Workload Analysis as a Basis for Human Resource Management at UD. Kreasi Lutvi

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Abstract

This study aims to analyze workload as the basis for human resource (HR) management at UD. Lutvi's creations use a descriptive qualitative approach based on literature studies. Data were obtained from secondary sources such as indexed scientific journals, research articles, and relevant publications in the field of HR management and workload analysis. Data collection techniques were carried out through systematic searches in online databases such as Google Scholar and ResearchGate using related keywords. The results of the study indicate that in an effort to optimally manage HR, UD. Lutvi's creations need to pay attention to several important aspects, namely: (1) Imbalance of Workload in Production Units; (2) Lack of HR and Training Needs; (3) Classification of Workload Levels; (4) Impact of Excessive Workload on Health and Performance; (5) Planning the Number of HR Appropriately, and (6) Improving HR Management. This study is expected to be the basis for making strategic decisions related to HR management more effectively and efficiently

Keywords: Workload, HR Management, UD Kreasi Lutvi

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Introduction

In running an organization or company, the existence of quality and focused human resources (HR) is a major factor in achieving goals effectively and efficiently. HR not only plays a role in maintaining the continuity of organizational operations, but is also a key element in determining competitiveness amidst increasingly fierce business competition. competitive (Susan, 2019). Therefore Therefore , HR management must be carried out systematically and measurably, one of which is through measuring the workload. Measuring the workload is the basis for planning workforce needs and making appropriate managerial decisions. The quality of HR itself includes competence from both physical and intellectual aspects, which directly affect the ability to manage tasks and responsibilities. answer optimally .

Individuals who have high competence tends to be able to carry out their work well, thus having a positive impact on the growth and development of the organization. The performance of an organization is highly dependent on the quality of its human resources. Human resources who are highly motivated, creative, and innovative will be able to make a significant contribution to improving organizational performance (Yanti, Sebayang , & Sanny, 2024).

HR is a very crucial factor in both large and small scale organizations. In large organizations, the role of HR is increasingly strategic because it determines the success of business development and achievement. objective organization . One of the indicator important in HR management is workload. Workload can be defined as a number of tasks or responsibilities that must be completed by employees within a certain period of time, according to the standards set by the company (Ahmad et al., 2019). Disproportionate workload can have negative impacts, such as physical and mental fatigue (overload), or conversely, inefficiency due to lack of work activity (underload). Both of these conditions have the potential to reduce productivity and effectiveness performance organization . One of the problem common problem often faced by companies, including on the scale of Micro, Small, and Medium Enterprises (MSMEs), is the mismatch between the workload and the capacity of individual employees. It is not uncommon for employees to be given responsibilities that exceed or do not match their abilities, skills, and positions. This situation shows the importance of conducting a proper workload analysis in order to create a balance between the tasks given and the capacity of available resources. In the midst of increasingly fierce competition   strict is needed for UMKM actors who are ready to compete by implementing the right strategy. The HR factor must be the main capital   so that MSMEs become more professional (Yanti, Sebayang & Sanny, 2024).

According to Utami, Prasetya , and Hendrawan (2020), workload analysis is a strategic step to optimize the utilization of human resources through the distribution of tasks in accordance with the competencies and responsibilities of the position. In addition, this analysis also functions as an evaluation tool for the need to add or reduce the workforce, as well as a basis for compiling a more rational organizational structure.

This research was conducted at UD. Kreasi Lutvi, a food industry company engaged in the production of cassava chips. This company faces challenges in workforce management, especially related to the imbalance of workload between employees. Therefore, a workload analysis is needed to obtain a real picture of working conditions and to determine optimal HR needs .

Through analysis burden work , companies can allocate labor efficiently, avoid excess or shortage of human resources, and maintain the quality of service to consumers (Yeon et al., 2022). In addition, workload measurement also plays a role in planning the allocation of work time and more appropriate division of tasks, so that employees can focus more on priority work (Adil et al., 2022). Conversely, the absence of workload analysis can

cause jealousy between employees, work stress, and even a significant decrease in productivity (Hanjani & Singgih, 2019).

Thus, this research is expected to provide real contribution in helping UD. Kreasi Lutvi management in managing human resources optimally, as well as being a reference in more strategic and data-based workforce planning.

Literature Review
A. Workload

Workload is a number of activities or jobs that must be completed by an individual within a certain time based on operational standards and work capacity (Ahmad et al., 2019). An appropriate workload will create efficiency and effectiveness in carrying out tasks, while an excessive or inappropriate workload has the potential to cause fatigue, stress, and decreased performance (Hanjani & Singgih, 2019). Workload analysis is needed to determine the extent to which the amount of work is commensurate with the available manpower.

B. Human Resource Management (HR)

Human resource management is a strategic process in planning, organizing, directing, and supervising the workforce so that it can be used optimally to achieve organizational goals (Susan, 2019). Human resources are the main asset in an organization, so its management must pay attention to aspects of quantity, quality, and fair distribution of work. In the context of MSMEs, human resource management based on workload analysis is very important considering the limited number of workers and the needs efficiency cost .

Method

This study uses a qualitative descriptive method with a literature study approach (library research) to analyze workload as a basis for managing human resources (HR) at UD. Kreasi Lutvi. This approach was chosen because it allows researchers to examine concepts, theories, and previous findings that are relevant to the research topic. The data sources in this study are secondary, obtained through scientific literature searches, including national and international indexed journals, research articles, and publications discussing HR management and workload analysis.

Data collection techniques were carried out through systematic literature searches on several online databases, such as Google Scholar and ResearchGate, using relevant Indonesian keywords, including: workload analysis, human resource management, work efficiency, and workforce management in MSMEs. The selected literature was selected based on topic relevance, source credibility, and the latest year of publication.

Data analysis was conducted by reviewing, comparing, and summarizing findings from various references to then be synthesized into the context of workload management at UD. Kreasi Lutvi. The results of this study are expected to provide a deep and applicable conceptual picture related to the importance of workload analysis in supporting the efficiency of HR management, especially in the business sector. micro and small .

Results and Discussion
Results

Measurement burden Work has become an important topic in human resource management in various industrial sectors. This study uses a literature study approach as part of a descriptive qualitative method to analyze how workload can be used as a basis for planning human resource needs. The following table presents the results of a literature study of six relevant studies that form the basis for the discussion.

Table 1. Results of the Literature Study on Workload Analysis as a Basis for Management Human Resources

No	Name	Title	Results
1	Ira Novita, Maheni Ika Sari, Yusron Rozzaid (2017)	Analysis of Human Resource Workload in Employee Activities (Case Study on Daily Casual Employees of Semboro Sugar Factory in Carbonation Engineering Section)	The results of the study indicate that the workload produced by employees in the *Remelter work unit* is 1.01 and is in normal condition; the Carbonator work unit is 1.33 and is in *overload condition; the Rotary* work unit *Life Filter* is 1.30 and is in *overload condition* ; and *the Filter Press work unit* is 1.03 and is in normal condition. To optimize employee workload, adjustments to the number of workers can be made according to the calculation of optimal labor requirements, as well as readjustment of work tasks or activities.
2	Dear Mr. Rahmat Hidayat, The Greatest Showman (2018)	Workload Analysis for Human Resource Needs Planning (HR) in the Highways Sector of the Public Works and Spatial Planning Agency (Pupr) of West Lombok Regency	The results of the study indicate that the workload of each unit in the Highways Sector is still not optimal. The Highways Sector still lacks 10 employees and requires competency improvement. The results of the analysis also show the types of procurement that must be carried out by the Highways Sector with compensation costs in accordance with applicable guidelines.
3	The film stars Hamida Nayati Utami, Arik Prasetya, Muhammad Rosyihan Hendrawan (2020)	Workload Analysis as a Basis for Employee Needs Planning	The results of the analysis show that there are four categories of working time usage, namely *overload* , *fit* , *underload* , and *critical underload* , which are the results of verifying the real time used to complete the main and additional work compared to the standards of the ministry.
4	Luluk Hidayatus Sholihah, Maulidyah Amalina Rizqi (2021)	Workload Analysis in Finance and Accounting Department Human Resources At XYZ Hospital	The results of this study indicate that the workload of employees in the Finance and Human Resources departments at XYZ Hospital is excessive. Although the work carried out is in accordance with the employee's abilities, the time available is insufficient to complete all tasks. The difference in deadlines for *each* job also adds to the burden, so that employees feel burdened because of the excessive volume of work.
5	Irfan Fauzi, Kiki Sudiana (2023)	Workload Analysis to Determine the Optimal Number of Human Resources	The results of the study showed that there was *an overload* on one of the employees, which was indicated by an uneven workload, resulting in an excessive

6	Muhammad Zikri (2023)	Using the Workload Analysis Method	workload on one of the employees in the Accounting sub-unit.
		Workload Analysis And Management Process Human Resources Teachers of Ar-Refah Elementary School Tanjungpinang	The results of the study indicate that the workload and human resource management process for teachers at SDIT Ar-Refah Tanjungpinang are not fully in accordance with the operational standards set by the government. This causes the tasks given to not be completed on time, so that the targets of each teacher are not fully achieved. The human resource management process at SDIT Ar-Refah Tanjungpinang, especially in the training, development, and maintenance indicators, has been running well. However, the recruitment process is still not optimal, as evidenced by the existence of vacant positions for teaching staff. This deficiency has an impact on the less than optimal completion of tasks by existing teachers.

Source : Author (2025)

Discussion

Study results literature show that workload analysis is very important to design human resource needs optimally. In the context of UD. Kreasi Lutvi, a cassava chips-based snack food production company, these results can be used as a reference to improve efficiency and effectiveness. Work .

1. Workload Imbalance in Production Units

Imbalance burden Work is one of the problems that often occurs in the production process, especially when there is no equal task division system between work units. Research by Ira Novita et al. (2017) found that *overload conditions* in several work units can cause physical and mental fatigue in employees, which leads to decreased productivity. Uneven workloads can also cause inequality in achieving production targets between sections.

In the operational context at UD. Kreasi Lutvi, the imbalance of workload is evident in production areas such as peeling, frying, and packaging. Employees in the packaging section often face excessive workload pressure when product demand increases, while the peeling or frying section can actually experience long waiting times because they are not in line with the next workflow. This situation shows that the distribution of tasks between units has not been managed optimally.

To overcome these conditions, the management of UD. Kreasi Lutvi needs to conduct a comprehensive evaluation of the allocation of work and the effectiveness of the division of tasks. Adjusting the number of workers based on the actual load in each production unit is also a strategic step that needs to be considered so that the production process runs more efficiently and balanced, while maintaining the health and performance of employees.

2. Human Resource Shortages and Training Needs

Availability source Power adequate human resources (HR) and work competencies that are in accordance with operational needs are important factors in supporting the smooth

running of the production process. Rahmat Hidayat et al. (2018) emphasized that a shortage of workers or lack of training can have a negative impact on the efficiency and quality of work results. Therefore, companies need to periodically map workforce needs and design training programs that are relevant to technological developments and industry standards.

At UD. Kreasi Lutvi, labor shortages often occur, especially when product demand increases suddenly. This causes available employees to have to handle several tasks at once, which ultimately causes fatigue and reduces the quality of work. In addition, not all employees are equipped with adequate technical training, especially regarding the use of modern production aids and the implementation of food sanitation procedures that comply with food safety standards.

To answer these challenges, UD. Kreasi Lutvi needs to conduct a more systematic analysis of HR needs in each production area. In addition, regular and structured training for employees is important so that they are able to work more efficiently and maintain the quality of production results. This step will not only increase productivity, but also create a more professional and competitive work environment.

3. Workload Level Classification

Classification level burden Work become one of the important aspects in human resource management. According to Hamidah Nayati Utami et al. (2020), workload can be categorized into four levels, namely *overload, fit, underload,* and *critical underload* . *Overload* is a condition in which the workload exceeds the physical and mental capacity of employees, so that it can cause fatigue and decreased productivity. *Fit* indicates that the workload given is in accordance with the abilities and time available, so that the work can be completed optimally. Meanwhile, *underload* occurs when the workload is too little, which causes working time to not be used efficiently. While *critical underload* describes a condition in which the workload is very minimal to the point where there is almost no meaningful activity, which can cause boredom and decreased work motivation.

In operation daily at UD. Kreasi Lutvi, there is no structured workload recording system so that management has difficulty in measuring and distributing work fairly in each production area, such as peeling, frying, and packaging. For example, employees in the packaging section often experience overload when there is a spike in orders, while at other times they experience underload to critical underload because they are waiting for the production flow from the previous section. By understanding this classification, UD. Kreasi Lutvi can evaluate the workload based on direct observation and daily work reports, which will later help in developing a strategy for adjusting the number of workers and distributing tasks more proportionally according to the needs in each production area.

4. The Impact of Excessive Workload on Health and Performance

Excessive workload not only affects the physical aspect, but also has an impact on the psychological condition of employees. Luluk Hidayatus Sholihah et al. (2021) found that fatigue due to high workloads can reduce concentration, trigger work stress, and have a direct impact on decreasing productivity. This condition can worsen the work atmosphere, increase the risk of errors in the production process, and trigger conflicts between employees due to uneven work pressure.

In the environment UD. Kreasi Lutvi's work , excessive workload is often experienced by employees in the peeling and packaging section, especially when there is a spike in orders from regular or seasonal consumers. Employees who work in these conditions must work with high intensity for long periods of time without adequate breaks. This has the potential to cause extreme fatigue, decreased motivation, and even long-term health problems.

For anticipate impact negative mentioned , UD. Kreasi Lutvi needs to conduct periodic workload evaluations by considering the duration, intensity, and distribution of tasks between employees. Arranging flexible work schedules and fair task rotation between shifts can help balance the workload. This approach not only maintains the physical and mental health of employees, but also supports the improvement of overall work efficiency.

5.   Planning the Right Number of Human Resources

Planning amount source Power The right human resources (HR) is an important step in creating operational efficiency in a company. Irfan Fauzi and Kiki Sudiana (2023) suggest using the *Workload Analysis method* to calculate labor requirements objectively based on the volume of work and the time required to complete it. With this method, companies can determine the ideal number of HR in each work section, thereby reducing the risk of workload imbalance and labor waste.

In context UD. Kreasi Lutvi's operations , the production process is divided into several stages such as peeling, frying, and packaging which require proportional allocation of labor. However, so far the placement of labor is still intuitive and not based on workload analysis. As a result, some parts are overloaded while other parts are lacking in activity.

With apply *Workload Analysis* , UD. Kreasi Lutvi can map the number of human resources based on the duration and complexity of each stage of production. For example, if the frying process requires more time and precision, then the allocation of labor in this section needs to be adjusted so as not to become a bottleneck in the production flow. This approach will help companies achieve work efficiency, increase productivity, and ensure that the division of tasks is fair and measurable.

6.   Human Resource Management Improvement

Effective human resource management focuses not only on fulfilling the number of workers, but also on the quality of recruitment and training provided. Muhammad Zikri (2023) emphasized the importance of recruitment and training processes that are in accordance with operational standards to support the achievement of employee performance targets. Structured recruitment allows companies to obtain competent workers, while ongoing training ensures that employee skills continue to develop in line with job demands.

In the context of UD. Kreasi Lutvi, which has several production areas such as peeling, frying, and packaging, the quality of the workforce greatly determines the final product results. Currently, the recruitment process is still simple and does not fully refer to the specific needs of each production unit. In addition, the training provided is still limited and has not been carried out regularly, especially regarding the use of production equipment and the implementation of food sanitation standards.

To overcome this, UD. Kreasi Lutvi needs to develop a systematic recruitment procedure, starting from identifying workforce needs to a competency-based selection process. Furthermore, training needs to be made a routine program, covering technical and non-technical aspects, so that employees can work according to the quality standards set by the company. With better HR management, work productivity can be increased and the quality of production results can be maintained consistently.

Conclusion

Based on the results of literature studies and operational analysis at UD. Kreasi Lutvi, it can be concluded that workload management has an important role in supporting the efficiency and effectiveness of the production process. Imbalance of workload between units, shortage of manpower, and minimal training are the main challenges that have an impact on decreasing productivity and potential health problems for employees. The absence

of a structured workload classification and recording system causes difficulties in distributing tasks fairly and proportionally. Therefore, the implementation of *Workload Analysis* is needed to calculate HR needs objectively based on the volume and duration of work. In addition, improving the quality of HR management through competency-based recruitment and periodic training is needed so that employees are able to work according to the established standards. With optimal workload and HR management, UD. Kreasi Lutvi has the potential to increase productivity, maintain product quality, and create a healthy and sustainable work environment.

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