management practice is human resource planning. Where it is important for a company in order to achieve their objective. According to Dale S. Beach in (Phutela, 2016) it is a process of defining and ensure the organization has a proper number of qualified persons available at the time that has been assigned, performing job based on the organization performance standard, and the individual involved also satisfied with their works. It relates to human resource management and should be done. Human Resource Management (HRM) is the function in the organization that relates on the recruitment, management and providing direction for the importance of people in the organization (Heathfield S. M., 2016).

In order to conduct workload analysis, job description is needed. Job description is a document includes each task and responsibility that must be done for the entire organization to function efficiently, it may be writer by the personnel department or the department where the employee works (DeLapa, 1989). Job description will help in designing workload observation form. Later, when the categorization of productive and non-productive activities, the activities that mentioned in job description will categorized as productive activities.

Workload itself means the amount of responsibilities that has to be done by a particular individual or organization (Mbunda, 2006). Generally, workload refers to the intensity of doing a job and how it affect to the employee satisfaction in their current workload. There are three types of workload; physical, mental, and time. Physical workload means how many activities that individual did when working, these activities examples are pushing, pulling, lift up, and put down weight (Hima, Faikhotul, & Umami, 2011). Meanwhile, according to Gopher and Donchin in Cain (2007) mental workload can be viewed as the difference between the capacities of the information processing system that are required to finish the task to satisfy performance expectations and the capacity available at a given time. The last is time workload. Bennaars, et al (1994) stated that time workload is particular length of time that needed by an individual to finish certain job.

Workload analysis is a methodology that used to determine the time, effort, and resources needed to overcome the job in product department's operations, the output is identify the organization's actual needs of human resource both in quantity and quality (Dasgupta, 2013). Workload analysis data further will be processed to calculate each employee workload. Then, it will be categorized as very high, high, normal or low. International Labor Organization describes it is a technique to measure work for determine the times and rates of working for the elements of a certain job in current conditions (International Labor Organization in Hartanti, 2016. Workload analysis can be done with two methods, there are stopwatch, and work sampling method.

In this research, work sampling method is used. Work sampling is an activities related to observation with a random time in certain interval that has been chosen before to observe particular employees (Hidajat, Gustomo, Widyanti, & Putro, 2004). Work sampling method related to time measurement. According to Sutralaksana et al. (2006) time measurement is done when all the activities have been done with conformity and the amount of it can fulfill the level of accuracy and confidence desired. The next step is data management to get the standard time measurement that including cycle time measurement and normal time measurement.

In order to create a proper workload analysis, rating factor is needed. Rating factor is as a complementary in calculating workload. Rating factor is a form which including a score given by manager to his subordinate. It is divided into two categories. Skill and effort. The manager has to assess their subordinate's skill and effort based on his perspective. The score interval is between 50-150.

METHODOLOGY

There are several methods to conduct the workload analysis. For this research, work sampling method is used



with direct observation. In order to conduct work sampling method, the researcher go through several steps as stated below:

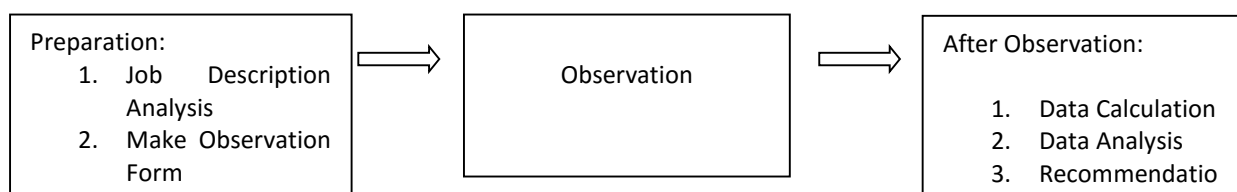


Figure 1. Research Methodology

Work sampling method was chosen because based on the company activities, work sampling is the most suitable one because it also relates to blue collar job. Meanwhile, the stopwatch method is not suitable because it is for white collar job. The steps of work sampling method are: job description evaluation, create observation form, observation, data calculation, data analysis, and conclusion and recommendation.

To create the observation form, job description is required. Job description is categorized as secondary data because it already made by the human resource division. Yet, to make it more valid, the interview between researcher and division manager was done. It is important to make sure, whether the job description that already made is the real job that the employees do everyday.

After that, the observation form was created. The observation form consist of productive and non-productive activity. The productive activity is represented by job description. Productive activity is the activities that relate with employee’s job description. In other hand, non-productive activity is the activities that unrelate with the job description such as: go to toilet, sleeping, or waiting for an error system. The non-productive activity categorization is approved and said by the manager division.

When the observation form is ready, the next step is observation. Observation was took place at the office for two weeks. In one day, this research required 24 samples on Monday until Thursday, and 22 samples on Friday. During that period of time, the researcher was directly observe and saw every employee activities. Every employee activities is noted in the observation form by wrote tallys.

The next step is data calculation. The data was calculated with excel formula worksheet developed by Gustomo et al. (2006). In the calculation step, it will be known the result of each individual workload. The component that involve in the calculation is observation result and also rating factor assessment from each division manager to his subordinate.

At the end, when the calculation result already occur, the researcher can conduct an analysis. In analysis process, the current employee workload will be categorized as low, normal, high and very high. Afterwards, based on the current condition, the researcher gave the most suitable recommendations to PT. Lintas Negara, Bandung. The recommendation could be hiring, training, motivation or additional compensation depends on current condition and manager will decide the next action to improve employee current workload.

FINDINGS AND ARGUMENT

Position	Workload	Status	Skill	Effort
Officer BGES Integration	125.85%	Very High	High	High
Officer Account Team Support	108.25%	High	High	High
Officer Service Delivery & VAT Support 1	97.17%	High	High	High
Officer Service Delivery & VAT Support 2	93.23%	Normal	High	High
Officer Service Delivery & VAT Support 3	90.39%	Normal	High	High
Officer Service Delivery & VAT Support 4	107.50%	High	High	High
Officer Service Delivery & VAT Support 5	100.17%	Normal	High	High
Officer Bidding Support 1	88.76%	Low	High	High



Position	Workload	Status	Skill	Effort
Officer Outbond Logistic Support 1	87.89%	Low	High	High
Officer Sales Support 1	58.74%	Very Low	Low	Low
Officer Sales Support 2	45.81%	Very Low	Low	Low
Officer Solution Integration 1	124.57%	Very High	High	High

Table 1. Workload Distribution

Based on data calculation, there is an uneven workload distribution between employees. From table 1, it can be seen that there are three employees who have normal workload. Meanwhile, there are four employees who have low workload. Three employees who have high workload, and there are two employees who have very high workload. Based on the workload calculation result, the workload distribution among employees is uneven. The factors that probably caused this situations are: amount of responsibilities on each employee, error system, number of manpower in each sub division, period of work in the company, and level of bustle each year.

Based on manager's assessment in rating factor, there are two employees who are lack of skill and motivation. This situation makes their workload considers low. The employees who need a treatment to increase their skill and effort is officer sales support 1 and officer sales support 2, who are in the same division. Since their skill score are low, they need a proper training to increase their skill and at the end their workload will be considered normal. In order to increase their effort, a motivation is needed. For employee who already has high skill and effort, company needs to maintain it by giving a good treatment such as reward and give a proper amount of job responsibilities, so their workload would not be considered low in the future.

Workload distribution for each sub-division is needed in order to compare and analyze the possible factors that causes of the differences. Thus, workload distribution for each sub-division was made by calculated its average, as stated below:

Sub-Division	Average Score	Workload
BGES Marketing and Account Team	113.77%	High
Bidding and Outbond Logistic	88.33%	Low
BGES Sales Support	52.28%	Low
Service Delivery	102.44%	Normal
Solution Integration	124.57%	Very High

Table 2. Workload Average

According to table 2, two divisions have low workload, meanwhile there is one division who has very high workload, and one division with high workload, and only one division with normal workload.

It can be seen that Solution Integration has a lot of job descriptions. From manager's perspective this division also tends to busy in the whole year and month. The only month that does not as busy as the other months is January. This situation is also occurred because Solution Integration only has one employee to do the entire responsibilities. The other thing that probably makes workload is different among sub-division is, level of bustle in the whole year and month. As can be seen on the table, Bidding and Outbond Logistic has low workload. This situation happened because this division has a fewer months with high workload for the entire year if it compared to another sub-divisions. Meanwhile, both of the employees have a good skill and effort which can help them finish their jobs well. Thus, the high skill and effort and fewer months of bustle probably is the main reason of the low workload in Bidding and Outbond Logistic.

BGES Sales Support also has low workload because based on the manager's assessment, both if employees in this division have low score in skill and effort. Thus at the end, they cannot do their jobs that require certain skill and effort. They also feel their workload is high, but in the reality it is because they did not have an enough skill and effort.

For service delivery, there are three employees who already got normal workload. The rest have high workload. It is probably because, their manager assessment result and also this division bustle that can be overcome by



the employee's current condition. They also tend to be given more responsibilities by the manager since they already worked there longer than the others and seem have higher skill. Yet, the other workload is normal. So, when it comes to the average, the employee who got normal workload can balance it.

BGES marketing and account team has high workload since the employees have high workload. It is because they have so much responsibilities to do, especially BGES integration position, meanwhile she is alone. The level of busyness in this division also quite high although not as high as the others. Both of the employees have the high score skill and effort which probably can increase the average division workload.

The purpose of this research is to make each employee has normal workload, thus the employee motivation will increase. Some recommendations could be applied. For very low workload, it is caused by lack of skill and motivation. Therefore, it would be better if company provides a proper training for them. For high and very high workload, the recommendations that could be applied are training, give additional compensation, or if it is possible the company can hiring additional personnel for officer BGES Integration and officer solution integration positions.

Position	Score	Workload	Treatment
Officer BGES Integration	125.85%	Very High	Add 1 new personnel
Officer Account Team Support	108.25%	High	Additional compensation
Officer Service Delivery & VAT Support 1	97.17%	Normal	Maintain the workload
Officer Service Delivery & VAT Support 2	109.19%	High	Additional compensation
Officer Service Delivery & VAT Support 3	95.05%	Normal	Maintain the workload
Officer Service Delivery & VAT Support 4	110.63%	High	Additional compensation
Officer Service Delivery & VAT Support 5	100.17%	Normal	Maintain the workload
Officer Bidding Support	88.76%	Low	Additional jobs
Officer Outbond Logistic Support	87.89%	Low	Additional jobs
Officer Sales Support 1	58.74%	Low	Give training & motivation
Officer Sales Support 2	45.81%	Low	Give training & motivation
Officer Solution Integration	124.57%	Very High	Add 1 new personnel

Table 3. Workload and Treatment

Based on the current situation and also stated in table 3, each employee needs various treatment. For employees who have very high workload, the company needs adding 1 more personnel to help the employee finish their jobs. Then, for the officer bidding support and officer outbond logistic support who have low workload, that is because they have high skill and workload, but their level of bustle is low. Thus, company needs to add more jobs to increase their workload. For the employee who have high workload, company needs to appreciate their performance by giving additional compensation. Then, for officer sales support who has low workload because lack of skill and effort, company needs to give training and motivation. The other thing company needs to do is maintain the employee workload who already normal.

CONCLUSIONS

Human is one of the most important thing in the organization. The existence of competent human in organization can help them to reach their objective. Hence, it is a must for organization to have a well-designed human resource management. Human resource planning as one of human resource management has a big impact to the organization itself. Because, it helps them to work based on standard, and also will help in increasing employee motivation. Workload analysis is the practice of human resource planning. The uneven distribution of workload can reduce employee motivation and may lead to decreasing employee performance or even the company performance and also the worst is high number of turnover. Most of the employee in BGES division PT Lintas Indonesia, Bandung felt that their workload is high. To prevent worse effect, this research was conducted to find out the actual workload. The research was conducted using work sampling method and direct



observation. This method was chosen since it is match with the company situation. After the observation is done, the next step is workload calculation. After calculated the data, it is proven that the workload distribution is uneven and several employees have high to very high workload. Thereupon, the company needs to act as soon as possible. Give the employee training, additional compensation, additional jobs, and hiring new personnel are needed to do for some positions. If every employee has normal workload or they feel appreciated, it will increase employee motivation and also affect the company's performance.

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