Analysis of Administrative Staff Workload in Public Service Institutions that Support Public Education

Yopie Purwa Nugraha[1], Slamet Suwanto[2]

[1,2] Master of Government Science, Langlangbuana University, Indonesia;
yopiepurwanugraha@gmail.com

ARTICLE INFO	ABSTRACT
	Public services at the sub-district level require proportional employee workload management for effective organizational performance. However, in Regolwetan Sub-district, South Sumedang District, an imbalance in workload among employees is still found, impacting service quality. This study aims to analyze employee workload, identify inhibiting factors, and determine solutions for improvement. The research method used was qualitative with a descriptive approach through in-depth interviews, observation, and documentation. The results indicate that the workload is not evenly distributed, especially among public service employees with high work volumes. The main obstacles include limited human resources, suboptimal delegation of authority, inadequate work facilities, and additional tasks beyond job functions. This study concludes that workload analysis in Regolwetan Sub-district is not optimal and requires a reorganization of task distribution to improve employee performance and the quality of public services.

Corresponding Author:
Yopie Purwa Nugraha
Master of Government Science, Langlangbuana University, Indonesia; yopiepurwanugraha@gmail.com

1. INTRODUCTION

Public services at the sub-district level require personnel capable of working effectively and efficiently as the complexity of community needs increases. Managing employee workloads is a crucial factor in ensuring optimal organizational performance. However, in practice, workload imbalances among employees, the accumulation of tasks in certain service units, limited human resources, and the implementation of tasks outside job descriptions persist, all of which impact the quality of public services and the performance of sub-districts as the leading government unit.

Research on workloads in public organizations generally positions workload analysis as an instrument for planning employee needs, structuring positions, and improving performance efficiency through work volume measurement and job analysis approaches. This approach has proven effective in providing a quantitative picture of the match between employee capacity and job demands. However, existing studies are still dominated by research on large-scale government agencies and emphasize technical aspects of measurement. Therefore, they have not fully uncovered the contextual dynamics of

workload implementation, structural barriers, and task allocation practices at the sub-district level, which focuses on direct service to the public. This article offers novelty by presenting a workload analysis based on the context of village government through a descriptive qualitative approach, which not only maps the distribution of employee workload, but also integrates the identification of implementation barriers and the formulation of applicable workload management solutions.

Thus, this study aims to analyze employee workload in Regolwetan Village, South Sumedang District, Sumedang Regency, identify factors inhibiting the implementation of workload analysis, and formulate workload management recommendations as a scientific contribution in strengthening human resource management and improving the quality of public services at the local government level.

2. METHOD

This study employed a qualitative approach with a descriptive design, aiming to gain a deeper understanding of the implementation and distribution of employee workload within the context of village government. This approach was chosen because it allows for a contextual exploration of workload phenomena, including the dynamics of task implementation, implementation barriers, and labor division practices that cannot be fully measured quantitatively.

The research subjects consisted of the Regolwetan Village apparatus, South Sumedang District, Sumedang Regency, including the village head, village secretary, section heads, executive staff, and non-civil servant employees directly involved in public services. The research object was an employee workload analysis, encompassing task distribution, job function implementation, and factors influencing workload imbalance.

Data collection techniques included in-depth interviews, direct observation of employee work activities, and documentation studies of personnel documents, job descriptions, and village performance reports. The research instruments consisted of semi-structured interview guides, observation sheets, and document review checklists, which were developed to ensure data consistency and depth. Data analysis was conducted qualitatively through the stages of data reduction, data presentation, and conclusion drawing. Data validity was maintained by applying triangulation of sources and methods, ensuring adequate reliability of the research findings. The research flow and stages are visualized in a research design chart, depicting the process from planning and data collection to analysis and the formulation of workload management recommendations.

3. FINDINGS AND DISCUSSION

The research results indicate that employee workloads in Regolwetan Village are not distributed proportionally across positions. The main finding indicates a higher concentration of workload among employees handling public administration services compared to other work units. This is evident in the intensity of daily work, the frequency of direct interaction with the public, and employee involvement in additional tasks outside of formal job descriptions. These findings directly address the research objective, which focused on analyzing employee workload distribution at the village level.

Analytically, this workload imbalance is influenced by several key factors: limited human resources, suboptimal delegation of authority, and the urgent and ongoing demands of public services. Employees in public service units not only perform their core duties but also frequently receive additional, incidental assignments, significantly increasing their workload. This situation demonstrates that workload is not solely determined by the formal organizational structure, but also by the dynamics of service needs and evolving work patterns in the field. This interpretation reinforces the understanding that workload analysis needs to consider contextual and implementative aspects, not just technical aspects of measurement.

Compared with previous research findings, this study aligns with studies that emphasize the importance of workload analysis in improving the efficiency and performance of government officials. However, this study expands this understanding by demonstrating that at the sub-district level, workload issues are not solely related to work volume, but also to the flexibility of employee roles and

limited organizational resources. Thus, this study provides a distinct empirical contribution from previous studies, which generally focused on large-scale government agencies and quantitative approaches.

The findings of this study demonstrate that employee workload in Regolwetan Village is distributed unevenly, with a significant concentration of tasks borne by administrative staff directly involved in public services. This condition reflects a structural imbalance rather than an individual performance issue. From a theoretical perspective, workload is defined as the interaction between job demands and an employee's capacity within a given time frame[1]. When job demands consistently exceed available human resources and organizational support, workload imbalance becomes inevitable. In the context of Regolwetan Village, the increasing complexity of public service demands, combined with limited staffing, has created a persistent overload for frontline administrative employees.

This phenomenon aligns with the Job Demand–Resources (JD-R) Theory, which posits that excessive job demands such as time pressure, role overload, and emotional labor without sufficient resources will lead to decreased performance and increased strain[2]. Administrative staff in Regolwetan Village not only execute their formal job descriptions but also absorb incidental and urgent tasks due to institutional limitations. This explains why workload concentration occurs repeatedly in specific units rather than being distributed proportionally across the organizational structure.

The results of this study corroborate previous empirical research indicating that workload imbalance in public organizations is often driven by staffing shortages and ineffective task delegation[3]. Studies conducted in local government institutions in developing countries have shown that limited human resources force organizations to rely on multifunctional employees, especially those positioned closest to public interaction[4]. Similar to the findings of this research, these studies emphasize that frontline service units tend to experience higher work intensity due to their direct engagement with citizens and the unpredictable nature of service demands.

However, this study diverges from prior research that predominantly frames workload issues as a function of quantitative work volume alone[5]. While earlier studies focused on measuring workload using standardized indicators such as time motion studies or work unit calculations, the present findings reveal that workload imbalance at the village level is also shaped by contextual and structural factors. These include informal task assignments, role flexibility, and the absence of clear authority delegation mechanisms. This distinction is critical because it suggests that technical workload measurement tools alone are insufficient to address real-world workload challenges in grassroots public institutions.

From an organizational behavior standpoint, the persistence of additional tasks beyond formal job functions can be explained through role theory. Role ambiguity and role overload occur when employees are expected to perform multiple roles without explicit boundaries or adequate authority[6]. In Regolwetan Village, administrative staff often assume overlapping responsibilities due to institutional urgency and limited personnel. This condition not only intensifies workload but also weakens accountability structures, as employees operate beyond clearly defined roles.

Comparatively, studies conducted in larger bureaucratic organizations often report workload imbalance as a temporary condition that can be mitigated through formal restructuring or workforce planning[7]. In contrast, this study reveals that at the sub-district or village level, workload imbalance tends to be systemic and persistent. The absence of adaptive human resource management policies and the reliance on informal task distribution practices make workload issues more deeply embedded in daily operations. This difference underscores the importance of contextualizing workload analysis according to organizational scale and governance level.

The scientific implication of these findings is significant. First, this study reinforces the argument that workload analysis in public sector organizations must move beyond technocratic measurement toward a more contextual and qualitative understanding of work dynamics. Second, it contributes empirically by demonstrating that workload imbalance at the grassroots level is not merely an

efficiency problem but a governance issue related to institutional capacity and role clarity. Third, the findings suggest that improving public service quality requires not only additional staffing but also reforms in task allocation, authority delegation, and organizational design.

The implications of these findings indicate that restructuring the distribution of employee tasks and functions is an urgent need to improve the performance and quality of public services in Regolwetan Sub-district. A contextual workload analysis approach based on the actual working conditions of employees is considered more relevant for application in front-line government units. Therefore, this study's results emphasize the importance of strengthening human resource management at the sub-district level as a strategy for continuously improving the effectiveness of public services.

4.   CONCLUSION

This study concludes that employee workload in Regolwetan Sub-district is not distributed proportionally, thus impacting the effectiveness of performance and the quality of public services. Using a contextual qualitative approach, this study advances the understanding of workload analysis by emphasizing the importance of task dynamics, role flexibility, and the real-world working conditions of village officials, which have not been widely studied before. These findings provide a scientific basis for restructuring task distribution and strengthening human resource management at the local government level. Future research is recommended to combine qualitative and quantitative approaches and expand the study area to other villages to obtain stronger generalizations.

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