

## INTISARI

Keberadaan industri di bidang jasa percetakan terus mengalami perkembangan. Jasa percetakan memberikan pelayanan kepada pelanggan dalam bentuk pencetakan dokumen dengan berbagai jenis penawaran. Pelayanan ini dapat dibangun dengan adanya hubungan baik antara pekerja dan pelanggan. Salah satu perusahaan yang bergerak dalam bidang ini adalah PT. XYZ. Divisi perusahaan yang berkaitan dengan pelayanan langsung pelanggan adalah divisi “*front office*” dan “*setting*”. Perusahaan ini memiliki visi memberikan pelayanan terbaiknya kepada setiap pelanggan, sehingga diperlukan adanya perhatian pada aspek kinerja sumber daya manusia yang dimiliki, yaitu pekerja, khususnya mengenai beban kerja dan produktivitas pekerja untuk mencapai visi tersebut. Tujuan dari penelitian ini adalah menganalisis beban kerja, khususnya beban kerja mental, produktivitas kerja, serta kaitannya dengan pencapaian target pelayanan.

Penelitian ini dilakukan pada bulan Maret 2018. Pengambilan data dilakukan setiap hari Senin-Sabtu pada pukul 08.30-16.00 WIB terhadap subjek penelitian yang berjumlah 9 orang, dengan 2 orang pekerja “*front office*” bagian kasir dan *front desk*, serta 7 orang pekerja “*setting*”. Pengambilan data dimulai dengan pengumpulan data diri pekerja. Pengukuran beban kerja mental menggunakan kuesioner NASA-TLX yang dibagikan kepada setiap pekerja. Produktivitas kerja ditentukan berdasarkan *work sampling*, dengan membagi kegiatan *work related* terdiri dari alokasi kegiatan *effective* dan *contributory* serta *non-work related* atau *ineffective*. Hasil dari *work sampling* ini digunakan dalam menghitung *labor utilization rate* (LUR) setiap pekerja. Dilakukan pula perbandingan *allowances* yang diberikan dengan persentase kegiatan *non-work related*, perhitungan waktu baku, dan *workload analysis* (WLA).

Hasil penelitian menunjukkan bahwa rata-rata beban kerja mental yang diterima pekerja berada pada golongan tinggi, sebesar 65,19 dari skala 100. Hasil *work sampling* menunjukkan rata-rata produktivitas kerja berdasarkan kegiatan *work related* yang dilakukan sebesar 68,94% dan belum semua pekerja mencapai target pelayanan perusahaan. Rata-rata perhitungan *labor utilization rate* sebesar 61,18% yang termasuk dalam kategori produktivitas yang belum memadai atau tidak cukup. Perbandingan antara *allowances* dengan persentase kegiatan *non-work related*, memiliki perbedaan sebesar 9,06% yang menunjukkan bahwa masih adanya pekerja yang melakukan kegiatan *non-work related* melebihi *allowances*. Dampak dari tingginya kegiatan *non-work related* yang dilakukan adalah tidak terlayannya pelanggan dengan baik. Rata-rata perhitungan waktu baku dengan pendekatan *work sampling* untuk pekerja “*front office*” selama 0,88 menit dan “*setting*” selama 7,87 menit, sedangkan beban kerja fisik objektif dengan metode *workload analysis* menunjukkan rata-rata sebesar 81,57%.

**Kata kunci:** Beban Kerja Mental, Produktivitas Kerja, NASA-TLX, *Work Sampling*, *Labor Utilization Rate*, *Allowances*, Waktu Baku, *Workload Analysis*

## ABSTRACT

The existence of printing service sector shows its unexpected growth. A printing service gives some services for its customer by providing various type of offers. This service can be built by a good relation between the printing service employees and customer. One of the company that runs this business is PT. XYZ. Its divisions that is directly related to the customer are “front office” and “setting” division. The company has a big vision, that is to give the best service for all its customer. In order to achieve that big vision, it is a must for the company to give a greater concern to its human resources, especially in work load and productivity of the employees. By controlling those 2 factors, will lead to a better service and achieve the company’s vision easily. This study is aimed to analyze the work load, especially in mental work load, work productivity, and the fulfillment of company target of each employee.

This study was conducted in March 2018. The data collection was held on Monday to Saturday at 08.30-16.00 WIB with the subjects are 9 employees, consist of 2 “front office” employees in cashier and front desk section, and 7 “setting” employees. The study was started by collecting personal information of employees. Measurement of mental work load is done by NASA-TLX questionnaire that is filled by the employees. Work productivity is determined by work sampling technique by doing a series of observation, dividing employees’ activity into work related that consists of effective and contributory activity, and non-work related that also called as ineffective activity. The result of work sampling is used to calculate the labor utilization rate (LUR) of each employee. The second use of work sampling is to compare between the given allowances to the percentage of non-work related activity. It is also calculated the standard time and workload analysis (WLA).

The result of this study indicated that the average of mental work load felt by the employees is included in a high level of mental work load, in the average amount of 65.19 from 100. The result of observation by work sampling technique showed that the average work productivity that is done by the employees is 68,94% and some of the employees have not reached the company’s target by the number of service given. The labor utilization rate equals to 61,18%, which specified as inadequate level of productivity. The comparison between allowances and percentage of non-work related activity has a difference in the number of 9.06%. It is indicated that some employees still worked exceeding the allowances given. The effect of this high number of non-work related activity is the failure providing a good service and offer to customer. The average calculation of standard time by work sampling approach for “front office” is about 0.88 minutes and “setting” is about 7,87 minutes. Physical work load that is calculated by workload analysis has an average 81.57%.

**Keyword:** Mental Work Load, Work Productivity, NASA-TLX, Work Sampling, Labor Utilization Rate, Allowances, Standard Time, Workload Analysis