

WORKLOAD ANALYSIS OF ADMINISTRATIVE STAFF IN FACULTIES AND ACADEMIC CENTERS: A CASE STUDY IN UNIVERSITI MALAYSIA PAHANG

Mohd Nazmi Sahdan^{1*}, and Suhaidah Hussain¹

¹ Faculty of Industrial Management, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Gambang, Pahang, Malaysia

ABSTRACT – One of the main issues in achieving optimal results is the disproportion between the workload and the work capacity of an individual. The main constraint in independently measuring an individual's tasks is for non-recurring tasks and the implementation of a work process varies between individuals. As a pilot study, this research collected responses from 16 administrative staff from 9 faculties and academic centers at Universiti Malaysia Pahang (UMP) who were selected using purposive sampling techniques with each respondent selected according to their position, grade, and job scope. Qualitative research methods are used to study the suitability of the methods used in Indonesia to be implemented in UMP considering aspects of experience, insights, and work culture in their daily tasks. There are two types of data collection tools used which are the main data collected through interview sessions and secondary data obtained through documents of Job Description and Work Process. The goal of this research is to measure the Level of Efficiency of working time as well as the Full-Time Equivalent (FTE) analysis. Efficiency Level is an analysis of the efficiency of day-to-day working hours while FTE analysis is the level of workload for each individual. For the Efficiency Level, the results showed that only 7 respondents were at a very good level of at least 1.00 while for the FTE analysis, 6 people were at the Inload level and one was at the overload level. Based on the analysis, it was found that the distribution of the workload is disproportionate, and therefore, this study is expected to guide efficient and effective human resource planning to optimize human resources as well as improve productivity and quality of services at Universiti Malaysia Pahang.

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INTRODUCTION

Universiti Malaysia Pahang (UMP) is one of 20 public universities in Malaysia and was established as a public technical university by the Malaysian government on 16 February 2002. Primarily, UMP was known as Kolej Universiti Kejuruteraan & Teknologi Malaysia (KUKTEM) with a focus on engineering and technology by the Royal Decree of His Majesty the Yang DiPertuan Agong and was then incorporated under the Universities and University Colleges Act of 1971. Based on the current situation, the number of staff has grown, and it is time to have proper workforce planning so that UMP could operate effectively and efficiently in terms of manpower and cost. With the advancement of technology nowadays, many staff could drag UMP into a serious problem in terms of financial commitment. To propose the right number of actual requirements in UMP, workload analysis is being proposed for this study to calculate the workload of the individual staff and the result could help in human resource planning.

Workload refers to the quality of the job assigned to a specific person which also is related to the mental health, performance, and productivity of staff (Astuti & Navi, 2018). Thus, proper planning should be made, and this workload analysis is the main criterion in workforce planning. For UMP to optimize its resources, additional staff could be obtained either by relocating current staff or hiring additional staff. A study must be made to help in justifying the applications. Currently, actual staffing requirements were determined at the request of departments in UMP. So, by using the workload analysis proposed, we could get at least the most accurate data to determine the needed requirements. This method also has been used in determining the workforce by the Indonesian Government Agency (Astuti & Navi, 2018).

The objectives of this study were to evaluate standard job description and competency, evaluate the standard workload, and also explore the innovation opportunity in the work process to optimize resources and improve the job performance of administrative staff in faculties and academic centers.

LITERATURE REVIEW

The Government of Malaysia through Jabatan Perkhidmatan Awam (JPA) has decided to stop the increasing number of civil servants in Malaysia. In regard to that, there is no additional hiring made from the total number of quotas for civil servants in Malaysia. Furthermore, in three (3) years, 5% of the total number of civil servants will be reduced since the argument was the current size is too big which is 1.7 million staff (Parliamentary Debates, 2019).

In relation to this argument, the workload study was conducted to help the institutions to have a better understanding of certain positions on the optimal working hours that might lead to the optimal number of staff in workforce planning. This study is also related to workload management for the staff. The management should strategically manage the workload distribution to make sure they make deliver their job well (Nwinyokpugi, 2018). According to Inegbedion et al. (2020), tasks assigned might not be equally even for the staff with the same rank. Due to this matter, workload management could set the minimum workload according to their job and position or rank.

The workload management should be guided and distributed based on the workload analysis to have an accurate workload distribution. This workload analysis is important for the implementation of recruitment, job rotation, and for promotion purposes (Astuti & Navi, 2018). For the workload analysis, this study used the Indonesian State Employment Agency Regulation guideline to calculate the needs of staff based on the workload as the main indicator since this guideline is suitable for the non-repetitive type of work such as clerical and management work (Astuti & Navi, 2018). The calculation of the Time-Based Analysis is based on the frequency of tasks within a day, week, month, or yearly basis. Below are the working hours used to calculate the Efficiency Level and FTE.

Table 1. Working Time.

Periodicity	Number of Working Days	Normal Working Time	Effective Working Time
Per Day	1	8 hours	5.6 hours
Per Week	5	40 hours	28 hours
Per Month	20	160 hours	112 hours
Per Year	240	1,920 hours	1,344 hours

The table above shows the normal and effective working hours in a day, week, month, and year. The effective working hours in a day are 5.6 hours and the allowances are 2.4 hours (Astuti & Navi, 2018). Next, the workload analysis was based on the work which relates to their task and position. Implementation of the myPortfolio by the Malaysian Government through MAMPU in 2018 has helped the government servants to record and updates their current work process with the latest format. This work process is the most important data in the Time-Based Calculation for the workload analysis.

$$\begin{aligned}
 \text{Total Working Time} &= \text{Average Completion Time} \times \text{Load} \\
 \text{Efficiency Level of Positions} &= \frac{\sum \text{Average Completion Time}}{\sum \text{Number of Employee} \times \text{Effective Working Time}}
 \end{aligned}
 \tag{1}$$

The first analysis in this study was to calculate the Efficiency Level of each staff. The calculation was made using the Indonesian State Employment Agency Regulation of time-based technique in determining the number of staff needed. The technique can also be used to determine the efficiency level of staff (Astuti & Navi, 2018). Figure 1 shows the formulas for those calculations.

Standard Level of Efficiency	Criteria	Point
SLE ≥ 1	Very Good	A
SLE = 0,90 – 0,99	Good	B
SLE = 0,70 – 0,89	Enough	C
SLE = 0,50 – 0,69	Medium	D
SLE < 0,50	Bad	E

Figure 1. Standard Efficiency Level.

The figure above shows the standard level of efficiency as the calculation made based on the effective time of 70% of the total hours or 5.6 hours per day (Astuti & Navi, 2018). Secondly, the analysis in this study was to calculate the workload level based on the Full-Time Equivalent (FTE) Index. According to Wicaksono and Min Fadlillah (2021), the Indonesian Civil Service Agency in 2010 divided the FTE index into 3 categories which are; (1) Underload: 0 – 0.99, (2) Inload: 1 – 1.28, and (3) Overload: > 1.28. The calculation for the FTE is as below:

$$FTE = \frac{(\sum \text{Activity Time} + \text{Allowance})}{\sum \text{Time Available}}
 \tag{2}$$

The explanation for each calculation is as follows; (1) activity Time is the total working time based on the average completion time (minutes) for each task throughout the year times with the volume of work, (2) allowances are calculated based on certain factors which reduce the effective working time. Allowances are 2.4 hours or 30% of the normal working hours, and (3) time available is the time in a year based on minutes/ hours/ days.

METHODOLOGY

The qualitative research method was employed to study the suitability of the method being used in Indonesia to be tested in Malaysia, especially in UMP. It aims to explore a deeper understanding of the staff's experience, opinion, and culture adopted in departments in dealing with their daily task. Their opinion in addressing issues in the department could help in determining the hurdle in their day-to-day operations.

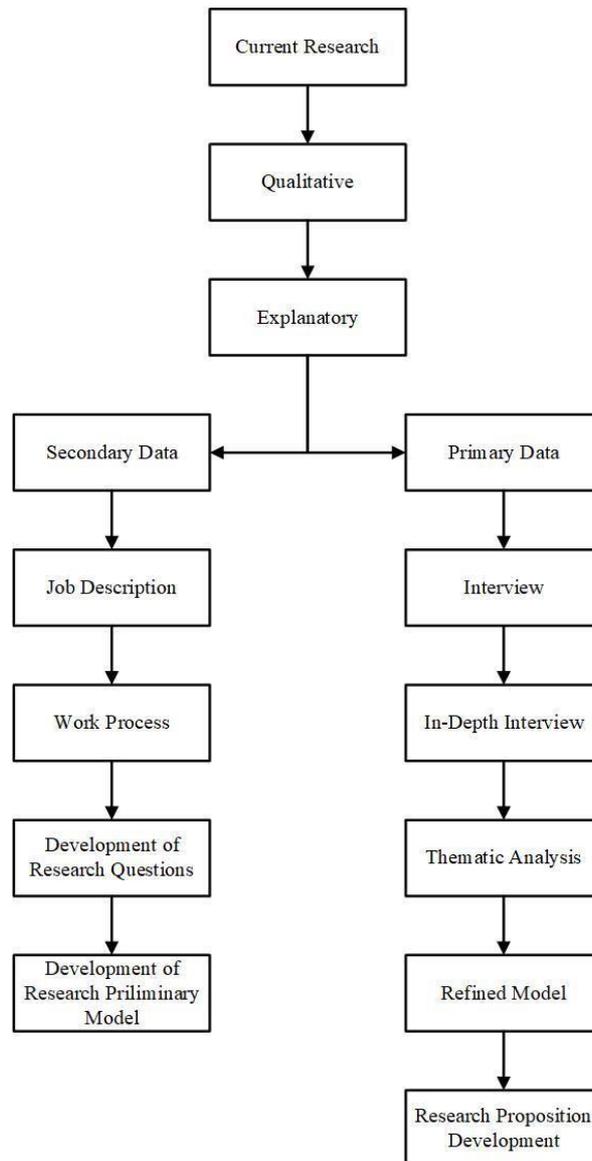


Figure 2. Research Design and Process

There were two types of data used in this study which are primary and secondary data. The primary data was collected through semi-structured interviews with selected administrative staff based on their position and grades. The second method is through document analysis by using Job Descriptions and Work Processes. Those documents were then transformed into Excel documents to calculate the workload based on their tasks. After the data was obtained, the analysis of the Efficiency Level and FTE was carried out for each respondent. The number of respondents for this research was 16 and they were chosen by using a purposive sampling technique. The respondents were chosen for being able to provide specific data that are most relevant to this study to have an in-depth understanding of the issues studied. Based on the purposive technique, the quality of answers was assured and met the specific objectives. As for the interview session,

since it was recorded, it was then translated into context. ATLAS.ti 8 was used to analyse the data gathered from the interview. The data was transcribed into full text and processed by the ATLAS.ti 8 program.

RESULTS

The first phase of the study is the interview conducted to study the knowledge of the Job Description, Competency, and Organization Culture towards Job Performance. The findings from the focus group interview were presented in the Table below.

Table 2. Summary Proposition Findings

No	Key Area	Findings
1.	Job Description	<ol style="list-style-type: none"> 1. Most of the administrative staff in the college/ faculty/center are aware of the Job Description (JD) and know the importance of updating the JD. However, there still some of the staff did not update it and even did not aware of the existence of JD. In addition, there is also a contradiction between the position and tasks they should be doing. For example, the position of secretary. The position needs the person to work as a secretary, especially during the meeting. However, they believe that they are only managing the Dean's schedule. 2. In terms of the outcome of the job scope and task in faculty, most of the staff are aware of the scope and tasks but there are some that are not aware of it. Supposedly, they should embrace their role in faculty and its impacts. 3. Since they are not fully aware of the Job Description and its importance, they might not be able to see and identify tasks that are under or related to their main tasks. For example, the examination. The examination is indeed under the Centre of Academic Management but as the staff of the college/ faculty/center, the examination matter should be included under their JD.
2.	Competency	<ol style="list-style-type: none"> 1. Most of them agreed that communication and interpersonal skills are the main competencies they should have since their tasks involved many parties, especially students. Faculty and center have many portfolios and must meet certain datelines. Competency in planning, organizing, and time management is important for them to manage their task and deliver it within the time given. 2. However, there is also the main competency that they should have for them to perform their tasks but not registered under their Job Description. For example, the minute writing for the position of secretary. Since there is no competency of minute writing in their JD, it is not impossible for them to get confused to perform their task as the secretary in a meeting.
3.	Job Performance	<ol style="list-style-type: none"> 1. New UMP Strategic Planning has taken place from 2021 until 2025. Surprisingly, most of them only know the surface and did not know the details and how they could contribute toward its succession. They also mentioned that they did not even know Strategic Planning. 2. Most of them have KPIs set for them in terms of their job scope but it is not reflected in the Strategic Planning. However, some staff did not have a specific KPI given to them. 3. Most of them agreed that urgent tasks needed to be delivered immediately and additional works affect their planning to deliver their current or scheduled tasks on time.
4.	Organization Culture	<ol style="list-style-type: none"> 1. Most of them agreed that they have a good teamwork spirit in their departments, and they faced most of the difficulties together. Knowledge sharing also took place in the department to share the best practices. But that might only happen to the existing departments which have been developed for so many years. In comparison to the new department, there might have an issue since they came from other departments and were gathered to form a new department. 2. The innovativeness in performing their tasks might have an issue since most of them did not make any innovation, especially in the work process.

The second phase of the study is by using Time-Based Data Analysis. All of the respondents as in Part A required to complete the FTE Form. However, out of the 16 respondents selected, only 13 respondents completed the form and returned it. The calculation made was based on the Effective Working Time in comparison to the Normal Working Hours. The normal working hours for government servants in Malaysia are 8 hours which does not include 1-hour rest. Based on Astuti and Navi (2018), the effective time for a company in Indonesia was 70% of the total hours, which is 5.6 hours or 336 minutes per day. To suit the Effective Working Hours in UMP, the following criteria were suggested to calculate the Allowances to the Normal Working Hours:

Table 3. Daily Time Allowance

Factors	Categories	Leniencies
Personal Needs and Prayers	Personal time such as performing prayers and other needs	38 minutes (7.91%)
Annual Leave	20-25 days in a year	50 minutes (10.42%)
Cultivate Healthy Lifestyle	1 hour per week to cultivate a healthy lifestyle during working time	12 minutes (2.5%)
Holidays	On average, holidays in Pahang are around 18 to 24 days a year. The average in 5 years is 22 days.	44 minutes (9.17%)
Total		144 minutes (30.00%)

Based on Table 3, this study used 5.6 hours or 336 minutes as the Effective Working Hours and 2.4 hours or 144 minutes as the allowances. From the Time-Based Data Analysis, the first analysis being presented is the FTE Index of the respondents. The result is as follows.

Table 4. FTE Analysis

No	Position	Activity Time	Time Available	FTE Index (With Allowance)
1	PT1	8.65	8	1.38
2	PPTP1	3.93	8	0.79
3	PPTP2	3.96	8	0.80
4	PPTU1	2.57	8	0.62
5	SU1	6.31	8	1.09
6	SU2	6.88	8	1.16
7	PTPOP1	5.17	8	0.95
8	PTPOU1	4.06	8	0.81
9	PTPOU2	6.03	8	1.05
10	PTPOA1	6.48	8	1.11
11	PTPOA2	0.75	8	0.39
12	PO1	5.97	8	1.05
13	PO2	5.61	8	1.00

> 1.28 Overload
 1 – 1.28 Inload
 0 – 0.99 Underload

Based on the FTE Analysis for the workload calculation, six (6) of them were underloaded while another six (6) were inload and only one (1) person was overloaded. Their tasks needed to be reviewed to make sure they were on the inload level, and their position and existence are still relevant. The staff who were overloaded should be managed wisely to reduce his/her burden.

The second analysis from Time-Based Data Analysis is the Efficiency Level of the respondents. This analysis elaborates more on the FTE Analysis, especially for those who were underloaded. The result is as follows.

Table 5. Efficiency Level Analysis

No	Position	Activity Time (Hours Per Day)	Efficiency Level on Effective Working Time (5.6 Hours)
1	PT1	8.65	1.54
2	PPTP1	3.93	0.70
3	PPTP2	3.96	0.71
4	PPTU1	2.57	0.46
5	SU1	6.31	1.13
6	SU2	6.88	1.23
7	PTPOP1	5.17	0.92
8	PTPOU1	4.06	0.73
9	PTPOU2	6.03	1.08
10	PTPOA1	6.48	1.16
11	PTPOA2	0.75	0.13
12	PO1	5.97	1.06
13	PO2	5.61	1.00

> 1	Very Good	0.90 – 0.99	Good	0.70 – 0.89	Enough	0.50 – 0.69	Medium	< 0.50	Bad
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The result of efficiency shows that those who were overloaded and inloaded were categorized as very good. However, for those who were underloaded, 1 is Good, 3 is Enough, 1 is Medium and 1 is Bad. It is proven that there is unbalance in workload management and there is still improvement that can be made especially for those in the Enough, Medium, and Bad categories.

DISCUSSION

The first research objective of this research is to evaluate the standard job description and competency of the administrative staff in faculties and academic centers. The first part is on the job description. Job Description (JD) has been implemented in UMP since 2018 and surprisingly, there are still staff who are not aware of the JD and still using the 'Fail Meja' which is already outdated and not comprehensive as the JD. This JD should be updated when there are new tasks added to him/her workload to make sure that he/she has the responsibility and accountability towards the tasks given. It is also important to identify the person in charge for future reference.

The tasks added might be related to their current jobs and are based on the regulation that has been made at the university level such as examination matters when staff is required to be involved during the examination days. Even though the examination is handled by the Centre of Academic Management, the university has decided that administrative staff in faculty will involve during the examination. Since this additional task is not added to their JD, they think that the examination matter is out of his/her job scope.

However, the additional tasks should be based on their workload since the additional tasks given might affect their workload. For example, the tasks of managing events and ceremony handled by the secretary. Even though it is not part of his/her job scope, the tasks given help to increase their job time efficiency thus making them inload.

The next part is on the competencies needed based on the positions. The set of competencies in the Job Description also should be reconsidered and only relevant competencies only should be added. The study also determines the main competency needed to perform their tasks is not only useful to find a suitable candidate to be placed for the job scope, but also development purposes. Certain competencies should be added to their JD for them to perform their tasks such as minute writing competency which is not the JD of a secretary. It is possible that even though they are appointed as the secretary, they will not carry out the task of a secretary which is to make meeting minutes. Another competency that should be added is computer application literacy since their job scope involved the computer and its application, thus the competency should be present, and they should improve their own literacy. They will be able to perform their tasks effectively using the updated skills.

The second research objective of this research is to evaluate the standard workload for administrative staff in faculties and academic centers at UMP. The finding will be explained based on each position involved in this study.

The first position is the Pegawai Tadbir. The efficiency level of working time for Pegawai Tadbir Grade N41/N44 shows very good efficiency but in terms of FTE Level, he/she is overloaded with the current jobs and tasks. Since the department is new, there is a lot of work to be done and uncertainty in a decision leading to repetition of work. For example, there are a lot of meetings that he/she is required to participate in for them to have approval about academic matters. A lot of paperwork needs to be prepared for different meetings. On average, there are almost 12 pieces of paperwork that need to be prepared in a month and each paper required him/her to spend almost 2 hours to complete it. Those meetings that have been mentioned do not include the management meeting in his/her department where he/she have to prepare the

paperwork and also act as the secretary and prepare the minutes of the meeting. Another factor that led to overload was the number of students in the department. Since his/her department has almost 3,000 students, there are a lot of requests from students especially issues with the students and also verification letters or documents requested.

The second position is the Penolong Pegawai Tadbir. The FTE Analysis and Efficiency Level Analysis for Penolong Pegawai Tadbir Grade N29/N32 was analysed. For the postgraduate matters, the efficiency level of working time did not show so many differences since one of them show a bad efficiency and another one was just at a medium level and both of them in terms of FTE Level were underload. In comparison between these two respondents, the first impression was that experience did not affect the FTE and the Efficiency Level since they differed in terms of experiences but still have the same level. However, when it was investigated deeper, PPTP1 seems to be more efficient since he/she was also assigned to the Human Resources Matter in comparison with the PPTP2 which only focused on postgraduate matters.

For undergraduate matters, the efficiency level of working time shows a bad efficiency and in terms of FTE Level, he/she is underloaded with the current jobs and tasks. This might be due to the students under his/her faculty program still small with only 90 students. However, he/she manages these services subject for the entire university, but the figure is still not significant as compared to the other faculty in the same category (having an undergraduate program and offering service subjects). His/her faculty handles 69 subjects whereby other faculty offered a range of 200 subjects with a number of students of 1,140.

The third is the FTE Analysis and Efficiency Level Analysis for Setiausaha Grade N29. The efficiency level of working time for Setiausaha Grade N29 did not show so many differences since both of them show good efficiency and in terms of FTE Level, they are in load. Interesting facts about both of these two secretaries, they did not perform as a secretary in meetings held by the faculty. Their main tasks were helping their dean by arranging their meetings and discussion and acting as the assistant to the dean such as helping in checking their schedule, meeting arrangements, claim submission, and correspondence matters related to the dean. Other than that, their additional tasks that are different from each other is SU1 is involved with human resources management such as helping in the documentation for staff's promotion while SU2 is assigned as the event manager for any occasion or program with outsiders such as visits from the industry or other universities, and for MoU signing.

Forth is the FTE Analysis and Efficiency Level Analysis for Pembantu Tadbir (Perkeranian/Operasi) Grade N19/N22. For postgraduate matters, the efficiency level of working time shows a good efficiency level but in terms of FTE Level, he/she is still underloaded with the current jobs and tasks. Their main tasks were the same as Penolong Pegawai Tadbir Grade N29/N32 such as secretariat for the postgraduate meetings, defending proposals, progress reports, and so on but they focus on the operation part, whereby the Penolong Pegawai Tadbir Grade N29/N32 do the checking before submitting it to the Deputy Dean of Research. Other than tasks related to the postgraduate, he/she also helps with the management meeting for the faculty.

For undergraduate matters, the efficiency level of working time and FTE level show a significant difference since one of them shows very good efficiency in the in load level while another one is just at a medium level and classified as underload. The differences might be due to the number of students since one department has almost 3,637 students and another one has just 1,140. However, his/her faculty also offered service subjects to all of the students at UMP. The department that offers service subjects also has an additional 1 semester compared to others.

For the management matters, the efficiency level of working time and FTE level for Pembantu Tadbir (Perkeranian/Operasi) Grade N19/N22 show a significant difference since one of them shows a very good result and in the in load level while another one at a bad level and classified as underload. This huge difference is due to the additional tasks given since he/she is also doing the financial matter involved with claim submission and the department's financial and budgeting matters. However, in other departments, it was handled by a specific person in charge of financial matters. These additional tasks were almost 50% of his current load.

The final analysis is the FTE Analysis and Efficiency Level Analysis for Pembantu Operasi Grade N11. The efficiency level of working time and FTE level for Pembantu Operasi Grade N11 show a similarity since both of them show very good efficiency in the in load category. This is might due to the tasks given based on daily tasks such as correspondence matter, record and documentation, asset and inventory management, and also as a driver which show similarities.

The last research objective is to explore the innovation opportunity in the work process to optimize resources and improve the job performance of administrative staff in faculties and academic centers. The first aspect is job performance. Most of the administrative staff in the faculty, even the Pegawai Tadbir Grade N41/N44 did not know the details of the UMP Strategic Planning (2021-2025). Since they have minimum knowledge of UMP Strategic Planning, they are not aware of the job scopes and tasks they are performing that will contribute to UMP Strategic Planning. Furthermore, most of them did not have KPIs that were set for them.

This study also wants to determine the factors contributing to not achieving KPIs or delivering their tasks accordingly. The main factors of the constraints are the additional tasks and the urgent tasks which they have to prioritize and hold the current ongoing tasks. The second is the organizational culture implemented in the departments. Based on the interview session, it is found that most of the departments have no issues related to teamwork and they can work in groups and any matters that arise could be handled and settled together. However, these teamwork issues might arise in the new department where they are still new in the department but already senior in their service. They also came from other departments. The teamwork is weak and needs to improve. In terms of innovation, most of the respondents did not make any innovation since they are not the owner of the work process. The work process is either owned by the Centre of Academic Management or the Institute of Postgraduate Studies.

CONCLUSION

There are some limitations while carrying out the study and the limitations were on the technical aspect of the study. The first limitation is the number of respondents. Since this is qualitative research, the numbers of respondents are small. The sample size of 16 people was not enough to show the actual level of the workload of the administrative staff in UMP. Secondly, for the respondents to complete the Time-Based Analysis Form, they were required to follow the updated work process. Based on the interview conducted, most of them did not update their work process and only responded based on what they remembered. Lastly, the researcher was unable to analyze and identify whether the respondents were following and doing the same work processes. If the work process were identical, the workload analysis could be more specific on whether the tasks were high or there were other issues such as competency and attitude matters.

For the recommendation, this study recommends further research to study the current level of competency which will lead to the effectiveness and efficiency of job delivery. This will lead to a reduction in the workload. Secondly, the training provided should be based on their lack of competencies in delivering their tasks. Thirdly, the classification of the operational and the strategic tasks. This could help in distributing tasks according to the suitable graded and positions. The time-based analysis also should be based on the classification since the higher grade should involve more on the strategic issues and matters. Lastly, the work process that has been updated and collected could be analyzed either it is ready to be digitalized or can be improved to make sure that the work process is effective and benefited every party.

In conclusion, it is hoped that this study has given a clearer view of the workload of the administrative staff in faculties, thus determining the weakness of the current staff's arrangement with the acknowledgement of the staff's superiors and Head of Departments. The improvement could be made toward a better work-life balance and fairness in workload distribution. The opportunities can also make UMP to be fully utilized and optimize its resources for future and financial sustainability.

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CONFLICT OF INTEREST

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