

# **WORKLOAD ANALYSIS STUDY AT PT BAHARI DHARMA NUSANTARA**

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## **Abstract**

The purpose of this study is to analyze the division of workload on Bahari Dharma Nusantara PT, to analyse how to manage the workload of Baharis Nusantara and to find out the factors that affect the load of work on the Bahari Dharma Nusantara. Data collection is done through interviews, observations, and documentation. The analytical methods used are the Miles and Huberman models and data validation techniques with triangulation. The employee's division of work is still not in line with the job description and the workload is stacked, the job target is high, and the job division is still uneven. It's because of the shortage of employees at Bahari Dharma Nusantara.

**Keywords:** Workload; Human Resource; Work Pressure

## **1. Introduction**

In the era of growing globalization, companies face various challenges that can hinder the achievement of goals, such as the inability to compete, incompatibility with the latest technology, and low levels of knowledge. Human resources (HR) is a key factor in supporting the success of the company. Increased competition requires companies to improve operations and management in order to meet market targets and survive. HR as a valuable asset needs supervision, evaluation, and sensitivity to their needs to maintain optimal performance. Factors affecting HR performance include the mismatch of educational background with work, low employee commitment and motivation, and high workload. Excessive workload can lower morale and motivation, thus hampering employee performance.

PT Bahari Dharma Nusantara (BDN) is a ship agency company with five branches in Indonesia. However, the company only has five employees, with two employees in the Finance and Accounting department who also handle various other tasks. The high workload of these employees causes them to often work late into the night and on holidays.

This research is important because high workload causes work stress and lowers employee performance. Reducing workload can improve productivity, quality of life, and employee retention. This research will analyze workload at PT BDN and how workload affects employees. The difference with previous research is the location, data validity techniques, and analysis methods used. This research uses triangulation techniques with samples from superiors, staff, and HRD, and the Miles and Huberman model data analysis method. The purpose of this research is to understand employees' workload and its impact on their performance.

## **2. Literature Review**

### **2.1 Definition of Human Resources**

Human resources according to Hadari Nawawi in (Andrian et al., 2022) have three meanings, namely the first meaning that human resources are a potential or asset that functions as capital in a business or in organizational management. The second meaning is that human resources are human potential that functions as a manager or driver of the running of an organization in achieving goals and realizing its existence. Furthermore, the third meaning, human resources are seen as humans who work in an organization or an environment, which is generally referred to as labor, employees, workers, or personnel.

Then another opinion regarding the definition of human resources was also expressed by Manmohan Joshi (Darmadi, 2022), namely human resources are the resources of an organization consisting of all the efforts, skills or abilities of all people who work in an organization. Another expert opinion regarding the definition of human resources is also expressed by (Febrian et al., 2022), namely human resources are the integrated ability of the thinking power and physical power possessed by individuals. Another opinion regarding the understanding of human resources by Tinangon, Kojo and Tawas, that human resources are the design of formal systems in an

organization to ensure the effective and efficient use of human talent in achieving organizational goals.

From the definition of human resources above, it can be concluded that human resources are the abilities, skills, and potential of an individual in carrying out his job as a driving force in the company. Because as a driving force in the company, human resources have the potential to increase and even decrease the productivity of the company if not managed properly. Therefore, human resources need to be given attention, supervision and evaluation so that their performance and productivity can be maintained and benefit the company.

## **2.2 Definition of Workload**

According to Permendagri No. 12/2008, workload is the amount of work that must be carried by an organizational position/unit and is the product of work volume and time norms. Then according to (Kosim et al., 2023), workload is a number of activities that must be completed by an organizational unit or position carried out within a certain period of time. Workload can be defined as a series of tasks that must be completed by employees in accordance with the responsibilities given by the company (Dony Muslim et al., 2023). The next opinion on workload according to (Mahawati et al., 2021) is the volume of work imposed on workers in the form of physical and mental workload and is their responsibility in their work. The workload proposed by Dhanian in (Ali et al., 2022) is a number of activities that require expertise and must be done within a certain period of time in the form of physical and psychological.

So it can be concluded that workload is all activities that are physical or mental in nature carried out by workers in carrying out their responsibilities and obligations in their work in an organization.

## **2.3 Factors affecting workload**

The factors that affect workload are also explained by Gibson (Budiasa, 2021), which are as follows:

- A. Time Pressure; the provision of work deadlines can increase high productivity, but it can also be an excessive burden that can result in the emergence of many errors or deterioration of health conditions.
- B. Working Hours; a busy, continuous work schedule, with no time off or rest, can affect a person's health.
- C. Role Ambiguity; role confusion or role ambiguity at work can affect a person's perception of their workload.
- D. Noise; workplace noise can affect workers' health and performance. Where noise disrupts concentration and indirectly interferes with task accomplishment, it increases workload.
- E. Information overload; too much information entering and being absorbed by workers at the same time can lead to heavier workloads. The use of technology and facilities requires

adaptation from workers, where the more complex the information received, it will affect the learning process of workers and also affect health.

- F. Temperature Overload; as with noise, working environment conditions that have high air temperatures also have health impacts that also affect workers' workload. This can happen if it goes on for a long period of time and there is no equipment to deal with it.
- G. Repetitive Action; repetitive work where workers perform the same activities where there is repetition of movements and activities so that there will be a feeling of boredom and monotony which ultimately results in inattention and potentially endangers workers if they fail to act appropriately in an emergency.
- H. Responsibility; responsibility is a workload for some people, according to research that responsibility creates work-related stress. But conversely, the more responsibility, the lower the work-related workload.

## **2.4 Workload indicators**

In contrast to the previous workload indicators, Koesomowidjojo in (Ramadhanti Sinta, 2023) suggests workload indicators, which are as follows:

1. Targets that must be achieved, the goals of the company affect the amount of work received by workers. The greater the difference in the amount of time given to complete the work of the work time limit and the amount of work given, the greater the stress level of the worker.
2. Working conditions, working conditions are the environmental atmosphere and the ability of the worker's body endurance in carrying out work.
3. Standard work, standard work is the time required in doing a job in accordance with applicable work operational standards.

## **2.5 Impact of Workload**

Based on the opinion of Hang-Yue, Foley and Loi (Mahawati et al., 2021), workload is the number of tasks that need to be done, the availability of time, and the availability of resources. If the proportion of these three things is not balanced, then it is likely that the task cannot be completed properly. Imbalance can also cause individuals to experience stress. In addition, excessive workload results in turnover intention or the desire to leave the company.

## **2.6 Legal Provisions on Working Time**

Working time provisions in Indonesia are based on Pasal 81 angka 23 Peraturan Perundang-undangan Cipta Kerja yang mengubah Pasal 77 of the Manpower Law which reads:

1. Every employer is obliged to implement the provisions of working time.
2. Working time as referred to in paragraph (1) includes:
  - a. 7 (seven) hours 1 (one) day and 40 (forty) hours 1 (one) week for 6 (six) working days in 1 (one) week; or
  - b. 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week.

## **2.7 Workload Components**

Workload components according to (Mahawati et al., 2021), namely:

- 1 Basic task activities, which are tasks performed by all employees in a department.
- 2 Support activities, are tasks performed by all employees in a department but not always performed.
- 3 Additional activities, which are tasks performed by certain employees in a department.

## **2.8 Managing Workload**

According to (Delisle, 2020), there are ways to manage workload, which are as follows:

1. Increase working time; extending working hours is a practice carried out by working more than the time it should be where this is done to deal with high workloads for employees. Employees tend to extend working hours during busy times, which in some cases is done continuously. This practice is not a good one as it leads to work-life imbalance. However, employees who work at night feel that the atmosphere of working at night can be more intense. They feel that working at night to complete work that cannot be completed during the day, working at night helps them to concentrate more because there are no incoming calls and emails.
2. Setting boundaries; boundaries mean managing the boundaries between work and personal life. There are two types of boundaries, namely time boundaries and space boundaries. Time boundaries are boundaries that are made to separate personal time from the work done. While space boundaries are boundaries made to separate home from work in the office. For example, when work time is over employees immediately go home and do not work again at home. However, in some cases employees choose to work longer in the office than having to go home with work or work on holidays.
3. Prioritizing interests; prioritizing importance is a practice related to prioritizing work. Where employees focus on work that is considered to be of urgent importance. This also trains time management in the completion of work in completing work with urgent importance. Because if not trained in prioritizing a person will always feel overloaded.
4. Negotiating work and deadlines; negotiating jobs and deadlines is also related to prioritization. This practice is generally done when employees feel overworked and need to negotiate priorities with managers or superiors. Negotiating work and deadlines is done to ensure that all obligations are met. Sometimes work has to be postponed to do other activities, which is more realistic given that some work has deadlines.

## **3. Material and Method**

In this study, researchers used a qualitative approach and used descriptive research methods. As according to (Abdussamad, 2021) Qualitative research methods are research methods used in conducting research on natural object conditions, where the researcher's position is as a key instrument, data collection techniques are carried out by triangulation, data analysis is inductive,

and research results focus on meaning rather than generalization. This research uses primary data and secondary data. Primary data is data that is created and processed by researchers themselves by asking questions during interviews. Meanwhile, secondary data is obtained by researchers through data obtained in research journals, books, news, magazines, and other sources that are reliable and can be accounted for.

### **3.1 Design Study**

Data collection are involves by three methods: interviews, observation, and documentation. The following are the explanations:

#### **1. Interview**

According to (Abdussamad, 2021) interview is a form of verbal communication used to obtain information or can be interpreted as a data collection technique carried out by questioning the researcher with the object under study. According to Lexy J. Moleong in (Yuhana & Aminy, 2019) an interview is a conversation with specific purposes. The definition of interview according to Zuriah (Fiantika et al., 2022) is a question and answer activity carried out by two people with the aim of exchanging information, so that it can be constructed in a meaning that refers to a certain topic.

#### **2. Documentation**

Documentation according to (Abdussamad, 2021) is looking for data on things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, leggers, agendas, and so on. Then according to (Fiantika et al., 2022) documentation is a way of collecting information in the form of visual, verbal or in writing. Another opinion regarding the meaning of documentation was expressed by Zuriah (Fiantika et al., 2022), namely documentation is a way of collecting data through written relics such as in archives, books regarding a theory, opinion, argument or law and others related to research problems. This document is used to complement the data obtained from interviews and observations in the form of recordings.

#### **3. Observation**

Observation according to (Abdussamad, 2021) is a data collection technique that is carried out systematically and deliberately through observation and recording of the symptoms being investigated. Another definition of observation was put forward by Mohammad Wasil (Fiantika et al., 2022), namely observation is a technique for collecting research data through observation and sensing. Furthermore, the results of the observation are poured into a report based on what is seen, heard and felt during the observation. Then according to (Nasution, 2023) observation allows recording behavior or events when these behaviors and events occur. The purpose of observation put forward by Patton (Nasution, 2023) is to describe the observed setting, activities that occur in the setting, the people involved, the meaning of the setting, activities, and participation of the people involved. Observation is not only limited to people, but also the surroundings and other objects.

### **3.2 Data Analysis**

The data analysis using the Miles and Huberman model of data analysis, as described (Saleh, 2017), which is a three-stage data processing analysis. The three stages are as follows:

#### **1. Data Reduction**

Data reduction is the process of selecting, focusing, simplifying, summarizing, and transforming data.

#### **2. Data Display**

Data display is the process to presents data that has been simplified into a form to make it easier to draw conclusions.

#### **3. Verifying Conclusion**

The verifyting conclusions is the process of concluding the research results from the data that has been collected and analyzed.

### **4. Result**

#### **5.1 Division of Workload of PT Bahari Dharma Nusantara**

##### **1. Appropriate employee placement**

From the results of interviews conducted by researchers, it was found that employees were placed according to their abilities and based on the fields they mastered. This is shown based on the informant's response which states that their current job is in accordance with their ability to work in their field.

Furthermore, based on the suitability of the employee's job description, the answers of informants B, C, and D stated that the employee's job description was in accordance with what was explained at the beginning of work. However, informant A stated that currently the employee jobdesc is not appropriate. This is because both employees in the Finance and Accounting department and in the Operations department are still doing General Affair work.

##### **2. Clear Activity Details**

From the data obtained on questions regarding the division of employee duties at PT Bahari Dharma Nusantara, 3 informants B, C, and D felt that the division of tasks at the company was good. However, informant A stated that the division of employee duties was not satisfactory because employees still doubled the work of General Affair.

The division of tasks at PT Bahari Dharma Nusantara is divided based on the Finance and Accounting and Operations departments. Where in the Finance and Accounting department the division of tasks is given to superiors. If the superior's load is too much, then the employee will help, as well as if the employee has a high workload. Then, for the Operation department, employees between branches help each other if a branch has a ship. If there is a ship at branch A, then employees at branches B, C, or D assist in processing documents online.

##### **3. Creation of a management information system**

PT Bahari Dharma Nusantara has 2 management information systems used in the Finance and Accounting department to carry out the general activities of the department, namely the B-One and B-Path systems. The B-One system is used for voucher making activities and making financial journals. Meanwhile, the B-Path system is used to create official travel agendas, create leave certificates, and manage official travel budgets.

The use of management information systems at PT Bahari Dharma Nusantara has helped to alleviate, supervise, and integrate in doing work. Before the existence of the B-One information system, PT Bahari Dharma Nusantara used worksheets. This is difficult to do because the work done becomes manual while a lot of work is done. Then, the untidy storage of worksheets allows documents to be scattered and difficult to duplicate if lost. In addition, because it is in the form of worksheets, it will be difficult to check how work is progressing due to lack of integration.

## **5.2 Workload Management of PT Bahari Dharma Nusantara**

### **1. Targets to Achieve**

Each department has a target at work. In the Finance and Accounting department, the work target is in the form of a work completion date, namely working on vouchers done for 2 days, completion of making petty cash is done maximum on the 5th, filing vouchers and GA payments are made before the 10th, financial reports are sent before the 15th. Then, for the Operations department, the target that needs to be achieved is to find clients who need ship agent services.

Then, each informant agreed that in adjusting workload targets, it is necessary to select the urgency and priority of work. Then, the company also helps meet work targets through overtime or DO (Duty Officer) in meeting unfinished work targets.

Furthermore, in setting and assessing work targets by superiors, it is done based on the difficulty of the work. For example, in making vouchers because they tend to be simple, it is done for a maximum of 2 days, invoice journals take a maximum of 5 days, petty cash settlement before the 5th, and financial reports are collected before the 15th. In addition, target setting and assessment is carried out by the existence of employee work appraisals or KPI (Key Performance Indicator) conducted annually by the company.

### **2. Working Conditions**

Employee working conditions are good, but employee work is sometimes hampered. This is because employees sometimes have to handle the work of other branches. In addition, working conditions also affect other employees. For example, there is data required from branch employees for central employees. However, branch employees are slow in sending data, data is not neat and thorough in working so that work is hampered. Then, the informant feels that his current workload has exceeded capacity. Where Operations employees also do General Affair work and Finance and Accounting employees also do General Affair work and sometimes also do PMD work. In addition, employees feel that the work capacity is more because there are only a few employees. However, employees respond by prioritizing work. Furthermore, the difficulties faced by employees, based on the results of interviews that the difficulties felt by employees are due to overlapping jobs. That is, employees' responsibilities overlap and also lack of information so that employees have to learn and find out information independently.

Furthermore, to ensure optimal working conditions, PT Bahari monitors work. This is done to find out how the development, implementation of work, and difficulties faced by employees. PT Bahari Dharma Nusantara regulates employees' work with SOPs, but the company does not yet have an official procedure or mechanism if employees feel that their workload is too heavy.



However, supervisors will generally confer to resolve problems regarding workloads that are too heavy. In improving support and communication, superiors monitor and communicate in helping the excessive work of central and branch employees. Assistance can be with direct assistance from superiors or looking for freelance to help employees in branches. In addition, the company does not have a program to improve employee working conditions. However, it has benefits such as health insurance, paid overtime, and bonuses if there is a business trip.

### **3. Standard Work**

According to informants B, C and D, employees are efficient in managing their time at work, but informant A feels that employees are still not efficient in managing their time at work. This is because central employees do the work of several departments and branch employees find it difficult to determine time due to different conditions related to incidents that occur on the ship.

PT Bahari Dharma Nusantara does not yet have a policy in managing the use of employee working time, but employees follow working time according to working hours and control is carried out through employee attendance. Time targets at PT Bahari Dharma Nusantara generally apply to the Finance and Accounting department, where voucher work is carried out for a maximum of 2 days, journals and invoices are completed for a maximum of days, petty cash work is completed before the 5th, and financial reports must be completed before the 15th. For branch employees due to different ship schedules and needs there is no set time for completing their work. Employees at PT Bahari Dharma Nusantara quite often work beyond office hours. Where in the center employees take care of a lot of branch work so they need to work more than office hours. Central employees also often bring work to do at home, but operational employees at branches tend not to be bound by office hours if there are incoming ships due to erratic schedules.

## **5.3 Factors Affecting the Workload of PT Bahari Dharma Nusantara**

### **1. Working Environment**

Based on the results of the interview data above, the working conditions of employees at PT Bahari Dharma Nusantara are good. This is assessed from the facilities that have been fulfilled by the company, such as equipment that supports work ranging from laptops, computers, printers, photocopiers, money machines, and air conditioners. In addition, other employees also feel that the environmental conditions between employees have never been a problem. This is because PT Bahari Dharma Nusantara has a family culture.

According to informants, the working environment conditions at PT Bahari Dharma Nusantara are also considered to be mutually helpful and supportive in completing work. If employees have difficulties, employees can ask each other or can ask their superiors and if there are difficulties, they will also be helped. Because the supervisor will also monitor how the employee's work. For central employees, if there are difficulties, they will be assisted and branch employees also help each other with the work of other branches.

### **2. Motivation**

Based on the table of interview data results above, informants feel that support from coworkers and superiors is important in motivating employees towards their workload. Informants feel that

support from coworkers and superiors increases employee comfort at work, feedback from superiors gives confidence to employees to be able to develop more, and superiors' attention and assistance also lighten the workload of employees.

The informant described his approach to work as a learning and self-development process that focuses on monitoring progress, providing suggestions and corrections when problems arise, and appreciating when work is done well. For him, work is an obligation that must be fulfilled to reduce stress and gain personal satisfaction. To motivate himself and his employees, he sets standards in job evaluation and provides space for employees to make suggestions and complaints, even though it is not the official opinion of the company. In addition, motivation from the company is also carried out with incentives from overtime paid on Saturdays and bonuses for business trips and the amount differs according to position.

### **3. Job satisfaction**

Based on the above interview data, although Finance assignments often include General Affair (GA) jobs due to limited number of employees, job satisfaction remains. Despite sometimes feeling burdened with a lot of responsibilities, especially because of dealing with many companies, support from superiors, internship colleagues help ease the workload. In addition, compensation and benefits increase employee satisfaction in terms of job reward and health insurance makes employees feel safe. Employees' workloads vary, there are employees who feel the workload is high and there are workers who feel that the work load is low. Especially for Operation employees because they work when the ship enters and if no ship is filled with client search and other additional tasks. Employee satisfaction is known through supervisory monitoring and evaluation on Performance Appraisal. In general, job satisfaction remains achieved because there are no significant complaints.

## **5. Discussion**

### **5.1 Division of Labor Burden of Bahari Dharma Nusantara**

#### **1. Employee placement**

The placement of an employee in the company is assessed on the basis of the suitability of the employee's ability to work in its field. According to (Muchlisin, 2021), the abilities of each member can map the strength of the organization in running the employee. Based on the data presented above, the placement of employees at the Bahari Dharma Nusantara PT is already in line with their abilities where it corresponds to their educational background. This was reinforced by the results of an interview with one of the informants who stated that their current work was already in line with their educational background, although it still had to be adapted to the current job.

#### **2. Activity details**

The activity details are arrangements and workflows that serve to facilitate the employee in the work, as well as to avoid the execution of work without the presence of instructions. The Department of Finance and Accounting has work details in carrying out financial administrative activities, such as making vouchers, recording financial transactions activities, managing payments and receipts, tax management, doing financial management, making financial journals, and so on.

According to (Muchlisin, 2021) the detailed work describes how the workload can be equitably and evenly distributed according to the ability, learning process and adaptability of employees. As has been explained above that it is clear the details of the employee's work at PT Bahari Dharma Nusantara. However, the current employee's work does not match the job

description. Where employees are still working in other departments. Employees in the Finance and Accounting department sometimes still work in the General Affairs department (GA) and in the People Management Department (PMD). Meanwhile, for PMD jobs employees still take care of their own salaries, pay taxes and so on. The same goes for the operational employees in the branch still have to take care of the office building, and the equipment in the office.

### **3. Equal workloads**

Equal labourloads are work that is already in accordance with the portion and agreement in the employment contract as well as the ability of the employee to perform such work. The division of workloads at headquarters and at branch offices seems fair enough because it already matches the job description, but there is a challenge to the number of employees. In a situation of overload, the boss and the employee help each other take up the task to complete the job, although it is still not optimal in checking the work. In the operational part, branch employees help one another if there are jobs in the other branch, but if there is no ship branch employees tend to have less workload. It is in line with Moekijat's statement (Muchlisin, 2021) that, unevenly distributed workloads result in uncomfortable working atmosphere due to a workload that tends to be too much or even too little.

### **4. Create management information system**

Management information system aims to accelerate the process of employee work supervision and perform properly. So no employee can manipulate the results of his work. On the management information system, PT Bahari Dharma Nusantara has already used two main systems, namely using B-One and B-Path. As B-one functions in the financial management activities at the department of Finance and Accounting, such as making vouchers, checks, approvals, and making financial reports. Whereas B- Path is used in setting up the travel agenda, calculating the travel budget, the calculation of business travel bonuses, as well as recording employee leave. According to O'Brien and Marakas (2008) on (Oktaviyana et al., 2023) the three roles of management information systems, namely supporting business processes and operations, supporting decision-making of employees and managers and supporting in strategies of competitive advantage

Both systems have been shown to help in relieving the workload of employees compared to manual methods that use sheets. This was reinforced by the results of an interview with one of the informants who stated that manual craftsmanship made the work longer, the documents became scattered and difficult to monitor.

So it can be concluded in the division of the workload of employees at PT Bahari Dharma Nusantara tends to still not match the employee's job description. It's marked by employees still working outside the department they're supposed to be working in, namely, the Finance and Accounting department and the Operations department. This is supported by the shortage of employees in assisting jobs in the General Affair and People Management departments.

## **5.2 Workload Management of Bahari Dharma Nusantara**

### **1. Target to be achieved**

Employees at the Finance and Accounting department have a target job of making a voucher that is done for a maximum of 2 days, drawing a journal invoice less than 5 days, making a maximum petty cash before the 5th, filing the voucher before the 10th, payment of General Affair (GA) offices to branches before the 10, and financial reports must be completed before the 15th. Then the goal that the employees in the Operation department have to is to find a client. However, for the main activities of the Department of Operations is to assist the agencies of ships entering

ports such as handling the requirements of the ship during the departure, managing the ship's cargo, taking care of administrative activities and documents on the ship, arranging ship permits, and so on.

According to Koesomowidjojo, the purpose of a company will affect the amount of jobs received by employees. Thus, the greater the difference between the timing of work and the given job, the higher the level of stress the employee feels. So based on the above employee's employment targets, it can be concluded that the employee has a high employment target. This is supported by the shortage of employees in the company, where at the headquarters or at the Finance and Accounting department there are 3 employees, i.e. one superior, one permanent employee, and one internship employee. Then in the Operation department that is outside Jakarta there are only 3 permanent employees and 3 internships employees, where PT Bahari Dharma Nusantara has about 5 branches.

## **2. Working Conditions**

Working conditions at PT Bahari Dharma Nusantara based on the results of interviews of the informants found that the current working conditions have good performance, but it cannot be denied that the work done by employees is enough to be done by the employees, where one of the employees of the Operation department must hold 2 branch offices, due to the absence of employees in the branch office. Later, the Finance and Accounting employees held jobs in the finance and accounting department for many branches of the company while working in the Department of General Affairs and the People Management department. Then, the difficulties felt by the employees in carrying out their jobs were overlapping jobs or overlapping jobs and technical problems such as time management and finding information. As described in the previous paragraph, both that employees in the department of finance and accounts and operations still do work in other departments such as in the general affairs department due to the relatively small number of employees at PT Bahari Dharma Nusantara. Besides, because each of the companies and employees are still developing so many new things to learn. According to Koesomowidjojo, working conditions are the working environment and the endurance of employees in carrying out work. As has been explained above, the employee's working conditions are quite heavy because employee work is still overlapping with other departmental work and also employees still need to learn a lot. However, in these heavy working conditions, the supervisor helps the employee to reduce the burden of his work through a bargain for employees in the Finance and Accounting department as well as assistance from fellow employees at the Operation department or seeking help through freelance workforce. In addition, workers receive welfare incentives and holidays, which are bonuses for service travel, health insurance, overpayment, and 18 days of leave a year.

Thus, it can be concluded that the employee's working conditions at PT Bahari Dharma Nusantara are both with the support of the superiors and the company either through incentives, benefits or help in terms of work. However, the workload of the employees has exceeded the capacity. So the company needs to study more about the addition of employees to improve the working conditions even better.

## **3. Standard Work**

Based on the data obtained through interviews of informants, it was found that there is a target time of completion of the work at PT Bahari Dharma Nusantara, i.e. at the department of Finance and Accounting the making of the voucher should not be more than 2 days, the drawing of the journal invoice should not exceed 5 days, production of the maximum petty cash is completed before the day 5, and the financial report must be submitted prior to the day 15. Whereas at the

Department of Operations there is no target time in the execution of its work, this is due to the needs and schedules of ships different. According to data from employee interviews already efficient in organizing hours in work, this is characterized by the least work abandoned. This shows that time management is good, but contrary to the opinion of superiors who say that employees in the Finance and Accounting department are not efficient in organizing their time at work, because they still hold jobs in many branches of the company. As for the employees of the Operation department, the settings are easy to set up depending on the incident on board. At PT Bahari Dharma Nusantara, Finance and Accounting employees often do work outside office hours either to work late at night, work on weekends, or work at home. In Operation employees due to uncertain schedules and requirements of ships, work schedules also tend to be flexible and not tied to office hours. As for the regular working hours in force at Bahari Dharma Nusantara PT, the working schedule from Monday to Friday starts at 8:30 to 5:30. An employee's overdue reason is often made to prepare for the next day's work and to complete an unfinished report. The company oversees overtime through absences and also through the Duty Officer's payment system (overtime).

According to Koesmowidjojo, standard work is the time required in working work according to the operational standards in force. Based on the SOP of the Operation that there is no time specified when the work of Operation employees should be completed. It's in line with the ship's schedules and ship needs are uncertain, so there's no certainty about the target time of completion of the work. As for the Finance and Accounting department, the time of completion of the job is usually informed by the superior as described in the previous paragraph. As regards working hours regulated by the provisions of working hours in Indonesia number 2b article 81 number 23 of the Regulations of the Labour Creation Act amending article 77 of the Employment Act, it reads, 8 (eight) hours 1 (one) day and 40 (forty) hour 1 (One) week for 5 (five) working days in 1 (a) week. So the working hours of PT Bahari Dharma Nusantara are higher with the total working hours in one of is 9 hours of work.

Thus it can be concluded that the employees of PT Bahari Dharma Nusantara have already efficiently organized their working time marked with the least work abandoned. However, in meeting the high workload and ensuring that the target working hours have been met, employees often work outside the company's regular working hours with the presence of supervision and also overtime compensation that has been adjusted by the company.

### **5.3 Factors Affecting the Workload of Bahari Dharma Nusantara**

#### **1. Environment**

Based on the results of interviews, informants agree that the working environment at PT Bahari Dharma Nusantara is good, it is based on that the company has provided support facilities to do the work, such as the presence of printers, computers, laptops, money counting machines and so on. Besides, there are never employees who interfere in running work and PT Bahari Dharma Nusantara also holds a family culture so that the working environment tends to be harmonious.

Then, the current environmental conditions have helped in reducing the workload and completing work because there are supervisors and colleagues who often help overwork or work difficulties that employees face at the center. However, sometimes there are still delays in the process of co-producing petty cash along with employees at the branch. But it doesn't interfere with the overall operational activity and it's still overwhelming.

According to (Wirayuda et al., 2023), the working environment influences the workload of employees. Negative working environment when there is an employee interaction that creates

conflict in the workplace, while a positive working environment can dynamic employee performance due to the adaptation of challenges to the internal and external environment of the company. So from the above theory it can be concluded that the working environment at PT Bahari Dharma Nusantara is good and harmonious. Therefore, the work environment is not a factor that causes the high workload on PT Bahar Dharm Nusantara.

## **2. Motivation**

Forms of support from supervisors and co-workers play an important role in improving the comfort and motivation of employees in completing their work. Support from superiors such as feedback, praise, and help in the work can increase the enthusiasm and improve the ability of employees to manage their job. In addition, forms of assistance from fellow employees can help in reducing the workload so that the job becomes much lighter. Subsequently, PMD ensures the comfort and needs of employees are met by accommodating advice and helping to deliver employees' needs to their superiors.

Good motivation according to (Wirayuda et al., 2023) can encourage a person to be able to take action aimed at meeting the needs of life as the person expects. Motivation will direct and move people to do something desired to their purpose. Thus, based on the theory and the results of the interview, the form of support and supervision carried out by the superiors, employees and PMD influence the performance and motivation of employees in completing their duties.

## **3. Job Satisfaction**

Employees at Bahari Dharma Nusantara PT are generally satisfied with their current workload, although there are still some barriers to the distribution of the workload of employees. For instance, at headquarters, Finance and Accounting employees are still doing the General Affair (GA) job because of the limited number of employees. In addition, the branch employees feel that their workload is not always constant because it depends on the arrival of the ship, but they are satisfied with the difficulty in other tasks even though there are no ships arriving. Then, there is support from the bosses and colleagues such as communication and feedback helps to keep improving the employee's abilities. Besides, it helps if there are obstacles, and cooperation in the work helps reduce the workload of employees. In addition to support from superiors and co-workers, compensation provides employee satisfaction and benefits such as health insurance give employees a sense of security to continue working.

According to (Wirayuda et al., 2023), job satisfaction affects the workload, as employee satisfaction rates vary. So the more aspects of the work that match the wishes of the individual, the higher the job satisfaction. So overall employee satisfaction is good, starting with support from superiors and co-workers, there is compensation and benefits, but there is still room for improvement in the division of tasks so that it can be more structured and efficient.

## **6. Conclusion, Implication, and Recommendation**

### **6.1 Conclusions**

1. Workload Division The employee's workload division at Bahari Dharma Nusantara is still not in line with employee job descriptions, it is marked by employees still doing work outside the department the employee is supposed to work, i.e. in the Finance and Accounting department and the Operation department. This is supported due to the lack of employees in helping work at the General Affair and People Management departments.
2. Labour Burden Management Labour burden management at Bahari Dharma Nusantara PT has high target work especially at the Finance and Accounting department so it can increase the

risk of stress on employees. Nevertheless, working conditions can be judged both with the support of superiors and companies through incentives, benefits, and assistance in employment. The employee's working hours are already efficient that can be seen from at least neglected jobs, but to high employment targets employees need to work outside the company's regular working hours. It is accommodated with the presence of supervision and compensation overtime appropriate to employees. However, workloads already exceeding capacity indicate that there is a need for additional workforce to further relieve the workload of employees.

3. Workload Impacting Factors Motivation and job satisfaction are factors that influence workload. Support, assistance, supervision, and feedback from the bosses, colleagues and also PMD influence the performance and motivation of employees in reducing the workload. In addition, the forms of support, compensation and benefits from the superiors, co-workers and companies are the ones that affect employee satisfaction. However, the division of the workload on the company still needs to be improved.

## **6.2 Implications**

### **1. Theoretical Implications**

This research is expected to give insight and increase the scientific knowledge related to the burden of work on the company. Besides, this research is hoped to add to the literature and provide information on further research.

### **2. Practical Implication**

Workload analysis can help the company to know the conditions of the workload on its employees and also on the company. By analyzing the company's workload it can increase the productivity of the company and also keep employees' well-being efficient and performance stable. However, the company needs to consider the existence of a fair division of work and also the increase in the number of employees.

## **6.3 Recommendations**

1. In future research, it is expected that samples of research will involve more and more diverse informants to improve the validity of data.
2. Using a variety of research methods, this is expected to increase the acquisition of more diverse and in-depth data.

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