



Implementation of Job Analysis and Performance Load Analysis at The Krueng Aceh River Basin Management Center

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Abstract: Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis is essentially expected to fulfill the demands of the need to create effectiveness and efficiency as well as professionalism of adequate human resources of the apparatus in each agency and be able to carry out general government and development tasks smoothly based on the spirit of devotion to the community, nation and state. The formulation of the problem in this study is How is the Implementation of Job Analysis at the Krueng Aceh River Basin Management Center? How is the Implementation of Workload Analysis at the Krueng Aceh River Basin Management Center? Theoretically, the Usefulness of the Results of this Study, is a contribution of researchers in brain storming and as a basis for thinking for the development of Public Administration Science, especially in the implementation of job analysis and workload analysis in a government organization. And practically, this study is expected in the implementation of the preparation of Job Analysis and Workload Analysis, especially the Krueng Aceh River Basin Management Center, to be able to produce appropriate Decision Making related to performance assessment, placement, and development of the State Civil Apparatus. This study uses a qualitative research method. The results of the study, the low level of competency in understanding the duties and responsibilities of the position, resulting in inaccurate job analysis, this occurs because the party conducting the job analysis does not understand in detail about the position to be analyzed. The conclusion is that the low Implementation of Workload Analysis at the Krueng Aceh River Basin Management Center is based on the fact that it is not in accordance with the abilities and expertise possessed, there is a mismatch between employee competency and the position they hold, caused by the composition of employee expertise or skills that are not yet proportional.

Keywords: Implementation, Job Analysis, Workload Analysis

INTRODUCTION

Legally, the organizational structure is a framework consisting of various interrelated organizational elements, such as positions or positions, duties, authority, responsibility, and obligations. This organizational structure is usually regulated in a regulation or legislation that regulates the procedures for establishing the organization, the division of tasks and responsibilities, and the relationship between members of the organization. In a legal context, the organizational structure also includes rules and procedures within the organization that regulate the organization's activities and relationships with other parties, such as rules for appointing, dismissing, and promoting members of the organization. In addition, the organizational structure also includes procedures for decision-making within the organization, including the division of authority and responsibility within the organization. Therefore, a good organizational structure that is in accordance with the law can help the organization manage and carry out its activities effectively and efficiently. The State Civil Apparatus (ASN) does have an important role as a policy maker. As government employees who serve in various state agencies and institutions, ASN are responsible for implementing public policies that have been set by the government. Clearly as in Law Number 5 of 2014 concerning State Civil Apparatus, dividing State Civil Apparatus Employees into Civil Servants (PNS), and Government Employees with Work Agreements (PPPK), which are appointed by the personnel development official and then given tasks in a government position or assigned other state tasks, and given wages/salaries as per applicable provisions. Therefore, the tasks or jobs given to ASN employees are in accordance with their respective positions. The number of PNS and PPPK in a government organization must be adjusted to the workload of the organization. The workload of employees is closely related to the workload of the organization, if the workload borne by an organization is large, then the workload of employees is also large.

The need for good ASN management, especially regarding the number of PNS and PPPK needs in a government agency and the competencies and qualifications that must be possessed by the job holders. Job Analysis (Anjab) is needed to produce job information as a reference in carrying out a job, what to do, who does it, and what the procedure is for carrying out the job. Workload Analysis (ABK) needs to be carried out to determine how many people are needed to carry out a job, taking into account the workload in the organization by taking into account the volume of time. In addition, Anjab and ABK function as the initial support for the entire procedure in managing HR/Employees starting from the preparation of Anjab, ABK, job competency standards, evaluation, and ending with remuneration rewards/performance allowances. To regulate positions in government agencies, the Ministry of Empowerment of State Apparatus and Bureaucratic Reform (KEMENPANRB) issued Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis. The Regulation explains that Job Analysis and Workload Analysis must be prepared by all government agencies to prepare the number of civil servant and PPPK positions and provisions regarding the procedures for implementing Anjab and ABK are regulated by the Head of the State Civil Service Agency as stated in Regulation Number 10 of 2021 concerning Procedures for Preparing the Needs of State Civil Apparatus.

ASN (State Civil Apparatus) job analysis is a process to study and understand the duties, responsibilities, skills, educational requirements, qualifications and other criteria related to a

position or position in a government agency. ASN job analysis aims to identify the roles and responsibilities related to a particular position, so as to determine the right candidate profile and ensure that a person has the qualifications and skills required for the position. Meanwhile, ASN (State Civil Apparatus) workload analysis is a process to evaluate the amount and type of work that must be done by an ASN in a particular position within a certain period of time, and to ensure that the workload is in accordance with the available resources, the time available, and the targets set. The implementation of job analysis and workload analysis is essentially expected to fulfill the demands of the need to create effectiveness and efficiency as well as adequate professionalism of human resources in each agency and be able to carry out general government and development tasks smoothly based on the spirit of devotion to the community, nation and state. In addition, the implementation of workload analysis can produce a benchmark for employees in dividing tasks and carrying out their activities, namely in the form of work completion time norms, work efficiency levels, workload standards, work performance, compiling employee formations, improving work procedure systems and other management.

The results of job analysis and workload analysis can also be used as a benchmark to increase work productivity and other steps in order to improve the development, improvement and empowerment of state apparatus both in terms of institutions, administration and personnel. These efforts can be achieved through the implementation of Anjab and ABK in each organizational unit in the government environment consistently and continuously. In the process of implementing the preparation of job analysis, the stages of preparation are carried out, collecting job data, processing job data and verifying jobs. In the preparation stage, what must be done is: planning the job analysis process, forming a team, notifying the organizational units that will be targeted, and submitting job analysis forms and instructions for filling them out, so that the job analysis process can take place properly according to the needs of the organization. In the stage of collecting job data, the things that must be done are: filling out a list of questions, interviews, observations and references. Job data processing is carried out through the preparation of job descriptions, the preparation of job specifications and the preparation of job maps, up to the stage of job verification by checking the accuracy of the results of job data processing through re-checking to find out whether there are things that need to be corrected in the job information. Aspects that must be considered in the implementation of workload analysis according to the Regulation of the Minister of PANRB Number 1 of 2020 are time norms, work volume, and effective working hours. Workload analysis must be carried out systematically with stages, namely collecting workload data, aspects in the calculation, and methods for calculating employee needs identified from work results, work objects, work equipment and tasks per job task.

Based on the reality or in the form of empirical data at the Krueng Aceh River Basin Management Center in the Implementation of Job Analysis at the Krueng Aceh River Basin Management Center has carried out administrative services in accordance with the procedure, but there are still some things that have not been implemented optimally, there is still a mismatch between employee competencies and positions, so that the distribution of employees still does not refer to the real needs of the organization, not based on the workload of the organization. Determination of Job Analysis Results is based on the process of collecting job information at the Krueng Aceh Watershed Management Center starting from the preparation stage, collecting job data, and processing job data. However, in its implementation, there is still a pile-up of employees in one unit without clear work and the lack of employees in other units causes the division of workload to be less than optimal. The Implementation of Workload Analysis at the Krueng Aceh River Basin Management Center was carried out at the Krueng Aceh Watershed

Management Center, namely as a whole, including: time norms, work volume, and effective working hours, but in reality it does not adjust the organization's workload with the number of existing human resources, there is still a lack of participation or involvement of ASN as office holders at the Krueng Aceh Watershed Management Center. The implementation of ASN workload analysis requires ASN participation and involvement to provide accurate and complete information about the tasks performed and the time required to complete them. On that basis, HR/personnel management must strive to compile a clear Job Analysis and Workload Analysis so that the workload borne by each employee is appropriate and the goals of the government organization run well, effectively, and efficiently, and for the sake of creating good governance. Based on the description above, the researcher is interested in studying it which is stated in the form of a thesis entitled "Implementation of Job Analysis and Workload Analysis at the Krueng Aceh River Basin Management Center".

LITERATURE REVIEW

Job Analysis

Job analysis is a process to study and understand the duties, responsibilities, requirements, and qualifications required for each position in the State Civil Apparatus (ASN) organization. Job analysis is carried out to compile a job description, which includes a summary of the duties, responsibilities, performance criteria, and qualification requirements required for each ASN position. In the ASN job analysis process, the involvement of various parties is needed, such as employees filling the position, direct superiors, human resource management, and so on. This aims to ensure that the ASN job analysis is carried out properly and accurately, so that it can provide maximum benefits for the organization and employees. In essence, a position can be said to be a position held in an organization. In carrying out job analysis, there are several principles that need to be considered, namely the job analysis process is carried out to understand the responsibilities of each position and the contribution of the results of the position to the achievement of organizational results or goals. Theoretically, job analysis consists of 2 (two) words that have different meanings, namely analysis and position. According to Sastrohadiwiryono in Harsono (2011:32) states "Analysis is a thinking activity to describe the main problem into parts, components or elements, and the possible relationship between their functions". According to the opinion explained by the Ministry of National Education in Harsono (2011:32) that analysis provides the following formulation: (1) Investigation of an event (composition, action and so on) to find out the truth (causes, the facts of the case and so on); and (2) Breaking down a topic into its various parts and examining the parts themselves and the relationships between the parts to obtain a proper understanding and understanding of the overall meaning.

The description of the analysis of several has been presented, then there are several definitions of positions according to Sastrohadiwiryono in Harsono (2011:32) that a position is "a collection/group of tasks and responsibilities that will, are and have been carried out by workers within a certain period of time". Regulation of the Minister of PANRB Number 1 of 2020 Article 1 states "Job Analysis is the process of collecting, recording, processing and compiling job data into job information". In another sense, namely from Gie et al. in Harsono (2011:32) states that a position is "A collection of tasks and responsibilities which are a complete work that must be carried out by a person".

Position can essentially be said as a position held in an organization. Position is a strategic position in the organization and a position that has implications for the authority, rights and responsibilities of an employee in the structure of an organization. According to Stone in Moekijat (2011:25), states that: "Job analysis is a process to determine the nature or content of a position by

collecting and compiling information related to the position". Furthermore, according to Yoder in Mangkunegara (2013:13), that: "Job analysis is a procedure through facts related to each position that are obtained and recorded systematically". Meanwhile, according to Sedarmayanti (2015:145), states that "Job analysis is the process of collecting information about a particular position and determining the main elements needed to carry out a particular job". Feldman & Hugh J. Arnold in Harsono (2011:33) stated that "Job analysis consists of job formulation and determining what is required by the job in employee behavior and is formulated as a process of determination through observation, investigation and reporting of accurate information related to the nature of a particular job".

The implementation of ASN job analysis involves several stages that must be carried out systematically and in a structured manner. The following are some stages that are generally carried out in the implementation of ASN job analysis. The results of job data processing are checked for accuracy through re-checking to determine whether or not there are things that need to be corrected in the job information. Administratively, the organization needs to identify the positions to be analyzed. This can be done by considering the needs of the organization and identifying positions that have a strategic role in achieving organizational goals. Job descriptions must include the tasks, responsibilities, qualification requirements, and performance criteria required for each position. Job descriptions must be made carefully and accurately, so that they can provide a clear picture of the tasks and responsibilities that must be carried out by employees in the position. Analysis of requirement specifications aims to understand what skills, knowledge, and abilities are needed to carry out the tasks and responsibilities in the position. Analysis of qualification requirements also helps in determining the level of education and work experience required for each position. After the job analysis is completed, the organization can prepare a job description for each position, which includes a summary of the tasks, responsibilities, qualification requirements, and performance criteria required. Job descriptions and job descriptions must be implemented and updated regularly, especially if there are changes in the duties and responsibilities, qualification requirements, or performance criteria required for each position. This aims to ensure that job descriptions and job descriptions remain accurate and relevant to the needs of the organization. In every government agency, it is mandatory to carry out job analysis as a basic guideline in placing Civil Servants for a position that is in accordance with their competence. In order to obtain efficiency and effectiveness in the implementation of government duties that experience many challenges, competition and follow the development of science and technology, it is necessary to improve the quality of the apparatus who have competence and uphold bureaucratic ethics to provide services to the community.

Workload Analysis

Workload analysis is a process to determine the number of hours of work used or needed to complete a job within a certain time, or in other words, workload analysis aims to determine how many human resources and how much responsibility or workload is appropriate to be delegated to employees. Article 1 paragraph (17) of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1 of 2020 states that the definition of workload analysis is "a management technique carried out systematically to obtain information regarding the level of effectiveness and efficiency of the organization's work based on work volume". In order to obtain a clearer understanding of workload analysis, the following are the definitions according to several experts, including As in Marwansyah (2010:23) who argues that, "Determining how many workers are needed to complete a job and how much workload is appropriate to be delegated to one worker". In contrast, Komaruddin in Aminah Soleman

(2011:235) states "Workload analysis is a process to determine the number of hours of work used or needed to complete a job within a certain time". And Adil Kurnia (2010: 72) argues: "Workload analysis is to identify both the number of employees and the qualifications of employees needed to achieve organizational goals". In accordance with Article 56 paragraph 1 of Law Number 5 of 2014 concerning the State Civil Apparatus, it explains, "Every Government Agency is required to prepare the needs for the number and type of PNS positions based on job analysis and workload analysis". Article 94 paragraph 2 explains "Every Government Agency is required to prepare the needs for the number and type of PPPK positions based on job analysis and workload analysis". With the results of the Job Analysis and Workload Analysis to realize the organizational Outcome so that the creation of Human Resource management, especially the State Civil Apparatus in accordance with Article 11 point b of Law Number 5 of 2014 concerning ASN, State Civil Apparatus Employees provide professional and quality public services. Based on the opinions expressed above, it can be concluded that workload analysis is a technique for determining the amount and type of work of an organizational unit which is carried out systematically using job analysis techniques so that the organization knows the amount of human resource management and work unit needs.

The workload of ASN (State Civil Apparatus) refers to the amount of work carried out by an ASN in a certain period of time. The workload of ASN can be measured in various ways, such as the number of tasks to be done, the time required to complete the tasks, and the quality of the work results produced. According to Vanchapo (2020: 1) "Workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then this does not become a workload. However, if the worker is unsuccessful, then the tasks and activities become a workload". According to Monika (2018) "workload is a process carried out by a person in completing tasks from a job or a group of positions carried out under normal circumstances within a certain period of time. According to the opinion explained in Haryanto (2012: 36) it states: "The number of activities that must be completed by a person or group of people during a certain period of time under normal circumstances". Based on the opinion expressed above, it can be concluded that workload is the amount of work that must be completed by an employee according to the authority in an organization within a certain time so that the organization's goals are achieved.

Workload analysis aims to determine how many employees are needed to complete a job and how much responsibility or workload can be delegated to an employee, or it can also be stated that workload analysis is a process to determine the number of hours of work used or needed to complete a workload within a certain time. By dividing the content of the work that must be completed by the average work results of one person, the time needed to complete the work will be obtained. The aspects of workload analysis according to the Regulation of the Minister of PANRB Number 1 of 2020 are: (1) Time Norm (fixed variable), The time used to produce/complete a product/work result is relatively fixed so that it becomes a fixed variable in the implementation of workload analysis. Time norms need to be set in the standard work time norms assuming that there are no changes that cause the time norms to change; (2) Work Volume (variable variable), Work volume is obtained from the target of task implementation that obtains work results/products. Each different work volume between units/positions is a variable in the implementation of workload analysis; and (3) Effective Working Hours, To be able to carry out a workload analysis properly and correctly, it is necessary to first determine the measuring tool, so that its implementation can be carried out transparently.

Workload is a basic aspect that is the basis for calculation. Workload needs to be determined through work unit programs which are then described as work targets for each

position. After analyzing the ASN workload, the next step is to make a plan to reduce or manage the ASN workload that is too high. One way to reduce the ASN workload is to allocate tasks more effectively or reduce the number of tasks that must be done. This can help improve ASN performance and create a healthier and more productive work environment. Where the results of the workload analysis can also be used as a benchmark to increase work productivity and other steps in order to improve the development, improvement and utilization of state apparatus both in terms of institutions, administration and personnel. Thus, this workload analysis guideline is one of the instruments in order to increase organizational capacity, and so that this instrument can be used for organizational/institutional and personnel arrangements, it must be supported by agreement and commitment.

RESEARCH METHODS

This study uses a qualitative approach, according to Poerwandari (2012: 34) qualitative research "is research that produces and processes descriptive data. The research approach in this study is not much different from other researchers where the researcher uses a descriptive qualitative approach, with the consideration that the research here the researcher intends to obtain a picture in the Implementation of Job Analysis and Workload Analysis at the Krueng Aceh River Basin Management Center. In qualitative research, it is necessary to emphasize the importance of closeness to people and research situations, so that researchers gain a clear understanding of the reality and conditions of real life. Qualitative research procedures do not have a standard pattern. Qualitative research collects and records data in detail from various problems related to the object of research. The implementation of data collection is carried out directly by the researcher himself by conducting direct observations.

The focus of the research shows a gap/problem between what is expected and what actually happens. The phenomenon that occurs indicates an irregularity in the Implementation of Job Analysis and Workload Analysis at the Krueng Aceh River Basin Management Center so that in qualitative research it tends to understand the overall social situation, according to Sugiyono's opinion (2016: 285) stating that "Qualitative research includes aspects of place, actor, and activity that interact synergistically, such as this social situation in society". Here there is a certainty about the focus and problems that are very much determined according to the original conditions in the field, so that the focus of research in qualitative research is closely related to the formulation of the problem, where the formulation of the research problem is used as a basic reference that is described in the focus of the research. This basic understanding as stated by Bungin (2013: 41) states that "The focus of the research contains an explanation of what dimensions are the center of attention and will later be discussed in depth and thoroughly". Research Focus according to Bungin (2013: 41-42) explains that a phenomenon and social practice that is worthy of being considered as a research focus is a phenomenon that shows a gap between what is expected and what actually happens. The problems described in a research focus are limitations for researchers to design in accordance with the formulation of the problems that have been determined, in this corridor the researcher's real conditions in the field make it easier for researchers to determine the method and to the reporting stage. Thus the clarity of the research focus that will be discussed is in accordance with the title "Implementation of Job Analysis and Workload Analysis at the Krueng Aceh River Basin Management Center". The research is described in the focus so that it can be poured into focus dimensions with the following indicators: (1) Implementation of Job Analysis at the Krueng Aceh River Basin Management Center; and (2) Implementation of Workload Analysis at the Krueng Aceh River Basin Management Center.

Data collection techniques are basically a method used by researchers to obtain the desired data in the field, one of which is as expressed by Grout and Comte in Sutopo (2012: 66) stating that "In qualitative research, data sources consist of several types, can be humans, events, locations, objects and documents or archives. In data collection, there are three techniques that will be used, namely; observation, interviews, and documentation.

Data analysis in this study was conducted using qualitative analysis. The qualitative paradigm requires data analysis to be conducted from the beginning and throughout the research process. Therefore, each step is always related to the other steps. As stated by Milles and Huberman as conveyed by Saldana (2014: 14), after the validity of the data has been fulfilled, the next step is to conduct data analysis. Data analysis is carried out by means of Data Collection, Data Reduction, Data Presentation, and Conclusions or verification. The implementation of interactive analysis activities carried out through the following stages: data collection, in each data that has been successfully collected in one stage, then analyzed, namely reviewing the data, sorting and selecting it into units or giving certain codes, and making synthesis, and trying to find patterns, by trying to find something important "big", and "unique" so that it is interesting and needs to be studied scientifically, so that in the end it takes a decision to write it systematically into a research report.

RESULT AND DISCUSSION

Implementation of Job Analysis at the Krueng Aceh River Basin Management Center

a. Preparation

Preparation, Implementation Preparation of job analysis is carried out from the start of planning the job analysis process carried out with the stages of Preparation of Job Analysis and ABK Compilation at the Krueng Aceh River Basin Management Center which has followed the rules, in the planning process it has appointed a compilation team, especially the SiAnjab-ABK Operator, who is supported by a Letter of Assignment in terms of carrying out the preparation of Job Analysis, in the Implementation of ABK Anjab Compilation. Furthermore, in the formation of the team, it is carried out through direct appointment of the Head of the Center directing the Head of the Administration Sub-Section to form a compilation team in this case the Head of the Center as the supervisor, the Head of the Administration Sub-Section as the Coordinator of the Compilation Team, certain Functional Coordinators who understand functional positions, and personnel managers as SiAnjab-ABK operators. The Compilation Team is tasked with coordinating functional position holders in collecting job data, job information, and all information needed in the functional position, so as to produce accurate job information, which will later be submitted to the SiAnjab-ABK Operator to be inputted into the application. However, the current obstacle as the Coordinator of the Specific Functional Position Group is that there are so many activities that must be done, making it difficult to adjust the time to hold meetings, due to the piling up of work and frequent carrying out official duties outside the office (DL).

In the process of implementing the preparation of job analysis, the stages of preparation are carried out, collecting job data, processing job data and job verification. In the preparation stage, what must be done is: planning the job analysis process, forming a team, notifying the organizational units that will be targeted, and submitting the job analysis form and instructions for filling it out, so that the job analysis process can run well according to the needs of the organization. ASN job analysis is a process to study and understand the duties, responsibilities, requirements, and qualifications required for each position in the State Civil Apparatus (ASN) organization. Job analysis is carried out to compile a job description, which includes a summary of the duties, responsibilities, performance criteria, and qualification requirements required for each

ASN position. In the ASN job analysis process, the involvement of various parties is needed, such as employees who fill the position, direct superiors, human resource management, and so on. This aims to ensure that the ASN job analysis is carried out properly and accurately, so that it can provide maximum benefits for the organization and employees. In every government agency, it is mandatory to carry out job analysis as a basic guideline in placing Civil Servants for a position that is in accordance with their competence. In order to achieve efficiency and effectiveness in the implementation of government tasks that face many challenges, competition and keep up with developments in science and technology, it is necessary to improve the quality of the apparatus who are competent and uphold bureaucratic ethics to provide services to the community.

Finding 1: The low implementation of ASN job analysis preparation based on the creation of a match between employee competency and position, so that in the final stage of job analysis there is a mismatch between employee competency and the position they occupy. The mismatch is the composition of employee expertise or skills that are not yet proportional.

In accordance with the Regulation of the Minister of PANRB Number 1 of 2020, the guidelines on Job Analysis should be used to compile job descriptions, which include a summary of the tasks, responsibilities, performance criteria, and qualification requirements required for each ASN position. This aims to ensure that ASN job analysis is carried out properly and accurately, so that it can provide maximum benefits for the organization and employees.

b. Determination of Job Analysis Results

The results of job analysis and workload analysis can also be used as a benchmark to increase work productivity and other steps in order to improve the development, improvement and empowerment of state apparatus both in terms of institutions, administration and personnel. These efforts can be achieved through the implementation of Anjab and ABK in each organizational unit within the government consistently and continuously. The results of the workload analysis help the government in managing human resources efficiently, increasing productivity, and ensuring the welfare of ASN. In practice, job analysis and workload analysis can complement each other. Job analysis provides an understanding of the roles and responsibilities of the job, while workload analysis helps in assessing the extent to which these tasks can be carried out within the specified time limit. Both of these methods help the government in planning, managing, and developing ASN human resources. Determination of Job Analysis Results is based on the process starting from the preparation stage of compiling job analysis in order to be able to compile job formations according to the needs of the organization so that there is a placement of filling positions according to the competencies possessed by employees. From the results of the job analysis, the next stage is the process of compiling the Job Map which is carried out based on the results of the job analysis and workload analysis so that it can reflect the real conditions and needs of the organization referring to the Decree on Job Analysis and Workload Analysis at the Ministry of Environment and Forestry, Directorate General of River Flow Management and Forest Rehabilitation.

From these results provide information about the work done and the requirements that must be met by prospective employees who will serve. In the next stage, the process of compiling the Job Map carried out at the Krueng Aceh Watershed Management Center is continued, based on the results of job analysis and workload analysis so that it can reflect the real conditions and needs of civil servants in each field. Job analysis as a basic guideline in placing Civil Servants for a position that is in accordance with their competence. In order to obtain efficiency and effectiveness in the implementation of government duties that experience many challenges, competition and follow the development of science and technology, it is necessary to improve the quality of the apparatus who

are competent and uphold bureaucratic ethics to provide services to the community. With the results of the Job Analysis and Workload Analysis to realize the organizational Outcome so that the creation of Human Resource management, especially the State Civil Apparatus in accordance with Article 11 point b of Law Number 5 of 2014 concerning ASN, State Civil Apparatus Employees provide professional and quality public services.

Finding 2: The inconsistency of the determination of the results of job analysis and workload analysis of the State Civil Apparatus composition of employee expertise or skills that are not yet proportional. Likewise, the distribution of employees still does not refer to the real needs of the organization, in the sense that it is not based on the workload of the organization.

Referring to the Regulation of the Minister of PAN RB Number 1 of 2020 concerning Guidelines for Job Analysis and ASN Workload Analysis, the benefits of Anjab include job information and Job Maps, from these indicators as the goal of structuring organizational institutions as the final stage of the results of job analysis to create a job description that is in accordance with the duties and functions of the agency's organizational unit so that employee needs are in accordance with the workload of each position.

Implementation of Workload Analysis at the Krueng Aceh River Basin Management Center

a. Aspects in Workload Analysis

Aspects in the Workload Analysis carried out at the Krueng Aceh Watershed Management Center are as a whole, including those related to time norms, work volume, and Effective Working Hours. However, in this case, the reality shows that the job analysis of the Krueng Aceh Watershed Management Center is not in accordance with the abilities and expertise possessed, the low appreciation given to active or high-achieving employees, and low competition between employees in an effort to produce the required volume of work. By considering the basic elements, ASN workload analysis can help organizations optimize ASN productivity, efficiency, and effectiveness in carrying out their duties. In the job data collection stage, the things that must be done are: filling out a questionnaire, interviews, observations and references. Job data processing is carried out through the preparation of job descriptions, preparation of job specifications and preparation of job maps. Up to the job verification stage by checking the accuracy of the results of job data processing through re-checking to find out whether there are things that need to be corrected regarding job information. ASN skills and experience in carrying out certain tasks also affect the workload. More skilled and experienced ASN may be able to complete tasks more quickly and efficiently than less skilled or experienced ASN.

Finding 3: The low volume of ASN work with the accumulation of employees in one unit without clear work and the lack of employees in other units, there is an imbalance in the distribution of workload in the organization, not adjusting the organization's workload to the number of existing human resources.

Aspects that must be considered in the implementation of workload analysis according to the Regulation of the Minister of PAN RB Number 1 of 2020 are time norms, work volume, and effective working hours. Workload analysis must be carried out systematically with stages, namely collecting workload data, aspects in the calculation, and methods for calculating employee needs identified from work results, work objects, work equipment and tasks per job task.

b. Techniques for Implementing Workload Analysis

The results of the ASN workload analysis implementation technique, need to pay attention to things in the implementation of the ASN workload analysis and also ensure that the team

conducting the workload analysis has adequate expertise and knowledge. In addition, it is also necessary to consider the use of appropriate technology and information systems to facilitate the process of workload analysis and overall human resource management. To conduct an ASN workload analysis, there are several techniques that can be used, including direct observation, interviews, document studies, questionnaire delivery techniques. This technique involves direct observation by observers of ASN as they perform their tasks. Direct observation can help identify the amount of work, type of work, and time required to complete the task. This technique involves interviews with ASN to obtain information about the tasks they perform, the skills needed, task priorities, and obstacles faced. Interviews can help gain ASN's perspective on their workload and identify areas that need improvement. After all the job analysis and workload analysis activities are completed, for documentation and reporting purposes so that they can be utilized and utilized, a documentation system container using an application is needed. For the process of implementing the use of the application, the following stages of activity are required: a. determining the job map; b. determining the volume of activities; c. setting work time standards; d. creating Job Codes; e. entering data into the application; and f. submitting results to relevant agencies.

Finding 4: The lack of human resources results in difficulties in dividing the workload in carrying out employee placement which is also not in accordance with scientific discipline and work skills, resulting in less than optimal completion of work.

By referring to the provisions regarding the procedures for implementing Anjab and ABK regulated by the Regulation of the Minister of PAN RB Number 1 of 2020 as part of the results of the workload analysis used as a benchmark to increase work productivity and other steps in order to improve the development, improvement and empowerment of state apparatus both in terms of institutions, administration and personnel. These efforts can be achieved through the implementation of workload analysis in each organizational unit within the government agency consistently and continuously.

CONCLUSION

Based on the results of research and discussion on the Implementation of Job Analysis and Workload Analysis at the Krueng Aceh River Basin Management Center, the following conclusions can be drawn: (1) Implementation of Job Analysis Preparation is carried out by organizational units that functionally handle job analysis based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis. At the preparation stage of the job analysis process, the Krueng Aceh Watershed Management Center has carried out administrative services in accordance with the procedure, but there are still some things that have not been implemented optimally, there is a mismatch between employee competencies and the positions they occupy. This mismatch is caused by the composition of employee expertise or skills that are not yet proportional; (2) Determination of Job Analysis Results is based on the process starting from the preparation stage of compiling job analysis in order to compile job formations according to organizational needs so that there is a placement of filling positions according to the competencies possessed by employees, but in reality. This mismatch is caused by the composition of employee expertise or skills that are not yet proportional. Likewise, the distribution of employees still does not refer to the real needs of the organization, in the sense that it is not based on the workload of the organization; (3) Aspects in the Workload Analysis carried out at the Krueng Aceh Watershed Management Center, namely according to applicable regulations in order to create standards/benchmarks for employee work contracts for the division of tasks in carrying out activities, namely in the form of norms for work completion time, levels

of work efficiency, the creation of employee competency standards based on the weight and duties of ASN positions, so that adequate workload measurement results can be obtained. However, in this case, the reality shows that, the accumulation of employees in one unit without clear work and the lack of employees in other units there is an imbalance in the division of workload in the organization, not adjusting the workload of the organization with the number of existing human resources, the lack of human resources results in difficulties in the division of workload so that in implementing employee placement it is also not in accordance with the discipline and work skills, this results in completing work being less than optimal; and (4) The results of the ASN workload analysis implementation technique carried out at the Krueng Aceh Watershed Management Center in the process of simplifying the organizational structure of the Center and changing the workload, in planning employee supplies and needs, directed at finding a balance between employee resources that will be utilized in the work process with the results to be achieved or the mission that must be carried out in order to create standards/benchmarks in the employee recruitment process that refer to the real needs of the organization.

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