

Comparison Of Employee Workloads Partners Of Pt. Telkom Bengkulu Region

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ABSTRAK

This study discusses the comparison of workload between partner employees of PT. Telkom Bengkulu, namely Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO). Workload is understood as both physical and mental demands that must be balanced with employee capacity to maintain optimal performance. The differences in responsibilities between the two partners result in variations in workload levels, where supervisors and administrative staff often experience workloads above the standard, while technicians remain relatively within the standard. The research method used was descriptive quantitative, with data collected through observation, interviews, documentation, and questionnaires. The sample consisted of 36 respondents, comprising 24 employees from Mitratel and 12 employees from Trans Dana Profitri. The data were analyzed using data adequacy test, data uniformity test, Independent Sample t-Test, F-test, coefficient of determination (R^2), and effective workload calculations based on standard working hours according to the Regulation of the Minister of Finance No. 175/PMK.01/2016. The results showed that the workload for supervisory and administrative positions reached 180%, which ideally should be handled by two employees but in practice is only performed by one person. Meanwhile, the workload of technicians was 110%, which is still within the acceptable standard. Overall, Trans Dana Profitri employees bear a heavier workload compared to Mitratel employees, as they are directly responsible for managing digital energy devices and network maintenance, which could cause widespread service disruptions (GAMAS) if not addressed. These findings emphasize the importance of redistributing workload and adding employees in overloaded positions to ensure efficiency and service quality at PT. Telkom Bengkulu.

INTRODUCTION

Industry in Indonesia is largely developed and further created, with truly stable monetary development being the benchmark in today's rapidly changing events. In the face of difficulties in the business world, industry must remain solid and play a strong role in forming associations with various fields. One thing that must be done is to strengthen associations that are generally beneficial with other small, medium and large companies. Businesses that are well-established in Indonesia today are working twice as hard. In addition to being a place for gathering materials, they are also a means of developing open positions, developing developing countries, expanding trade, supporting change, and working for the personal satisfaction of the Indonesian people.

The company began its history on 6 July 1965 when the Indonesian government divided 'PN Pos dan Telekomunikasi' (PN Postel) into two separate state-owned companies (PN), namely 'PN Pos dan Giro' to provide postal and giro services and 'PN Telekomunikasi' to provide telecommunications services. In 1974, part of the company's assets were used by the government as capital to establish PT Industri Telekomunikasi Indonesia (INTI), which was engaged in the production of telecommunications equipment. The status of this company was then changed to a public company (Perum). In 1991, the status of this company was changed back to a limited liability company and began doing business under the brand name 'Telkom'.

In 1995, the company established Telkomsel to do business in the field of mobile telecommunications. In 2001, the company purchased 35% of Telkomsel shares still held by Indosat as part of the restructuring of the Indonesian telecommunications industry with the elimination of joint ownership and cross-ownership between this company and Indosat. In 2005, the company launched the Telkom-2 satellite. In 2010, the company successfully completed the construction of an undersea fibre optic cable. In 2014, a year later, the company also launched the IndiHome service package, which combines internet, telephone and TV services. In 2016, the company successfully completed the construction of the Southeast Asia-Middle East-Western Europe 5 (SEA-ME-WE 5) submarine cable. A year later, the company also successfully completed the construction of an undersea fibre optic cable and launched the Telkom-3S satellite.

In 2018, the company launched the Telkom-4 satellite and inaugurated The Telkom Hub in Jakarta. The company also successfully completed the construction of the Indonesia Global Gateway (IGG) submarine cable. In 2019, through Mitratel, the company acquired 2,100 telecommunications towers

owned by Indosat Ooredoo and acquired 95% of the shares of PT Persada Sokka Tama, which owns 1,017 telecommunications towers. In 2020, the company agreed to sell 6,050 of its telecommunications towers to Mitratel. The company also established a partnership and invested in Gojek. At the end of 2020, the company announced that it would shorten its name to 'PT Telkom Indonesia (Persero) Tbk', without changing its original name.

In May 2021, through Telkomsel, the company became the first in Indonesia to provide 5G services. At the end of 2021, Mitratel was officially listed on the Indonesia Stock Exchange. In 2022, the company successfully completed the first phase of the Hyperscale Data Centre construction in Cikarang. At the end of 2022, the company laid the first stone for the construction of a Hyperscale Data Centre in Batam. Through Telin, the company also joined the SEA-ME-WE 6 submarine cable construction consortium. PT Telkom is a company engaged in telecommunications and network services. It is evident that the company has many competitors, so it always strives to improve the quality of its products. Moreover, the company was only recently established and there is no optimal workload calculation, so many employees work beyond their capacity, resulting in targets not being met. Furthermore, employees have to do work that is not in line with their individual characteristics or abilities. If this issue is not addressed, employees will become demotivated, causing them to lose enthusiasm and experience work-related stress, which will hinder the company's growth.

To prevent this from happening, this study focuses on calculating the workload and determining the optimal number of workers required based on the available workload, as well as assigning tasks to employees according to their characteristics and abilities so that they can work according to their passions and talents, thereby preventing work-related stress. The method used in this study is descriptive qualitative, which provides an overview of the workload required in an organisation within a company. This method provides information about the allocation of employee resources in completing their workload.

In order to win in competition, a company needs to have the right strategy to solve problems and develop the company in the long term. Companies need to have a business strategy that can be used as a basis for running a business, which guides the actions taken by company leaders in achieving their business objectives and becoming competitive in their industry.

Workload is the tasks assigned to employees that must be completed within a certain period of time in a company. In terms of work, the workload of organic employees and partners certainly differs in terms of employee responsibilities. The differences in workload can be seen in Table 1. :

Table 1 Differences in the Workload of PT Telkom Indonesia Partner Employees

Workload Differentiator	
Trans Dana Profitri Employee	Mitratel employee
<ol style="list-style-type: none"> Dana Profitri (DEFA Squad) is a team that plays an important role in supporting the sustainability and efficiency of digital energy management. DEFA was formed with the main objective of creating digital-based energy facilities that are capable of monitoring, controlling, and optimizing energy usage in a smart and efficient manner. With the presence of DEFA, it is hoped that energy management will not only run automatically, but also be more accurate, transparent, and sustainable. DEFA focuses on energy management related to access network infrastructure, such as power monitoring and temperature control in access rooms. DEFA aims to improve energy efficiency, reduce operational costs, and ensure the reliability of access networks. Some of the devices managed by DEFA are: Rectifiers, Generators, Batteries, Air Conditioners, Transformers. 	<ol style="list-style-type: none"> Network patrol and fiber optic backbone maintenance Coordination with third parties regarding security of backbone cable routes Handling IndiHome network disruptions, including performing field repairs if necessary Reporting work results through applications such as MySquat, including inputting corrective actions, photo evidence, types of materials used, and closing tickets (tech closed)

Source: Telkom Bengkulu, 2025

Table 2 Performance Report of Pt Telkom Partner Employees

Indicators	Job Evaluation
Targets	TDP (80%-100%) Mitratel (80%-100%)
Evaluation Assessment	a. Individual b. Work team -TDP -Mitratel

Source: Telkom Bengkulu, 2025

In addition, the role of leaders is no less important. Every company organization, including PT. Telkom Indonesia Bengkulu, needs to evaluate, update, and develop a leadership policy system in order to influence employee performance so that they can be more productive and increase their work effectiveness. A balance between the workloads of partner employees will influence their work enthusiasm, work efficiency targets, and work environment. Of course, a company leader, especially Telkom Bengkulu, needs to have the ability to manage, influence, direct, command, and motivate their subordinates in achieving the company's goals.

Leadership is the way leaders influence the behavior of their subordinates so that they can work productively and well in order to achieve the goals of a company. In addition to leaders, the organizational climate also needs to be considered in a company. Organizational climate is the view of members of an organization or company, as well as those who are regularly associated with an organization, regarding what may occur in the internal environment of the organization now and in the future that may influence attitudes and behavior within the organization.

Performance is the result of the quantity and quality of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them by the company. In addition, performance is a manifestation of the work done by employees and is usually used as a reference or basis for evaluating employees in a company. Good performance is a step towards achieving a company's goals. Performance is also defined as a determining factor in achieving a company's goals, therefore it is necessary to strive to improve employee performance.

As a reference point for comparison in this study, the researcher also compared it with previous studies on workload. Manuaba's (2000) study, entitled Positive Workload of Employees at PT. Cahaya Abadi Komputer, states that workload is the ability of a worker's body to accept work. From an economic perspective, every workload accepted by a person must be appropriate and balanced with the physical and psychological abilities of the worker receiving the workload. Workload can be physical or psychological. Physical workload can be in the form of heavy work such as lifting, caring for, or pushing, while psychological workload can be in the form of the level of expertise and work performance of an individual compared to other individuals. Research (Tyas, 2009), entitled: Organic and Non-organic Workload of Private Employees. Defines workload as the difference between the capacity of the system that processes the information needed to perform tasks as expected and the capacity available at that time.

According to (Suranto, 2010), there are different perspectives in defining workload. Workload is defined as the amount of work or working time expected of workers and the total amount of work that must be completed by a department or group of workers within a certain period of time. Workload is an excessive workload that can be divided into two types, namely quantitative workload and qualitative workload. Quantitative workload is a workload that is too much to do or there is not enough time to complete a job, while qualitative workload is when individuals feel they lack the ability to complete a job because the standards are too high.

LITERATURE REVIEW

Workload

According to Hancock & Meshkati (1988), workload is an aspect that every company must pay attention to, as it can impact employee productivity. Different experts have different definitions of workload, often stemming from different limitations and types of work. Workload can be defined as the difference between a worker's capacity or ability and the demands of the job. Moekijat (2006:152) states that workload analysis provides information on qualitative workforce requirements and the types of positions and employees needed to complete tasks.

Prihatini (2007) states that workload is influenced by external factors such as physical tasks, work organization, and the work environment, as well as internal factors, which originate within the body as a result of reactions to external workload. In Sedarmayanti (2009:82) to achieve workload efficiency, it is

necessary to fulfill the conditions of effectiveness, economy, work implementation that can be accounted for, real division of work based on workload, rationality of authority and responsibility, and practical work procedures that can be implemented.

According to Moekijat (2010:28), workload is the volume of work output or a record of work output that can indicate the volume produced by a number of employees in a specific department. The amount of work that must be completed by a group or individual within a certain time, or workload, can be viewed from both objective and subjective perspectives. Objectively, it is the total time spent or the number of activities performed. Subjectively, workload is a measure used by an individual to express feelings of work overload, job pressure, and job satisfaction. Workload as a source of dissatisfaction is caused by work overload.

Workload is an aspect that must be considered by every company, because workload is one of the factors that can increase employee productivity. Every task a person performs is a workload for them, and these burdens depend on how the person works. From an ergonomic perspective, each workload received by an individual must be appropriate and balanced with the physical abilities, cognitive abilities, and limitations of the person receiving the workload (Robbins, 2008:37).

METHODS

The type and design of this research is qualitative, using a qualitative descriptive research design, which is a way of understanding a problem that is currently occurring. The descriptive type consists of sentences using scientific methods, namely interviews, direct observation, and documentation. This qualitative research is a way of understanding problems related to the workload of employees at PT. Telkom Indonesia Bengkulu. This research was conducted at the PT. Telkom office in the Bengkulu region and was carried out over a period of 3 months from July 4 to September 3, 2024. The reason for choosing PT. Telkom Bengkulu as the research location was to observe and describe the workload of PT. Telkom's partner employees in the Bengkulu region.

RESULTS AND DISCUSSION

Workload Calculation Analysis

The standard workload for one person at TDP Partners is 100-120%, so if the workload exceeds the standard, additional employees are added to TDP Partners to complete the workload. The workload of TDP Partners employees is 180%, so to meet this workload, two additional employees are needed. In this company, there are 12 employees, so this workload calculation ratio is not in line with the current number of employees at Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO).

Table 1 Workload Analysis Calculation

No.	Job Title	Workload	Number of Workers Based on Calculations (People)	Actual Number of Workers (Persons)
1.	Production Supervisor	180%	2	1
2.	Administration	180%	2	1
3.	Technician	180%	2	1

The overall average response for the organic workload variable was ($\bar{x} = 2.93$), which falls into the "Insufficient" category. Thus, overall, respondents gave insufficient responses regarding employee placement at Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO).

The overall average response for the organic workload variable was ($\bar{x} = 2.91$), which falls into the "Poor" category. Thus, overall, respondents gave poor responses regarding employee satisfaction at Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO). From the table, it can be seen that the R value is 0.667.t The results of this study prove that placement has a positive and significant effect on the workload of Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO) employees.

Each employee has their own workload that has been determined by the company or their supervisor. Workload is the amount of work that must be carried out by a position or organizational unit and is the product of the volume of work and normal working hours. According to (Purbaningrat & Surya, 2015), workload is a number of activities that require expertise and must be carried out within a certain period of time in physical or psychological form. Meanwhile, according to (Ahmad et al., 2019), it is any form of work assigned to human resources to be completed within a certain period of time. According to (S. H. Hasibuan & Munasib, 2020), workload is one of the factors that affect employee performance.

In line with Anggraini's opinion (2019), excessive workload can affect the health and psychological well-being of employees, as well as their performance. A high workload can cause stress and fatigue in employees, which can ultimately affect their productivity and the quality of their work. In addition, an unbalanced workload can also affect the balance between work and personal life, which can affect the overall well-being of employees.

From the output of the independent sample test in the Equal Variances Assumed section, it is known that the sig value (2-tailed) is $0.587 < 0.05$, so it can be concluded that H_0 is rejected and H_A is accepted. Thus, it can be concluded that there is a significant difference between the average workload of PT. Squad DEFA and PT. Squad Bravo.

A balanced and well-managed workload can increase employee motivation and job satisfaction, as well as affect the overall productivity and performance of the company. Therefore, companies need to pay attention to factors that affect workload and take the necessary actions to ensure the well-being of their employees (Putra, 2021).

CONCLUSION AND RECOMMENDATIONS

Conclusion

1. There is a significant difference in workload between Trans Dana Profitri (Squad DEFA) and Mitratel (Squad BRAVO) employees. Trans Dana Profitri employees' workload is higher due to their direct responsibility for managing digital energy devices and maintaining the core network, which poses a risk of Mass Disruption (GAMAS) if damage occurs.
2. Based on the results of the workload time data uniformity test, the BKA value was 129,481.5 minutes and the BKB value was 113,366.4 minutes. All data fall within the control limits, thus concluding that the workload time data is uniform and under statistical control.
3. Based on effective working hours according to the Minister of Finance Regulation No. 175/PMK.01/2016, which is 6.4 hours (385 minutes) per day or 1,690 hours per year, Trans Dana Profitri employees work an average of more than 1,800 hours per year (approximately 106%–110% of the standard). Mitratel employees work an average of around 1,650 – 1,700 hours per year (around 95% – 100% of the standard).
4. The results of the statistical test (Independent Sample t-Test) indicate a significant difference in the average workload between Trans Dana Profitri and Mitratel employees, thus the research hypothesis is accepted.
5. Overall, the workload of Trans Dana Profitri employees is heavier than that of Mitratel employees. Therefore, it is necessary to rearrange work distribution and add workers to overloaded positions to meet optimal capacity, thereby improving efficiency, productivity, and service quality at PT. Telkom Bengkulu Region.
6. The results of the data sufficiency test show an N' value of 1.7, which is considered sufficient, thus the research data meets the workload adequacy standard. This means that the data used in this study is valid as a basis for calculating the workload of Trans Dana Profitri and Mitratel employees.

Recommendations

1. In conducting workload research, authors can also provide advice to company management based on observations and actual results in the field. Companies can also provide overtime for workers who are overloaded during normal hours to ensure work targets are met.
2. Companies should place workers according to their experience and skills to maximize their productivity. If workers lack experience or skills in the work area, companies can provide training related to the job to be assigned.

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