

INTISARI

Administrasi merupakan salah satu aktivitas yang digunakan selama kegiatan operasional untuk mendukung operasional bisnis suatu instansi. BPJS Ketenagakerjaan sebagai salah satu instansi pemerintah yang bergerak dalam bidang asuransi sosial tentunya turut wajib tertib administrasi dengan eksternal—peserta—pihak internal guna memberikan hak dan manfaatnya, dibutuhkan aktivitas administrasi, yakni proses surat masuk-keluar. Dalam proses surat masuk-keluar masih memiliki kendala dalam proses *approval* yakni keterlambatan yang menyebabkan realisasi dan target surat masuk-keluar belum tercapai oleh beberapa faktor internal dan eksternal. Selain itu, belum adanya kajian terhadap *service level* dalam proses *approval* surat masuk-keluar. Melihat dari kondisi tersebut, perlu dilakukan analisis waktu standar proses *approval* surat masuk dan surat keluar pada Kantor Pusat BPJS Ketenagakerjaan.

Penentuan waktu standar dalam penelitian ini menggunakan metode *work sampling*. Waktu standar diperoleh untuk mengetahui waktu yang dibutuhkan oleh pegawai dalam aktivitasnya, serta jumlah tenaga kerja optimal dalam pekerjaan tersebut. Sebagai pendukung, digunakan perhitungan menggunakan metode *line balancing* untuk mengetahui keefisienan pada alur proses. Selanjutnya, dalam menemukan faktor yang menjadi penghambat pada pegawai dalam proses *approval* surat masuk dan keluar diidentifikasi dengan *fishbone* diagram.

Variabel permasalahan pada pegawai yang menjadi kendala dalam proses *approval* adalah beban kerja, mobilitas, kapabilitas dari pegawai, birokrasi dan budaya kerja yang berpengaruh dari lingkungan kerja, komunikasi antar pegawai, dan belum adanya kajian/SOP untuk penetapan waktu standar terhadap proses *approval*. Perlu dilakukannya peningkatan kapasitas, pengurangan beban kerja, kemudahan proses mobilitas, efisiensi tahapan birokrasi, perubahan budaya kerja, pengembangan komunikasi dan pembuatan SOP waktu standar dalam proses *approval* guna peningkatan kinerja pegawai.

Dalam hasil penelitian waktu standar yang diperlukan dalam proses *approval* surat masuk-keluar adalah 20 menit/surat dengan kebutuhan penambahan pegawai total 6 orang terbagi dalam 3 bagian operasi kerja guna tercapainya kebutuhan optimal tenaga kerja. Berdasarkan metode Helgeson-Birnie pada *line balancing* maka didapatkan hasil *line efficiency* 86%, *balance delay* 14%, dan *smooth index* 10,67 menit.

Kata kunci: waktu standar, *work sampling*, *line balancing*, *fishbone* diagram, *service level*.

ABSTRACT

Administration is one of the activities used during operational activities to support the business operations of an agency. BPJS Ketenagakerjaan as one of the government agencies engaged in the field of social insurance is of course obliged to comply with administrative arrangements with external—participants—internal parties in order to provide rights and benefits, administrative activities are needed, namely the process of incoming and outgoing letters. In the process of incoming-outgoing letters, there are still obstacles in the approval process, namely delays that cause the realization and targets of incoming-outgoing letters have not been achieved by several internal and external factors. In addition, there is no review of the service level in the approval process for incoming and outgoing letters. Looking at these conditions, it is necessary to analyze the standard time for the approval process for incoming and outgoing letters at the BPJS Ketenagakerjaan Head Office.

Determination of standard time in this study using work sampling method. Standard time is obtained to determine the time required by employees in their activities, as well as the optimal number of workers in the work. As a support, calculations using the line balancing method are used to determine the efficiency of the process flow. Furthermore, in finding the factors that hinder employees in the approval process for incoming and outgoing letters, they are identified with a fishbone diagram.

Variable problems for employees that become obstacles in the approval process are workload, mobility, capabilities of employees, bureaucracy and work culture that affect the work environment, communication between employees, and the absence of a study/SOP for setting standard time for the approval process. It is necessary to increase capacity, reduce workload, facilitate the mobility process, efficiency of bureaucratic stages, change work culture, develop communication and make standard time SOPs in the approval process in order to improve employee performance.

In the results of the research, the standard time required in the approval process for incoming and outgoing letters is 20 minutes/letter with the need for additional employees, a total of 6 people divided into 3 work operations sections in order to achieve optimal workforce needs. Based on the Helgeson-Birnie method on line balancing, the results obtained are 86% line efficiency, 14% balance delay, and 10.67 minutes smooth index.

Keywords: *standard time, work sampling, line balancing, fishbone diagram, service level.*