

ABSTRAK

Divisi Human Capital & General Affairs (HC & GA) PT XYZ mengalami permasalahan ketidakseimbangan beban kerja yang ditunjukkan oleh peningkatan jam lembur dari 472 jam/bulan pada tahun 2024 menjadi 598–735 jam/bulan pada tahun 2025, tingkat turnover internal sebesar 15%, serta penurunan kepuasan kerja dari 82% menjadi 68%. Penelitian ini bertujuan menganalisis beban kerja mental, menentukan jumlah tenaga kerja optimal, dan mengevaluasi keseimbangan beban kerja melalui integrasi metode Full Time Equivalent (FTE) dan NASA Task Load Index (NASA-TLX). Penelitian menggunakan pendekatan kuantitatif pada 22 pegawai Divisi HC & GA PT XYZ. Hasil NASA-TLX menunjukkan beban kerja mental tertinggi terdapat pada bagian Training and Culture dengan skor WWL 88, Spesialis Pengembangan Organisasi dan SDM sebesar 86, dan Spesialis Personalia sebesar 84, yang termasuk kategori sangat tinggi. Hasil FTE menunjukkan beberapa bagian mengalami overload, yaitu Training and Culture (1,81), Pengelola Aset Non Produksi (1,86), Spesialis Pengelola Aset Non Produksi (1,65), Pengembangan Organisasi dan SDM (1,40), dan Personalia (1,34). Berdasarkan hasil integrasi FTE dan NASA-TLX, kebutuhan tenaga kerja optimal meningkat dari 22 pegawai menjadi 33 pegawai, sehingga diperlukan penambahan 11 pegawai. Rekomendasi yang diberikan berupa penambahan tenaga kerja, redistribusi pekerjaan, dan perbaikan sistem kerja untuk meningkatkan efektivitas organisasi serta menurunkan beban kerja fisik dan mental.

Kata kunci: Beban kerja, FTE, NASA-TLX, tenaga kerja optimal, HC & GA.

ABSTRACT

The Human Capital & General Affairs (HC & GA) Division of PT XYZ experienced workload imbalance issues, as indicated by an increase in overtime hours from 472 hours/month in 2024 to 598–735 hours/month in 2025, an internal turnover rate of 15%, and a decline in employee satisfaction from 82% to 68%. This study aims to analyze mental workload, determine the optimal workforce size, and evaluate workload balance through the integration of the Full Time Equivalent (FTE) and NASA Task Load Index (NASA-TLX) methods. A quantitative approach was employed involving 22 employees of the HC & GA Division at PT XYZ. The NASA-TLX results revealed that the highest mental workloads were found in the Training and Culture section with a WWL score of 88, the Organizational Development and Human Resources Specialist position with a score of 86, and the Personnel Specialist position with a score of 84, all categorized as very high. The FTE analysis indicated overload conditions in several sections, including Training and Culture (1.81), Non-Production Asset Management (1.86), Non-Production Asset Management Specialist (1.65), Organizational Development and Human Resources (1.40), and Personnel (1.34). Based on the integrated results of FTE and NASA-TLX, the optimal workforce requirement increased from 22 employees to 33 employees, indicating the need for 11 additional employees. Recommended improvements include workforce expansion, job redistribution, and work system enhancements to improve organizational effectiveness while reducing both physical and mental workloads.

Keywords: Workload, FTE, NASA-TLX, optimal workforce, HC & GA.