

ANALYSIS OF NEEDS FOR THE NUMBER OF EMPLOYEES BASED ON WORKLOAD CALCULATIONS IN THE COMPANY MEDAN CITY MARKET AREA

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Abstract

The aim of this research is to determine and analyze the number of employees and workload available in work units (sections, sections or departments) at PD Pasar Kota Medan. This research is quantitative research. According to (Arikunto 2019:27) quantitative research is a research method that, as the name suggests, requires a lot of use of numbers, starting from data collection, interpretation of the data, and the appearance of the results. The sampling technique in this research is the Simple Random Sampling Method. Simple Random Sampling "is taking sample members from a population randomly without paying attention to the strata in that population. The results of the research show that Job Analysis found that in general employee workload is underloaded, only 1 market is overloaded, but there is no need for additional employees. This shows that there is no need to increase the number of PD Pasar Kota Medan employees. Meanwhile, if we look at the Market Units, of the 18 Market Units there are 16 Market Units that are underloaded, 1 Market Unit that is overloaded and 1 Market Unit that is inloaded.

Keywords: *Number of Employees, Position Composition, Work Load*

1. INTRODUCTION

Achieving a company's goals with maximum performance cannot be separated from the role of Human Resources (HR). Therefore, HR planning in a company is very important. Through good planning, the exact number of employees needed is determined based on the employee's workload according to their capacity. So, company efficiency can be implemented. Employee planning includes a comprehensive analysis of the company's jobs and workload. Workload analysis is a useful method for determining the number of employees according to company needs (Helianty, 2014: 251). The imbalance of workload and uneven distribution of workload actually creates employee discomfort due to overload or underload in the company, or in other terms the workload is too high (over capacity) or the workload is too low (under capacity). The difference in the workload carried out can give rise to social jealousy. Apart from differences in workload, there is also a buildup and vacancies in several work units. This can cause inefficiencies at work which can result in a decrease in work productivity.

Based on observations in the field and reports from a number of media, one of the problems faced by the Medan City Market Regional Company (PD) is related to the workload of employees, including Daily Field Workers (PHL). The data regarding the number of employees in the Medan City Market Regional Company is 775 people, with details as stated in the following table:

Table 1. Composition of Number of Employees by Field/Workload

No	Field/Workload	Total Composition
01	Directors	4
02	Special Staff of the Board of Directors	1
03	Head of Division	7

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04	Head of SPI	1
05	Business Unit Manager	0
06	Branch head	3
07	Head of Subdivision	19
08	Head of Business Unit	0
09	Secretary	0
10	Head of Market	29
11	Deputy Head of Markets	1
12	Head of Affairs	9
13	Night Watch Coordinator	0
14	Staff/Ordering members/Quotes	310
15	Head of the Night Watch/Parking Team	3
16	PHL Cleaning/ Orderling/ Administration/ Technician	227
17	Prospective Employees	62
18	Honorary	100
	Total	775

Primary Data Source: PD Pasar Kota Medan (update, January 2021)

From Table 1, the overall number of employees can be seen, but the composition of the number of employees in each market is not detailed.

Table 2. Number of Employees Based on Group (2020-2021)

NO	PART NAME	NUMBER OF STAFF					INFORMATION	MARKET POTENTIAL
		HEAD	EMPLOYEE	CAP EG	HONOR	PH L		
A	BOARD OF DIRECTORS							
1	President director	1						
2	general director	1	2					
3	HR Director	1						
4	Director of Operations	1	2					
	AMOUNT	4	4				8 people	
B	SPECIAL STAFF OF THE BOARD OF DIRECTORS	1						
	AMOUNT	1					1 person	
C	INTERNAL SUPERVISION UNIT (SPI)	1						
1	General Supervisory Subdivision	1	2	1				
2	Revenue Supervisory Subdivision	1	2	1				
	AMOUNT	3	4	2			9 People	
D	BRANCH I	1	11		2		14 People	
1	Central Market Market	1	24	7			32 People	3500

2	Sambu Market	1	2		1		4 People	748
3	Tin Market	1	9		1		11 People	150
4	Halat Market	1	6		1		8 people	529
5	Sukaramai Market	1	13		1		15 people	662
6	Titi Kuning Market	1	9	1	1		12 People	389
7	Bakti Market	1	8	1			10 People	530
8	New Sambas / Pandu Market	1	9				10 People	490
9	Candlenut Market	1	8				9 People	246
	AMOUNT	10	99	9	7		125 People	
E	BRANCH II	1	7	1	3		12 People	
1	Petisah Market	1	10	2	4		17 People	2609
2	Padang Bulan Market	1	2	3	2		8 people	343
3	Sei Sikambing Market	1	5	2	1		9 People	882
4	Muara Takus Market	1	4	1			6 people	265
5	Kwala Bekala Market	1	7	1	4		13 People	676
6	Lalang Village Market	1	9	2	1		13 People	965
7	Helvetia Market	1	5	1	3		10 People	648
8	Simalingkar Market	1	7				8 people	939
9	Meranti Market	1	3	1	1		6 people	277
10	Tuntungan Main Market	1	3	5	11		20 People	3372
11	Pringgana Market	1	4		6		11 People	786
12	Petisah Market Floor 1 Phase 1	1	5	2	1		9 People	471
	AMOUNT	13	71	21	37		142 People	
F	BRANCH III	1	5		1		7 People	
1	Education Market	1	9		1		11 People	570
2	Literacy Market	-	-	-	-		-	
3	New Sentosa Market	1	9	1	1		12 People	159
4	Titi Papan market	1	5				6 people	368
5	Glugur Market	1	6		1		8 people	279
6	Medan Deli Market	1	7		2		10 People	982
7	Labuhan Market	1	4	1			6 people	460
8	Belawan Java Market	1	7		1		9 People	443
9	Marelan Main Market	1	9	5	7		22 People	847
	AMOUNT	9	61	7	14		91 People	
G	EMPLOYMENT	1						
1	Payroll Subdivision	1	2					
2	ADM/HR Subdivision	1	1	2				
	AMOUNT	3	3	2			8 people	
H	LICENSES / INCOME	1	1					
1	Marketing Subsection	1	15	1				

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2	Billing Subsection	1	4	1				
	AMOUNT	3	20	2			25 People	
I	FINANCE	1						
1	Budget Subdivision	1	3					
2	Accounting Subdivision	1	4	3	4			
3	Cash Subdivision	1	5					
	AMOUNT	4	12	3	4		23 People	
J	GENERAL	1	1					
1	Procurement Subdivision	1	12	3				
2	Administration Subdivision	1	3	1				
	AMOUNT	3	16	4			23 People	
K	PLANNING	1						
1	Data Processing / SIM subsection	1	1					
2	Planning Subdivision	1	5	1				
3	IT Subdivision	1	7	1				
	AMOUNT	4	13	2			19 people	
L	PR / LEGAL	1	1					
1	Public Relations Subdivision	1	2	1				
2	Legal Subdivision	1	3					
	AMOUNT	3	6	1			10 People	
m	CONTROL	1	3				4 People	
1	Maintenance Subsection	1	6	3	7		17 People	
2	Subdivision of Control	1	17	8	11		37 people	
3	Cleanliness Subdivision	1	3		1		5 People	
	AMOUNT	4	29	11	19		63 People	
	TOTAL	64	338	64	81		548 People	

Source: Medan City Market Regional Company (PD) December 2020-2021 (processed data)

Table 3. Number of Market Potential (Number of Kiosks, Shops, Booths/Tables, Informal)
2020 – 2021

N O	MARKET	KLS MARK ET	STALL		SHOP		STAND/TAB LE		INFORMAL		REPEA LED	AMOU NT
			OP EN	CLOS ED	OP EN	CLOS ED	OP EN	CLOS ED	OP EN	CLOS ED		
	BRANCH I											
1	MARKET CENTER	HE	3,07 3	42	4	-	429	16	-	-	35	3,599
2	WELCOM E	III	28	-	-	-	50	-	-	-	670	748
3	TIN	III	52	50	-	-	20	28	-	-	-	150
4	HALAT	II	109	8	-	-	305	64	-	-	43	529

5	SUKARAM AI	I	43	373	-	-	70	163	-	-	13	662
6	CANDLEN UT	II	14	-	-	-	197	10	20	5	-	246
7	YELLOW POINT	II	135	38	-	-	165	51	-	-	-	389
8	NEW VILLAGE	II	8	7	-	-	29	6	-	-	20	70
9	DEVOTIO N	II	248	-	-	-	250	-	32	-	-	530
10	SAMBAS	I	220	-	-	-	223	-	-	-	47	490
11	NEW GUIDE	II	95	-	-	-	-	-	-	-	-	95
	NUMBER OF BRANCHE S I		4,025	518	4	-	1,738	338	52	5	828	7,508
	BRANCH II											
1	STAGE I SEPARATI ON	HE	417	30	-	-	22	-	-	-	2	471
2	SEPARATI ON STAGE II	HE	1,131	605	-	-	424	194	100	72	83	2,609
3	NEW MERANTI	II	18	15	-	-	135	103	-	-	6	277
4	FIELD OF THE MOON	II	98	124	13	8	49	40	2	5	4	343
5	SEI SIKAMBIN G	II	331	276	-	-	125	142	-	-	8	882
6	LALANG VILLAGE	II	205	164	-	-	162	218	146	70	-	965
7	SINGLE	II	28	20	-	-	34	36	-	-	-	118
8	SIMALING KAR	II	443	253	-	-	140	88	-	-	15	939
9	TAKUS ESTUARY	II	24	-	13	-	81	5	25	12	105	265
10	OLD FISH	III	40	4	-	-	-	-	-	-	-	44
11	KWALA BEKALA	II	303	167	-	-	82	112	3	3	6	676
12	HELVETIA	II	207	174	-	-	174	91	2	-	-	648
13	PARENT CLAIMS	I	5	525	-	6	895	1,882	-	-	-	3,372
14	PRINGGA N	II	82	450	-	-	98	156	-	-	-	786
	NUMBER OF BRANCHE S II		3,332	2,807	26	14	2,421	3,067	278	162	229	12,395
	BRANCH III											
1	EDUCATI ON	II	63	77	-	-	235	124	-	-	71	570

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2	NEW SENTOSA	II	45	-	-	-	86	-	15	-	13	159
3	GLUGUR CITY	II	21	54	-	-	13	191	-	-	-	279
4	MEDAN DELI	II	124	50	9	-	348	141	33	61	216	982
5	BOARD POINT	II	65	13	10	2	190	62	23	3	-	368
6	INP. PORT	III	40	141	-	-	60	190	-	-	29	460
7	POPE BELAWAN	III	20	34	-	-	70	137	-	-	7	268
8	BELAWAN JAVA	II	226	86	-	-	83	48	-	-	-	443
9	KAPUAS BELAWAN	II	39	141	-	-	-	-	-	-	30	210
10	BANANA BELAWAN	III	-	-	-	-	15	26	-	-	79	120
11	MARELAN	HE	16	225	-	-	315	291	-	-	-	847
	NUMBER OF BRANCHE S III		659	821	19	2	1,415	1,210	71	64	445	4,706
	NUMBER OF MARKETS		8,016	4,146	49	16	5,574	4,615	401	231	1,502	24,609

Source: Regional Company (PD) Medan City Market September 2020-2021 (processed data).

Based on data processed from PD Pasar Kota Medan (2020-2021), it can be seen that employee workload is based on the market potential of each market. From tables 1.2 and 1.3 above, you can also see the composition of employees in each market. From several market samples it can be seen as a comparison, at Petisah Market 2,609 potential markets are managed by 17 employees (with a ratio of 1:153 or one employee on average handles 153 potential markets). Meanwhile, at the Sentosa Baru market, with a total market potential of 159 kiosks, shops, stands/tables and informals, 12 employees are responsible (with a ratio of 1:13 or one employee on average handles 13 potential markets). From the two comparison samples above, it is clear that the workload of employees in the Petisah market far exceeds the workload of employees in the Sentosa Baru market. This kind of phenomenon is also seen in other markets under the management of PD Pasar Kota Medan, if seen from the number of employees and the number of market potential.

Based on direct observations and initial interviews conducted with market officers managed by PD Pasar Kota Medan, it is known that throughout the existing effective working hours, an employee on duty at the market can ideally serve an average of 20-25 market traders per day, with a load of work includes administrative and citation tasks. In this way, employee workload can be determined from the potential of each market, because it is directly related to the number of registered traders. Member of Commission III Medan DPRD, Hendri Duin, said that Market Heads should be in the spotlight, because they are responsible for the progress of their respective markets. It is known that there are more than 700 employees at PD Pasar to manage 53 markets. This amount is considered not a small amount. PD Pasar must start improving its human resources,

maximizing its number of employees. With so many managed markets and so many employees, more PAD should be generated. (North Sumatra Post, 29 February 2020).

From this phenomenon, it can be said that the number of employees needed should be based on the employee's workload. To calculate employee activity time that is spent working and time that is not. Based on the problems above, PD Pasar Kota Medan needs HR planning that can help calculate the load and determine the number of employees according to needs with a balanced composition (not piling up in one unit, but experiencing vacancies in other units). With a balanced number of human resources, it is hoped that the work productivity of each employee can be optimal, resulting in efficient, effective and sustainable performance. The importance of this research is to collect data regarding the number of employees and workload available in work units (sections, sections or departments) at PD Pasar Kota Medan. For this reason, a study is needed that analyzes the problem of the number of employees and workload requirements at PD Pasar Kota Medan.

2. IMPLEMENTATION METHOD

Types of research

This research is quantitative research. According to (Arikunto 2019:27) quantitative research is a research method that, as the name suggests, requires a lot of use of numbers, starting from data collection, interpretation of the data, and the appearance of the results. Quantitative data in the form of figures for the use of productive and unproductive work time, the average time for completing a main task (average ability standard) and the main task load or workload.

Research Location and Time

This research was carried out at the Medan City Market Regional Company Office, North Sumatra Province. The research time will start from June - July 2021.

Research Population and Sample

Bailey (1994: 83) in Priyono (200: 104), population is the entire phenomenon/unit that you want to study. Meanwhile, the sample is part of the population to be studied. Because of this, the sample must be seen as an estimate of the population and not the population itself. The population in this study were 358 employees of the Medan City Market Regional Company (PD) in the market branch office. In accordance with the objectives of this research, the population taken in this study was 358 employees. The sampling technique in this research is the Simple Random Sampling Method. Simple Random Sampling "is the sampling of sample members from a population carried out randomly without paying attention to the strata in that population" (Sugiyono, 2017: 82).

Data Types and Sources

The data used in this research consists of:

- a. Primary Data, namely data obtained by researchers directly from research subjects by providing a list of questions (Questioner) and interviews (Interview) as well as observations.
- b. Secondary data, namely available data obtained from other sources which functions as supporting data for primary data.

Data collection technique

- a. List of questions (Questioner), data collection by providing a list of questions to respondents who have been given alternative answers.

- b. Interview, namely direct data collection by communicating directly by asking verbal questions related to the information needed to achieve research objectives.
- c. Direct observation through the work sampling method, namely through observation where the activities observed in the research will be grouped according to the categories of productive, unproductive and personal activities (Sari, 2014).

3. RESULTS AND DISCUSSION

Workload Analysis Calculations

Guidelines for calculating Workload Analysis refer to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Position Analysis and Workload Analysis. The initial step in preparing a Job Analysis is to determine the Working Time, Task Completion Time and finally determine the number of employees needed.

a. Setting Working Times

Previously, the Effective Working Days (HEK) in a year were determined in advance in 2020. The number of days in 2020 was 366 (leap) days, while the number of holidays as stated in Decree 3 of the Minister regarding National Holidays and Collective Leave in 2020 was 14 days. , the number of holidays (Saturdays and Sundays) is 104 days, the number of collective leave is 3 days and 12 days of leave per year. Based on this, the HEK obtained in 2020 is 224 days. Meanwhile, determining Effective Working Hours (JKE) is by looking at the total number of working hours a day which is 7 hours (7 x 60 minutes = 420 minutes), the allowance determined in this research is 21.43% or 90 minutes, so the total JKE is 330 minute. Determination of allowances in accordance with PERMEN PAN No. 01/2020 is 30%, while according to HRM Standards for non-technical work it is 10%. Researchers saw that the majority of employees started work at 09.00 and returned to work after a break at 13.30, so the total was 90 minutes. By multiplying 1 (one) week by 5 days, the JKE is 5 days x 330 minutes = 1,650 minutes.

b. Determining Workload

The next step is to determine the workload according to the questionnaire that has been filled out by the research respondents. The steps in determining workload calculations in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Position Analysis and Workload Analysis are:

1) Develop a basic formula

- Effective working days for one week are 5 working days
- The number of effective working hours per day is 7 hours 30 minutes or 450 minutes
- Tolerance (Allowance) is set at 2 hours or 120 minutes
- Effective working hours per day are 5 hours 30 minutes or 330 minutes
- Effective working hours per week are 37 hours 30 minutes or 2,250 hours

2) Next, calculate the workload for each employee according to the origin of the market unit, where:

- Carry out a recapitulation of the Workload Survey calculations for all employees and then group them according to the market unit (See Appendix II)

- Grouping the cumulative workload of employees for each market unit (adding the workload for each employee and multiplying by 5 working days), effective working hours (cumulative JKE for a week multiplied by the number of employees in each market unit), Delta (JKE variance minus Workload), Full Time Equivalent (FTE) by dividing Delta by JKE for 1 week. Then the results of the FTE are analyzed according to the results of the FTE calculation and FTE categorization as on page 43.

c. Recapitulation

Table 4. Workload Calculation

No	Market Unit	Workload	JKE	Delta	FTEs	JKE 5 days	Analysis
01	Belawan	6000	6600	600	0.364	1650	<i>Underload</i> , but there is no need to reduce staff
02	Helvetia	6150	6600	450	0.273	1650	<i>Underload</i> , but there is no need to reduce staff
03	Parent	10500	11550	1050	0.636	1650	<i>Underload</i> , but there is no need to reduce staff
04	Candlenut	5100	4950	-150	(-0.091)	1650	<i>Overload</i> , but does not require additional employees
05	Kwala Periodical	5700	6600	900	0.545	1650	<i>Underload</i> , but there is no need to reduce staff
06	Marelan	5250	6600	1350	0.818	1650	<i>Underload</i> , and requires a reduction of 1 employee
07	Muara Takus	5850	6600	750	0.455	1650	<i>Underload</i> , but there is no need to reduce staff
08	P. Moon	7350	8250	900	0.545	1650	<i>Underload</i> , but there is no need to reduce staff
09	New Sentosa P	9600	9900	300	0.182	1650	<i>Underload</i> , but there is no need to reduce staff
10	Peringgian Market	5850	6600	750	0.455	1650	<i>Underload</i> , but there is no need to reduce staff
11	Simalingkar Market	6450	6600	150	0.091	1650	<i>Underload</i> , but does not require additional employees
12	L1-T1 split	7800	8250	450	0.273	1650	<i>Underload</i> , but there is no need to reduce staff
13	Petition T.1	4850	4950	100	0.061	1650	<i>Underload</i> , but there is no need to reduce staff
14	Market Center	8100	8250	150	0.091	1650	<i>Underload</i> , but there is no need to reduce staff
15	Sambas	4550	4950	400	0.242	1650	<i>Underload</i> , but there is no need to reduce staff
16	Sei Sikambing	7350	9900	2550	1,545	1650	<i>Underload</i> , and requires a reduction of 2 employees
17	Tin	7800	8250	450	0.273	1650	<i>Underload</i> , but there is no need to reduce staff
18	Pointuning	6600	6600	0	0,000		<i>Inload</i>
Total					4,444		<i>Underload</i> , and requires a reduction of 3

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			employees
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Information:

Workload = Respondent's total work completion time in a week (minutes)

JKE = Number of Effective Working Hours in Market Units in a week (in minutes)

C = Delta divided by Standard Effective Working Hours in a week (1,650 minutes)

Source: Research Data Processing, 2021

Based on the data in Table 4, from a total of 18 Market Units, there are 13 Market Units that are underloaded but do not need to reduce staff, 2 Market Units that are underloaded and need to reduce staff because their work load is excessive, 2 Market Units that are overloaded but do not need additional staff. and 1 Market Unit whose work load is in accordance with JKE standards. Overall it can be concluded that there is no excessive workload on all Market Units, even if overload occurs, it can still be tolerated. On the other hand, based on FTE, there are 2 market units that are overloaded and require a reduction in staff, namely the Marelán Market Unit with 1 (one) person and the Sei Sikambing Market Unit with 2 people.

Discussion and Discussion

The results of the Workload Analysis for Medan City PD Market employees show that of the 18 Market Units, only 1 Unit is overloaded, namely the Kemiri Market Unit, while the other 16 do not experience overload, but are underloaded, there are even 2 Market Units that are excessively underloaded, namely the Marelán Market Unit 1 person excess and the Sei Sikambing Market Unit 2 person excess. This is not in line with the ratio of employees to the number of employees, which as in Table 4.2 shows that if you look at the Time Norm ratio, 619 more people are needed to be able to provide services to the number of market traders. These findings indicate that efforts to maximize the work load of PD Pasar Kota Medan employees still require special attention. The nature of their work tends to be monotonous and does not require much aspiration in their work. In order to deepen the research results, the author conducted an interview with one of the respondents and he stated that their work basically did not require many challenges and could be completed well. Daily routines that lack challenges ultimately lead to boredom. There are times when their work load is high, but overall their working time is still sufficient to complete their work.

Tanumihardjo and Noor (2014) in their research stated that one of the functions of Job Analysis is to clarify employee duties and responsibilities, avoiding job overlap and conflict between employees. In the research, no overlapping tasks were found, but the amount of work for each employee needs to be reviewed. Most employees have 4 jobs every day. Of these 4 types of work, it can be said that it does not require extra effort to do it, such as collecting levies, filling in anslá, calculating quotations, depositing quotations.

Managerial Implications

Referring to the research results, it was found that the workload of PD Pasar Kota Medan employees was not overloaded, some were even underloaded to the point of requiring staff reductions. In order to increase employee effectiveness related to workload, it is necessary to intervene in employee performance. Based on the author's open interview with a Human Resources Development practitioner, Mrs. Ferayatna, who currently serves as Head of HR at a plantation company. He stated that there are at least 2 (two) interventions to increase employee loads that are not in accordance with workload, namely:

a. *Jobs enlargement*

Job enlargement means increasing an employee's burden, tasks or work items. If previously stated that in general the number of work items for employees is 4 jobs, then 1 more work item can be added.

The following is one of the simulations of increasing workload, namely intervention for employees at the Belawan Market Unit, on behalf of T. Facliza:

Table 5. Simulation of Increased Workload

Information	Productive Activities	Information
Belawan Market Unit	Morning absence	
Name: T. Facliza	Start quoting (+/- 30 stalls)	Can be increased to 40 kiosks
	Quoting parking	
	Rest	
	Calculating contribution arrears	
	Deposit contributions to central treasury	
	Afternoon absence	

Source: Managerial Implication Processing, 2021

Based on Table 5, it can be seen that previously there were 4 job items from respondents, but with job enlargement, 1 job item was added in the form of increasing the number of kiosks quoted from 30 kiosks to 40 kiosks.

b. *Job enrichment*

Meanwhile, job enrichment applies to deepening the quality of work results, this requires precision and accuracy of work results. Job enrichment also increases the responsibilities of the position holder. The following is a simulation of job enrichment with the same employee:

Table 6. Workload Enrichment Simulation

Information	Productive Activities	Information
Belawan Market Unit	Morning absence	
Name: T. Facliza	Start quoting (+/- 30 stalls)	
	Quoting parking	
	Rest	
	Calculating contribution arrears	Ensure there are no errors in deposits
	Deposit contributions to central treasury	Ensure that deposit results are not lost or less than the original amount.
	Afternoon absence	

Source: Managerial Implication Processing, 2021

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Based on Table 6, it can be seen that there is an enrichment of work items, if previously employees only calculated contribution arrears, but with the same work but added responsibility in the form of ensuring there were no errors. Likewise, enriching responsibilities for cash deposit work items to the center, namely by ensuring that there are no discrepancies in the results of deposits. The research results show that the assumption that PD Pasar Kota Medan has excessive staff has actually proven to be the opposite. Workload analysis of PD Pasar Kota Medan employees as a whole shows that there is underload, in other words the workload of the employees is still below the workload they should carry out. Even though it does not indicate a reduction in staff, the results of this research argue that there is an excess of labor. This is a concern for the management of PD Pasar Kota Medan to maximize employee performance as suggested by previous HR observers, namely job enrichment and job enlargement. In fact, this underload indirectly has an impact on the contribution to the revenue level of PD Pasar Kota Medan.

Table 7. Achievement of Medan City Market PD Levy in 2021

NO.	MARKET NAME	TARGET 2021	DEPOSIT	REALIZATION %	FTEs
01	BELAWAN	Rp. 1,223,700.00	Rp. 904,400.00	73.91%	0.364
02	HELVETIA	Rp. 1,034,200.00	Rp. 1,064,200.00	102.90%	0.273
03	PARENT/FIELD	Rp. 5,092,000.00	Rp. 5,892,000.00	115.71%	0.636
04	CANDLENUT	Rp. 444,700.00	Rp. 496,700.00	111.69%	-0.091
05	KP.B/YELLOW TITI	Rp. 619,500.00	Rp. 897,000.00	144.79%	0,000
06	KWALA BEKALA	Rp. 790,800.00	Rp. 760,000.00	96.10%	0.545
07	MARELAN	Rp. 7,274,000.00	Rp. 6,206,000.00	85.32%	0.818
08	TAKUS ESTUARY	Rp. 488,700.00	Rp. 315,000.00	64.46%	0.455
09	PD. MOON	Rp. 719,800.00	Rp. 707,900.00	98.53%	0.545
10	WARNING	Rp. 659,200.00	Rp. 933,200.00	141.57%	0.455
11	THP ILT SEPARATION 1	Rp. 77,600.00	Rp. 79,600.00	102.58%	0.273
12	THP SEPARATION II	Rp. 2,500,000.00	Rp. 2,075,200.00	83.01%	0.061
13	MARKET CENTER	Rp. 724,200.00	Rp. 753,900.00	104.10%	0.091
14	SAMBAS	Rp. 610,100.00	Rp. 549,700.00	90.10%	0.242
15	SEI SIKAMBING	Rp. 903,200.00	Rp. 917,700.00	101.61%	1,545
16	SENTOSA	Rp. 577,600.00	Rp. 541,700.00	93.78%	0.182
17	SIMALINGKAR	Rp. 1,603,500.00	Rp. 1,718,500.00	107.17%	0.091

18	TIN/BEAR	Rp. 1,231,000.00	Rp. 1,259,400.00	102.31%	0.273
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Source: Internal Data Processing of Medan City Market PD, 2021

Based on the data in Table 7 above, it clearly shows that the consequences of underload, the results of the Workload Analysis, result in the achievement (realization) of levy revenues not being optimal, below the target. On the one hand, there is an excess of 3 employees, this does not need to be reduced, because in several markets there are still those that need additional employees to increase market levy revenues, such as Belawan Market with a revenue rate of 73.91% and Muara Takus Market with a level of acceptance was only 64.46%.

4. CONCLUSION AND SUGGESTION

Conclusion

Based on the objectives and results of the research, it can be concluded:

1. The results of the Job Analysis found that in general the employee workload was underload, only 1 market was overloaded, but there was no need for additional employees. This shows that there is no need to increase the number of employees at PD Pasar Kota Medan.
2. Meanwhile, if we look at the Market Units, of the 18 Market Units there are 16 Market Units that are underloaded, 1 Market Unit that is overloaded and 1 Market Unit that is inloaded.

Suggestions

1. The research results found that there was no overload among PD Pasar Kota Medan employees. PD Pasar Kota Medan management needs to enlarge and enrich the work of employees who are under underload assessment. On the other hand, the management of Medan City Market PD can rotate employees - especially from underloaded Market Units to overloaded Market Units in order to balance the workload of employees in the Medan City Market Unit.
2. Medan City Market PD management needs to rotate employees in order to distribute employees evenly in increasing the level of market levy revenue.
3. Further research is needed regarding Job Analysis to find out whether the work they do is in accordance with the target of PD Pasar Kota Medan. This research aims to look at employee composition based on number and workload, but does not look at the quality of work carried out by employees. PD Pasar Kota Medan, as one of the BUMDs in Medan City, is certainly required to produce profits and provide services to the community, therefore a Job Analysis is needed to find out what the quality of work is for each element of the position.
4. Suggestions received by the author directly from PD Pasar Kota Medan, the underload that occurs in various markets is due to the maximum division of duties not yet being implemented, since the inauguration of the new President Director and Directors of PD Pasar on September 20 2021, the directors have implemented planning morning briefing at each market in order to control the tasks given and provide additional tasks so that less productive activities can be reduced.
5. Apart from that, after the implementation of Regional Regulation No. 4 of 2021 on May 18, the main tasks of PD. The market turned into a PUD. A market whose activities are to provide and distribute basic necessities and market commodities to traders and consumers so that traders no longer need to go to suppliers. In this way, employee job desks can be enriched by using employees as marketers for food ingredients provided by PUD Pasar.

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