



## Workload Analysis of Civil Servants in a Local Government Context: A Qualitative Study at Pa'jukukang District Office, Bantaeng Regency

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Abstract	
<p><b>Keywords:</b> <i>Workload; civil servant; public service; qualitative study; local government.</i></p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p><b>Purpose:</b> This study aims to analyze the workload of civil servants (ASN) at the Pa'jukukang District Office, Bantaeng Regency, and to examine whether the workload is appropriate in relation to the number, capacity, and competencies of existing employees. <b>Research Design and Methodology:</b> A descriptive qualitative approach was employed. Data were collected through in-depth interviews, direct observation, and documentation involving three civil servants representing different functional positions. Data analysis was conducted using data reduction, data display, and conclusion drawing, supported by source triangulation. <b>Findings and Discussion:</b> The findings indicate that the workload of civil servants is relatively high and dominated by administrative tasks that frequently accumulate within short periods. Task distribution has not fully considered employees' competencies, educational backgrounds, and individual capacities, resulting in inefficiency and work pressure. Several civil servants are required to perform duties outside their areas of expertise. <b>Implications:</b> The study highlights the importance of periodic workload analysis and restructuring task allocation based on employee competencies to improve efficiency and public service delivery.</p>

### Introduction

Civil servants (Aparatur Sipil Negara/ASN) play a strategic role as the main actors in public service delivery and government administration. The effectiveness of government institutions largely depends on the ability of civil servants to perform their duties professionally, efficiently, and responsibly. One important factor influencing employee effectiveness is workload. An imbalance between workload and employee capacity may lead to work stress, fatigue, and declining productivity, which ultimately affect the quality of public services.

In local government institutions, especially at the district (kecamatan) level, civil servants are required to handle diverse administrative and service-related tasks while directly interacting with the community. District offices function as the front line of government in implementing policies and responding to citizens' needs. Therefore, understanding the actual workload experienced by civil servants at this level is essential to ensure optimal service performance.

Previous studies have emphasized that workload is a crucial determinant of employee performance in public organizations. Excessive workload has been associated with decreased job satisfaction, increased stress, and lower service quality, whereas balanced workload contributes to higher efficiency and better performance. Research on workload analysis in government institutions

has shown that mismatches between job demands and employee capacity often result in inefficiencies and overlapping tasks.

Several empirical studies in Indonesia have reported that workload analysis and job analysis significantly influence the performance of civil servants. These studies highlight that appropriate task distribution and alignment between employee competencies and job requirements are necessary for improving organizational effectiveness. However, most existing studies focus on provincial-level institutions or technical government agencies, such as public works offices or regional secretariats.

Although workload analysis has been widely discussed, limited empirical evidence is available regarding workload conditions at the district government level, particularly in sub-district offices that serve as the primary interface between government and citizens. Each district office has unique characteristics related to service intensity, number of employees, and local socio-geographic conditions. In Pa'jukukang District Office, Bantaeng Regency, indications of high workload, unequal task distribution, and assignments not fully based on employee competencies have been observed. However, systematic qualitative analysis of these conditions has not been sufficiently explored in previous studies. This situation indicates a research gap concerning in-depth understanding of workload dynamics among civil servants at the district level.

Based on the identified gap, this study addresses the following research questions: (1) How is the workload of civil servants at Pa'jukukang District Office? (2) How does workload affect the implementation of employees' duties and public service activities? (3) Is the workload aligned with the number, capacity, and competencies of existing employees? Accordingly, this study aims to analyze the workload of civil servants and evaluate its suitability in relation to employee capacity and competencies. The novelty of this study lies in its qualitative exploration of workload conditions at the district government level, providing contextual evidence that can support human resource management improvements in local government institutions.

## **Literature Review**

### **Civil Servants (Aparatur Sipil Negara)**

Civil servants are professional government employees who are appointed to perform public service and governmental duties in accordance with statutory regulations. They function as implementers of public policies, providers of public services, and unifiers of the nation. As the main human resources in government institutions, civil servants play a decisive role in achieving effective and accountable governance.

In carrying out their roles, civil servants are required to demonstrate professionalism, integrity, and competence. Their performance is influenced by various organizational and individual factors, including leadership, work environment, and workload. Therefore, proper management of civil servants is essential to ensure that public services are delivered efficiently and in accordance with citizens' expectations.

### **Workload**

Workload refers to the amount of tasks or activities that must be completed by an individual or organizational unit within a certain period. Workload encompasses physical, mental, and time demands required to accomplish job responsibilities. A balanced workload exists when job demands are aligned with an employee's capacity, skills, and available time.

Excessive workload may result in fatigue, stress, and decreased concentration, which can reduce work quality and productivity. Conversely, insufficient workload may lead to boredom and underutilization of employee potential. Therefore, workload analysis is necessary to determine whether job demands are proportional to employee capacity and organizational resources.

### **Factors Influencing Workload**

Several factors influence employee workload. These include the work environment, job design, task complexity, availability of facilities, and employee competencies. Poor task distribution and unclear job descriptions may increase workload and create overlapping responsibilities. In addition, limited human resources and increasing service demands may intensify workload, particularly in public sector organizations. Individual factors such as education background, skills, and work experience also affect how employees perceive and manage workload. Employees whose competencies

match their job requirements tend to handle tasks more effectively than those assigned to positions outside their expertise.

### **Workload and Public Service Performance**

In public organizations, workload is closely related to service performance. High and unbalanced workload may lead to delays, errors, and declining service quality. On the other hand, well-managed workload contributes to timely task completion, accuracy, and improved public satisfaction. Previous studies have shown that workload analysis and job analysis are important tools for improving employee performance and organizational efficiency. By identifying workload distribution and employee capacity, organizations can design appropriate staffing and task allocation strategies.

## **Research Design and Methodology**

This study employed a descriptive qualitative research design to obtain an in-depth understanding of the workload experienced by civil servants at the Pa'jukukang District Office, Bantaeng Regency. A qualitative approach was considered appropriate because the study sought to explore employees' perceptions, experiences, and contextual conditions related to workload rather than to test statistical relationships. The research was conducted at the Pa'jukukang District Office, Bantaeng Regency, over a period of approximately two months. Informants were selected purposively based on their involvement in daily administrative and public service activities, as well as their work experience. Three civil servants representing different functional positions served as key informants. Data were collected through in-depth interviews, direct observation, and documentation review. Interviews were conducted using semi-structured guidelines to allow flexibility in exploring emerging issues. Observations focused on daily work activities, task distribution, and work intensity. Documentation included organizational structure, employee data, and relevant institutional records. Data analysis followed three main stages: data reduction, data display, and conclusion drawing. To ensure the trustworthiness of the findings, source triangulation was applied by comparing information obtained from interviews, observations, and documents. This procedure enhanced the credibility and consistency of the research results.

## **Findings and Discussion**

### **Findings**

#### ***Profile of Research Site and Informants***

*Pa'jukukang District Office is one of the administrative units in Bantaeng Regency that plays a strategic role in delivering basic public services. The office employs 20 civil servants, consisting of 11 male and 9 female employees. The majority of employees are classified in rank group III, with a limited number of staff occupying functional positions.*

*This condition indicates that most employees perform general administrative and service tasks. Three informants were purposively selected to represent different job functions at the Pa'jukukang District Office. They include: (1) a staff member responsible for general administration and public relations, (2) a staff member in charge of equipment and installation, and (3) a staff member responsible for general public services. These informants have varying lengths of service and are directly involved in daily operational activities.*

#### ***Level of Civil Servant Workload***

*The findings show that civil servants at the Pa'jukukang District Office experience a relatively high workload. Informants reported that they often handle more than one task simultaneously, particularly during periods of increased administrative activities such as distribution of government assistance, preparation of reports, and community service programs.*

*Workload intensity tends to increase at certain times, including the beginning of the month, end of the year, and during the implementation of central and regional government programs. In such conditions, employees are required to work faster and with higher concentration to meet service demands.*

### **Task Distribution and Employee Capacity**

*The findings indicate that task distribution has not fully considered individual competencies, educational backgrounds, and capacities. Several informants stated that they are frequently assigned duties outside their areas of expertise. This condition contributes to inefficiency and increases the time required to complete tasks.*

*In addition, limited number of employees often results in overlapping responsibilities. When one employee is absent due to leave or illness, other employees must take over additional tasks, further increasing their workload.*

### **Implications for Public Service**

*High workload and unequal task distribution have implications for public service delivery. Informants reported that heavy workload may cause delays in service completion and reduce the effectiveness of administrative processes. Nevertheless, employees continue to strive to maintain service quality despite these constraints.*

### **Discussion**

#### **Workload Level of Civil Servants**

The findings indicate that civil servants at the Pa'jukukang District Office experience a relatively high workload, particularly during periods of increased administrative and service activities. This condition reflects an imbalance between job demands and available human resources. According to workload theory, excessive workload occurs when task volume and time pressure exceed an individual's capacity, leading to fatigue and work stress. The present study confirms this theoretical perspective, as informants reported feelings of being overwhelmed when multiple tasks must be completed simultaneously.

These findings are consistent with previous studies showing that high workload is common in public sector organizations with limited staffing and increasing service demands. Similar to the results reported by earlier researchers, this study demonstrates that workload intensity fluctuates depending on program implementation and service cycles, indicating that workload management should consider temporal variations in job demands.

#### **Task Distribution and Competency Alignment**

Another important finding is that task distribution has not been fully aligned with employees' competencies and educational backgrounds. Several civil servants are required to perform duties outside their areas of expertise, which contributes to inefficiency and longer task completion time. From a human resource management perspective, this condition reflects weak job-person fit, where employees' qualifications do not optimally match job requirements.

This finding supports previous studies suggesting that inappropriate task allocation and insufficient job analysis may lead to decreased effectiveness and increased workload. When employees are placed in positions that do not correspond to their competencies, they require additional effort to learn and adapt, which further increases perceived workload.

#### **Workload and Public Service Delivery**

The study also reveals that high workload and unequal task distribution have direct implications for public service delivery. Heavy workload may cause service delays and reduce administrative accuracy. This condition aligns with the argument that employee workload is closely related to service quality in public organizations.

However, despite these constraints, civil servants at the Pa'jukukang District Office continue to demonstrate commitment to fulfilling their responsibilities. This indicates the presence of individual dedication and organizational norms that encourage employees to maintain service performance even under pressure. Nevertheless, reliance on employee dedication alone is not sufficient for sustainable performance improvement.

#### **Integrated Perspective**

Overall, the findings suggest that workload problems at the Pa'jukukang District Office are not solely related to the amount of work but also to how tasks are distributed and matched with employee competencies. Therefore, periodic workload analysis and job analysis are essential to create a more balanced and efficient work system. By improving task allocation and aligning jobs with employee qualifications, local government institutions can enhance both employee well-being and public service quality.

## **Conclusion**

This study concludes that civil servants at the Pa'jukukang District Office experience a relatively high workload, which is dominated by administrative tasks and tends to increase during certain periods of government program implementation and service activities. Task distribution has not been fully aligned with employees' competencies, educational backgrounds, and individual capacities. These conditions result in overlapping responsibilities, work pressure, and inefficiency in carrying out daily duties.

This research contributes to the literature on human resource management in the public sector by providing qualitative evidence on workload conditions at the district government level. Practically, the findings highlight the importance of conducting periodic workload analysis and job analysis as a basis for improving task allocation and staffing decisions. Aligning job assignments with employee competencies may help reduce inefficiency and enhance the quality of public service delivery.

This study is limited by its small number of informants and focus on a single district office, which may restrict the transferability of the findings. Future research is recommended to involve more informants, include multiple district offices, and incorporate additional variables such as job satisfaction, work stress, or employee motivation. Mixed-methods approaches may also provide deeper insights into workload dynamics in local government institutions.

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