



# Optimizing Human Resources For Sustainable Management at Benteng Somba Opu Village Office

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**Abstract.** The Benteng Somba Opu Village Office lacks human resources which causes the employee's workload to increase and results in work goals not being achieved or not being maximized. The purpose of this study was to compile a job analysis and workload analysis at the Benteng Somba Opu Village Office. This research uses a descriptive method with a qualitative approach. Sources of research data were obtained from interviews, questionnaires, observation and review of relevant documents. The results of this study resulted in 5 (five) position information consisting of the positions of Lurah, Lurah Secretary, Head of Community Empowerment and Service Section, Head of Government Section and Head of Peace and Order Section. Workload analysis shows that the workload of employees at the Benteng Somba Opu Village Office is not balanced with the number of existing employees. Therefore the Benteng Somba Opu Village Office needs to recruit new employees to meet the needs of existing employees. The results of this study can be used as a reference in planning the needs of employees at the Benteng Somba Opu Village Office.

**Keywords:** Job Analysis, Workload Analysis, Job Information

## 1 Introduction

The Grand Design for Bureaucratic Reform (GDRB) 2010-2025 includes eight areas of bureaucratic reform, one of which pertains to human resources (HR) of the apparatus. Changes in the HR sector are aimed at creating civil servants who can work professionally; professional employees can be achieved if they possess educational qualifications and competencies that are aligned. This can begin with planning the staffing needs for positions within the agency's work unit. The availability of employees begins with accurate planning of staffing needs. The purpose of an organization conducting human resource planning is to identify the tasks that each employee must undertake so that these tasks can be performed well and in accordance with the established performance targets. Every government agency, both at the central and regional levels, is required to conduct job analysis and workload analysis to accurately determine the number and types of positions needed [1]. Therefore, both the central and local governments must comply with these obligations in order to determine the necessary number and types of employees in accordance with the demands of the existing work.

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The Benteng Somba Opu village office in the Barombong district of Gowa Regency is one of the local government agencies responsible for carrying out governmental affairs, development, and community matters. In order to carry out this task, guidelines are needed that employees can use as a reference in performing their main duties and functions in accordance with the positions they hold.

However, based on initial interview information with the Head of the Empowerment and Community Service Section at the Benteng Somba Opu Sub-District Office, the issue lies in the insufficient human resources while the demand for work is high. This results in an increased workload for employees, leading to the failure to achieve work objectives or to achieve them only partially. The availability of employees at the Benteng Somba Opu Village Office can be seen in Table 1:

**Table 1.** Availability of Employees at the Benteng Somba Opu Subdistrict Office

No	Job title	Employee Availability
1	Head of Village	Available
2	Village Secretary	-
3	Head of the Government Section	-
4	Head of Community Empowerment and Services Section	Available
5	Head of the Peace and Order Section	-

Source: Benteng Somba Opu Village

Table 1 shows that the Benteng Somba Opu Village Office is lacking in human resource personnel, indicated by a greater number of vacant positions compared to filled ones. The vacancy of several positions has been further explained by the Head of the Empowerment and Community Service Section, stating that the previous office holders were promoted. Since October 2022, there has been no clarity on when these vacancies will be filled, as the village office is only waiting for a decision from the Gowa Regency Personnel and Human Resource Development Agency (BKPSDM). As a result of this phenomenon, the Head of the Empowerment and Community Service Section at the Benteng Somba Opu Village Office has expressed feeling very burdened due to a heavy workload, as they have to take on the responsibilities of the vacant positions and are experiencing confusion regarding their own duties and functions due to the absence of job analysis documents and workload analysis. According to Kurniati [2], job analysis serves as a reference for each institution to find the right person to occupy a position. Job analysis is expected to be a guideline for employees to understand their rights and obligations, such as the duties and authorities of each employee, the requirements needed to hold a position, and the specifications of employees required by an institution. In an effort to address this issue, it is necessary to develop human resources with good competencies, which will ultimately enhance the performance of employees in carrying out their duties and functions [3]. In addition, the author also conducted an interview with one of the residents of Benteng Somba Opu Village, who mentioned that the services received at the Benteng Somba Opu Village Office are hindered by a lack of human resources.

Based on this phenomenon, this research aims to develop a job analysis and workload analysis to help provide an explanation regarding job descriptions for a position, maximize employee performance, and serve as a reference in employee recruitment at the Benteng Somba Opu Subdistrict Office.

## **2 Literature Review**

### **2.1 Job Analysis**

The definition of job analysis according to the Regulation of the Minister of Administrative and Bureaucratic Reform (PERMENPAN RB) Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis states that job analysis is the process of collecting, recording, processing, and compiling job data that will become job information. Furthermore, according [4] job analysis is a process to identify information about a job, including a description of the duties and responsibilities of each employee occupying that position. By conducting job analysis, an agency can seek and place the right employees according to the qualifications and skills required, thereby maximizing the productivity and performance of the organization.

The purpose of job analysis according [5] is to establish the qualification description of employees who will fill a position, determine the training needs for employee development, rank employees based on their respective job classes, and develop methods deemed effective for a particular position. According [6] job analysis aims to provide an overview to assist in decision-making regarding recruitment, selection, training, promotion, and employee compensation. In addition to benefiting the organization, job analysis also provides advantages to employees within an organization by placing them according to their qualifications.

The implementation of job analysis based on the Regulation of the Minister of Administrative and Bureaucratic Reform (PERMENPAN RB) Number 1 of 2020 is carried out through several stages. The first stage is preparation, followed by the collection of job data, processing of job data, and the verification stage of the job. After the job analysis process is completed and produces refined results, these results will be presented to the heads of the work units. This presentation includes an overview of the job map, job descriptions, and recommendations based on field findings before the results of the analysis are finalized.

### **2.2 Workload Analysis**

The definition of workload analysis according [7] states that workload analysis is a process carried out by an individual in completing the tasks of a job or group of positions performed under normal conditions within a certain period, all of which are related to its indicators. According [8], workload analysis is the process of calculating to determine effective working hours and the total number of workers needed to complete tasks, as well as the amount of workload assigned to those workers. Workload analysis is a systematic series of processes aimed at determining the

number of workers, total worker load, and the completion time for a particular position.

The purpose of workload analysis according to PERMENPAN RB No. 1 of 2020 states that the goal of workload analysis is to meet the demands of creating effectiveness and efficiency as well as adequate professionalism among employees in every institution, and to carry out general tasks, governance, and development based on a spirit of service to the community, nation, and state. The benefits of workload analysis according to Kromowidjojo [9] are to determine the number of employees needed, to process decisions regarding the addition or reduction of staff, to update the tasks within existing positions in the organization, to calculate employee workload over a certain period, to refine standard operating procedures (SOP), to improve organizational structure, and to measure working time as well as to establish time standards for completing tasks and responsibilities of a position, as well as to determine the training needs for employees.

The process of implementing workload analysis, systematically regulated by PERMENPAN RB Number 1 of 2020, is a data collection process that considers various calculation aspects, including workload aspects, average capability standards, and working time. It involves calculating the required number of employees adjusted to the approach related to the position being analyzed.

### **3 Research Method**

The research method used is a descriptive research method with a qualitative approach. This research at the Benteng Somba Opu Village Office in Barombong District, Gowa Regency. This research has two sources of data, namely primary data and secondary data. Primary data refers to data obtained directly by the researcher from informants who hold positions relevant to the roles being analyzed and studied in this research, while secondary data consists of data that has been previously available in the form of documents or other information that supports this research.

This research collected data using four techniques: interviews, questionnaires, observations, and document analysis. Interviews, questionnaire completion, and observations were conducted directly by the researcher with each informant in this study. Meanwhile, the document review is conducted through legislation, government regulations, regional regulations, regent regulations, or other regulations, as well as other sources deemed relevant to support the data in this research.

The processing and analysis of data in this research were carried out through three stages: data reduction, data presentation, and data verification. Data reduction is used to facilitate researchers in collecting further data related to job analysis and workload analysis, as well as to exclude elements that are deemed irrelevant to this study. So that it can facilitate researchers in drawing conclusions. The presentation of data is carried out by presenting the data in narrative text form into 17 (seventeen) points as stipulated in the guidelines for job analysis and workload analysis. Data verification is carried out in job analysis and workload analysis by reviewing field notes from the observation process, interviews, and document analysis.

The results of data processing involve data validation to obtain legitimacy or to measure validity so that the data in qualitative research can be accounted for as

scientific research. This is done through data validity testing using the member check technique (rechecking). This data validation is carried out with all informants involved in this research by presenting the works that have been created, aiming to ensure that the data and information obtained align with what the informants intended.

## **4 Results**

This research produced a job information document consisting of 17 (seventeen) components, namely job title, job code, work unit, job summary, job qualifications, main duties, work outcomes, work materials, work tools, responsibilities, authorities, job correlation, working environment conditions, hazard risks, job requirements, expected work performance, and job classification. This job information is compiled based on the job analysis and workload analysis that have been conducted by the Researcher.

### **4.1 Job Title**

The Benteng Somba Opu Village Office has 5 (five) structural positions based on Gowa Regent Regulation Number 74 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Benteng Somba Opu Village, namely the positions of Village Head, Village Secretary, Head of Community Empowerment and Services Section, Head of Government Section, and Head of Security and Order Section.

### **4.2 Job Code**

The position code is a code assigned to represent a specific position to facilitate the inventory of each position. The Benteng Somba Opu Village Office has not yet found the job code that is determined and established by the relevant government agency/institution, based on information obtained by the researcher from the Head of the General and Personnel Subdivision of Barombong District. Therefore, the researcher removed the job codes from each position listed in the job information document at the Somba Opu Village Office.

### **4.3 Work Unit**

A work unit is the location or position of a role within a government agency, as depicted in the structure or organizational chart of the relevant organization. The work unit consists of 3 (three) High Leadership Positions (JPT), namely Main JPT, Middle JPT, and Junior JPT, which are followed by the positions of Administrator, Supervisor, and Executor. At the Benteng Somba Opu Village Office, the position of High Leadership is not listed because it is not present in the organizational structure, and the Benteng Somba Opu Village Office is the most basic level of government administration. Therefore, the work units at the Benteng Somba Opu Subdistrict Office consist of the Administrator position filled by the District Head. The

Supervisor position is filled by the Village Head, the Village Secretary, and the Heads of Sections.

#### 4.4 Job Summary

A job summary is an overview of the duties of a position summarized in one sentence. The job summaries for each position at the Benteng Somba Opu Village Office are derived from Gowa Regent Regulation Number 74 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Benteng Somba Opu Village.

#### 4.5 Job Qualifications

Job qualifications are the requirements needed to hold a position that aligns with the duties and functions of that role. Job qualifications consist of three (3) criteria: Formal Education, Training and Education, and Work Experience. The formal education required for the five (5) positions in the Benteng Somba Opu Village is at least a Bachelor's degree (S1/D-IV) or equivalent in a field relevant to the duties and functions of each position. Training and Education refer to the training that each position holder has undergone to occupy their respective roles, including Level IV Leadership Training and other technical training relevant to the execution of the duties and functions of each position. Work experience refers to positions previously held. For the position of Village Head, I have served as the Village Secretary and Head of Section. The Village Secretary position has been held by someone who previously served as Head of Section, and the Head of Section has held the position of Section Chief Staff.

#### 4.6 Main Tasks

The main tasks consist of job descriptions and workload analysis at the Benteng Somba Opu Sub-district Office, derived from Gowa Regent Regulation Number 74 of 2016 regarding the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Benteng Somba Opu Sub-district. The job descriptions are adjusted according to the functions, authorities, and responsibilities of the position holders. Each job description has a connection between one position and another, indicating that the existing positions are interrelated to carry out the tasks of the work unit. Then, the workload analysis is to be conducted alongside the job analysis in this main task point. In the calculation of the workload analysis at the Benteng Somba Opu Village Office, there are 4 (four) components of calculation to determine the staffing needs for the five existing positions. The components are the amount of output, completion time, effective time, and employee requirements. The output component describes the volume of workload produced by each position in one year. The Benteng Somba Opu sub-district implements a 5 (five) day work week. Therefore, in one year, there are 235 working days, 48 working weeks, 12 working months, and 1 working year. If the work is done daily, then it is multiplied by the number of days in a year. If the work is done weekly, then it is multiplied by the

number of weeks in a year. If the work is done monthly, then it is multiplied by the number of months in a year. And if the work is done annually, then the result is simply displayed. The second component is the completion time, which describes the time required to produce one workload in hours. If the task is carried out using minutes as the unit of time, it will be divided by 60 minutes to obtain the result in hours. The third component is effective time, which amounts to 1,250 working hours in a year. The fourth component, which is employee needs, is the result of processing the three previous components using a task-by-task approach formula, as the work output at the Benteng Somba Opu Sub-District Office is diverse. The four components describe the workload analysis at the Benteng Somba Opu Sub-district Office. The results of this workload analysis indicate the number of employees needed to fill the existing positions. The calculations of workload and the required number of employees for each position at the Benteng Somba Opu Sub-district Office are as follows:

**Table 2.** The Workload of the Village Head's Position

Work Results	Total Result	Completion Time	Effective Time	Employee Needs
Document	1	10	1250	0.008
Document	1	10	1250	0.008
Activity	235	1	1250	0.188
Activity	12	3	1250	0.0288
Activity	48	2	1250	0.0768
Activity	48	2	1250	0.0768
Activity	235	1.5	1250	0.282
Activity	235	1	1250	0.188
Activity	235	1	1250	0.188
Reports	12	3	1250	0.0288
Activity	235	0.5	1250	0.094
Activity	12	1	1250	0.0096
Activity	12	1	1250	0.0096
Activity	12	1	1250	0.0096
Activity	48	1	1250	0.0384
Activity	235	0.75	1250	0.141
Activity	12	4	1250	0.0384
Amount				1.4138
Number of Employees				1

Source: Primary Data Processed, 2024

Table 2 shows that the position of the village head produces work results in the form of documents, reports, and activities. The need for staff in the position of village head at the Benteng Somba Opu Village Office is for 1 person, with a total workload of 1628 and a total completion time for the workload of 1767 hours per year.

**Table 3.** The Workload of the Village Secretary Position

Work Results	Total Result	Completion Time	Effective Time	Employee Needs
Document	1	10	1250	0.008
Activity	235	1	1250	0.188
Activity	235	1	1250	0.188
Activity	12	5	1250	0.048
Activity	235	0.5	1250	0.094
Activity	235	1	1250	0.188
Activity	235	0.5	1250	0.094
Activity	12	2	1250	0.0192
Activity	235	0.5	1250	0.094
Activity	12	1	1250	0.0096
Activity	235	1	1250	0.188
Reports	12	5	1250	0.048
Activity	235	0.5	1250	0.094
Activity	235	0.5	1250	0.094
Activity	12	1	1250	0.0096
Activity	12	1	1250	0.0096
Activity	48	1	1250	0.0384
Activity	235	0.75	1250	0.141
Activity	12	3	1250	0.0288
Amount				1.3862
Number of Employees				1

Source: Primary Data Processed, 2024

Table 3 shows that the position of the Village Secretary produces work results in the form of documents, reports, and activities. The need for an employee in the position of village secretary at the Benteng Somba Opu Village Office is for 1 person, with a total workload of 2483 and a total completion time of 1978 hours per year.

**Table 4.** The workload of the Head of the Community Empowerment and Services Section.

Work Results	Total Result	Completion Time	Effective Time	Employee Needs
Document	1	10	1250	0.008

Activity	235	2	1250	0.376
Activity	12	5	1250	0.048
Activity	12	5	1250	0.048
Activity	12	5	1250	0.048
Activity	12	4	1250	0.0384
Activity	12	4	1250	0.0384
Activity	12	4	1250	0.0384
Reports	12	5	1250	0.048
Activity	235	0.5	1250	0.094
Activity	235	0.5	1250	0.094
Activity	12	1	1250	0.0096
Activity	12	1	1250	0.0096
Activity	48	1	1250	0.0384
Activity	235	0.75	1250	0.141
Activity	12	3	1250	0.0288
Amount				1.1066
Number of Employees				1

Source: Primary Data Processed, 2024

Table 4 shows that the position of Head of the Empowerment and Community Service Section produces work results in the form of documents, reports, and activities. The need for staff in the position of Head of the Community Empowerment and Service Section at the Benteng Somba Opu Sub-district Office is for 1 person, with a total workload of 1109 and a total completion time of 1383 hours per year.

**Table 5.** Workload of the Department of the Chief of Government Section

Work Results	Total Result	Completion Time	Effective Time	Employee Needs
Document	1	10	1250	0.0080
Activity	235	1	1250	0.1880
Data	12	5	1250	0.0480
Activity	12	5	1250	0.0480
Data	12	5	1250	0.0480
Data	12	5	1250	0.0480
Data	12	5	1250	0.0480
Data	12	5	1250	0.0480
Reports	12	10	1250	0.0960
Activity	235	1	1250	0.1880
Activity	235	1	1250	0.1880

Activity	12	2	1250	0.0192
Activity	12	2	1250	0.0192
Activity	48	1	1250	0.0384
Activity	235	0.75	1250	0.1410
Activity	12	3	1250	0.0288
Amount				1.2026
Number of Employees				1

Source: Primary Data Processed, 2024

Table 5 shows that the position of Head of the Government Section produces work results in the form of documents, data, reports, and activities. The need for an employee in the position of Head of Government Section at the Benteng Somba Opu Sub-district Office is 1 person, with a total workload of 1109 and a total completion time of 1503 hours per year.

**Table 6.** The Workload of the Head of Security and Order Section

Work Results	Total Result	Completion Time	Effective Time	Employee Needs
Document	1	10	1250	0.008
Activity	235	1	1250	0.188
Activity	1	2	1250	0.0016
Activity	1	1	1250	0.0008
Activity	48	1	1250	0.0384
Activity	235	1	1250	0.188
Activity	235	1	1250	0.188
Reports	12	3	1250	0.0288
Reports	12	5	1250	0.048
Activity	235	0.5	1250	0.094
Activity	235	0.5	1250	0.094
Activity	12	1	1250	0.0096
Activity	12	1	1250	0.0096
Activity	48	1	1250	0.0384
Activity	235	0.75	1250	0.141
Activity	12	3	1250	0.0288
Amount				1.105
Number of Employees				1

Source: Primary Data Processed, 2024

Table 6 shows that the position of Head of the Peace and Order Section produces work results in the form of documents, reports, and activities. The need for an

employee in the position of Head of the Peace and Order Section at the Benteng Somba Opu Village Office is 1 person, with a total workload of 1569 and a total completion time of 1381 hours per year.

#### **4.7 Work Results**

The work results are the outputs from the implementation of the main duties of each position that must be produced by the officeholder. Each position at the Benteng Somba Opu Village Office will generate diverse work results in the form of documents, activities, data, and reports tailored to the main duties of each position.

#### **4.8 Working Materials**

Work materials are inputs that are processed or refined for each main task description of a position, resulting in work output. The positions at the Benteng Somba Opu Subdistrict Office each have work materials in the form of data or information related to the duties and responsibilities of each position, namely the Strategic Plan (Renstra) and Work Plan (Renja) of the Subdistrict, technical guidelines for each Section Head, Budget Implementation List (DPA), Activity Decree (SK), and dispositions from the leadership.

#### **4.9 Working Devices**

Work tools are instruments used to provide instructions, references, or guidelines in processing work materials into finished products. The work devices needed for each position at the Benteng Somba Opu Village Office include documents of laws and regulations, government regulations, regional regulations, regulations that govern the duties and functions of each position, standard operating procedures, and other work devices required for each position.

#### **4.10 Responsibility**

Responsibility is a detailed account of all the demands placed on the capacity of the officeholder to complete their tasks. The responsibilities of each position at the Benteng Somba Opu Village Office are organized in accordance with the main tasks and outcomes of each role. Therefore, each position has the responsibility for the truthfulness, smoothness of accuracy, appropriateness, or precision of the work results in the form of documents, activities, data, or reports.

#### **4.11 Authority**

Authority is the right granted to officeholders to take actions or make decisions in carrying out their duties and functions. The authority of each position at the Benteng Somba Opu Village Office includes establishing work programs according to their respective scopes, requesting reports on task implementation from subordinates,

providing motivation and reprimanding subordinates, and requesting coordination among team members in carrying out their tasks.

#### **4.12 Correlation of Positions**

The correlation of positions refers to the parties that have a working relationship in each position, both within the agency and outside the work unit. Every official in the Office of the Kelurahan Benteng Somba Opu correlates with one another in terms of coordinating the execution of tasks, outside of the Work Unit, correlating with the District Head as the direct superior, the Regional Secretary regarding activity reporting, relevant SKPDs, and other institutions or organizations involved in the implementation of activities.

#### **4.13 Working Environment Conditions**

The working environment condition refers to the state in which job holders carry out all their tasks and functions, including the work location, temperature, air quality, room size, layout, lighting, noise, workplace conditions, and vibrations. All positions operate both indoors and outdoors, with a normal temperature range between 25°C-28°C, accompanied by cool air and adequate room conditions. The room should be sufficiently spacious, strategically located, well-lit, quiet, clean, organized, and free from vibrations.

#### **4.14 Hazard Risk**

Hazard risk refers to the potential events or situations that can jeopardize the physical or mental health of employees while performing their duties. The hazard risks associated with each position, based on interviews with informants, include physical and mental fatigue due to heavy workloads, psychological pressure from superiors regarding task completion, and eye strain from prolonged screen time.

#### **4.15 Job Requirements**

Job requirements are the minimum qualifications that must be possessed by an individual to hold a position. Job requirements include work skills, work talents, work temperament, work interests, physical effort, physical condition, and job functions. All job requirements, except for physical conditions, are analyzed based on the Regulation of the National Civil Service Agency Number 9 of 2022 concerning the Procedures for Preparing the Needs of Civil Servants by selecting options that align with the job descriptions in the job analysis and workload analysis guidelines. Physical condition is determined based on observation and general adjustments related to the requirements of physical condition, which include gender, height, age, posture, weight, height, and the appearance of the position holder in each role.

#### 4.16 Expected Work Performance

The expected work performance from the five positions at the Benteng Somba Opu Sub-District Office is based on the Employee Work Targets (SKP), with all positions rated positively in accordance with the laws and regulations.

#### 4.17 Job Classifications

Job class is a position that indicates the level of an employee within the hierarchy of a government agency. Based on the author's document review of Gowa Regent Regulation Number 1 of 2020 concerning Job Class and the Value of Additional Basic Income for Civil Servants in the Regional Government and the Regulation of the Head of the National Civil Service Agency Number 5 of 2021 regarding the Job Class Dictionary in Government Agencies, it is stated that the job class for the village head is class 9, while the positions of village secretary and section head are class 8.

### 5 Conclusion

The Benteng Somba Opu Village Office currently has only 2 (two) civil servant employees. Based on the organizational structure obtained and reviewed, the Benteng Somba Opu Village Office consists of 5 (five) positions, which include the Village Head, Village Secretary, Head of Community Empowerment and Services Section, Head of Government Section, and Head of Peace and Order Section. The results of this research consist of job analysis and workload analysis works in accordance with the format of the Minister of Administrative and Bureaucratic Reform Regulation regarding Guidelines for Job Analysis and Workload Analysis. The aim is to provide clarification on job descriptions for each existing position, maximize employee performance since each position contains clear job information, and serve as a reference for future employee recruitment at the Benteng Somba Opu Sub-District Office.

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