

WORKLOAD ANALYSIS TO DETERMINE THE OPTIMAL NUMBER OF HUMAN RESOURCES AT SARIRAYA CO., LTD



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Abstract

Sariraya Co., Ltd is a pioneer Indonesian halal food chain based in Aichi, Japan. Sariraya specializes in halal food chains in Japan with several business units such as tempeh factories, restaurants, and halal marts. As a company with many units, workload is one of the main factors in work efficiency that influences work productivity. This research aims to determine the workload conditions. Analysis is carried out to find the optimal amount by considering the volume of work, the number of workers, and the time needed to complete a job. Job analysis is also conducted in the form of structure organization and job description of Sariraya Co., Ltd Warehouse Unit. This research uses descriptive techniques through a qualitative approach with all warehouse employees as the main source of data research. The Full-Time Equivalent Method is used as the data analysis technique. Data was collected using questionnaires and structured interviews with permanent employees of the Sariraya Warehouse Co., Ltd. unit. Based on the results of the Full-Time Equivalent calculation, it was found that there were employees who had an excessive workload (overload) of 2 people, a shortage (underload) of 1 person and there was no optimal employee workload (inload). Apart from that, it was also found that there was a backlog of work for 1 person with an FTE score > 2.2. The final score for the total workload received by warehouse employees was 6.2691046. So, management should add 2 more people so that the existing workload can be optimal. Hence, this research can be used as a consideration for management in determining the appropriate job descriptions and number of employees so that employees receive optimal workloads to achieve optimal employee performance.

Keywords: Workload, Workload Analysis, Full-Time Equivalent, Job Analysis, Job Description

INTRODUCTION

Sariraya Co., Ltd is a pioneer Indonesian halal food chain based in Aichi, Japan. The company was established in 2005 with Teguh Wahyudi as the founder as well as the Chief Executive Officer. Sariraya specializes in halal food chains in Japan with several business units such as tempeh factories, restaurants, and halal mart. The company is also the only importer of halal and Indonesian products in Japan.

Sariraya started its business as a small tempeh factory in Nishio City, Aichi Prefecture. Over the years, the company has expanded its business to include the production of other halal food products, such as *bakso* (meatballs), *sambal pecel* (peanut sauce), and halal fried chicken. Sariraya also imports and distributes a wide range of halal food products from Indonesia and other Southeast Asian countries.

One of the main factors in work efficiency that influences the productivity of work is workload (Sultanto et al, 2023). Cited from Ariani et al. (2019), P. Dasgupta and Roy stated that workload analysis is a methodology to measure the time, effort, and resources required to perform product department operations, to be able to identify the organization's actual needs for human resources in both quality and quantity and develop these assets to accomplish the goals and strategies that the organization wants to accomplish in various workplaces.

This research study selects Sariraya Co., Ltd as the research object, where Sariraya Co., Ltd is an Indonesian halal food chain based in Japan with a large customer base nationwide, so it is necessary to analyze the workload received by each human resource in it to emphasize the importance of creating the best possible resource allocation.

Incidents regarding this level of workload often occur in many companies. A phenomenon that often occurs is that many employees have a workload level that is not following their competence. This statement is supported by Nabawi (2019) who stated that many employees who are given responsibility for work do not match their expertise and skills. Excessive workload can have a significant negative impact on employee well-being, both physically and mentally. Research has shown that overworked employees are more likely to experience fatigue, irritability, and emotional distress. This can lead to decreased productivity, increased absenteeism, and job turnover. On the other hand, underworked

employees may also experience negative consequences. They may feel undervalued and less motivated, which can lead to boredom, procrastination, and poor performance. This work intensity will also impact the overall performance of the company where these human resources work (Kusuma Praja et al, 2024).

According to Civil (2024), a 2016 government survey, more than 25 percent of all Japanese companies require 80 hours of overtime each month. On average, 22% of Japanese employees work more than 50 hours per week, according to the OECD's survey (Civil, 2024). Although the average annual working hours per worker in the US are higher, when compared with Japan, only 11% of employees work more than 50 hours per week. This culture also has an impact on the workload obtained by the employees of Sariraya Co., Ltd. Sariraya Co.'s employees work 6 days a week and approximately 60 hours per week.

Organizations or companies require good and focused human resources so that they can achieve a good organization that can compete (Pelealu, 2023). One of the most crucial things in a company is arranging optimal human resources, this is an important factor so that the company can run effectively and efficiently. Resources themselves are the main business point, thousands of resources can be used to facilitate the running of business in a company, including human resources. Due to its vital role, many corporations are beginning to focus on enhancing the quality of their human resources to thrive. This statement is supported by Widjaja (2021) This is done so that HR can become an asset capable of encouraging organizational growth and performance to generate (generate) maximum profit for the company. Organizational goals and achievements depend on how good the quality of human resources the company has. The crucial role of human resources in a corporation is to contribute to planning, guiding, maintaining, and arranging assessment of the corporation.

According to Widodo et al. (2020), in essence, human resources hired in an organization are used as movers, thinkers, and planners in achieving organizational goals that have been prepared. High-quality human resources can always improve their professional qualifications and gain quick access to advanced technologies and new knowledge. The use of them in production and company activities will improve work quality and performance while dramatically increasing earnings.

In addition to the traditional roles of HR, such as recruitment, selection, training, and development, HR is also playing an increasingly important role in supporting organizational change and transformation. As organizations face new challenges and opportunities in the rapidly changing world, HR needs to be able to help them to adapt and thrive. An optimal number of human resources is needed to increase productivity and efficiency amount of work. This is necessary to maximize the corporation's achievement. The human resources referred to here are people employed by a corporation or organization, namely employees. To produce excellent human resources, workload calculations are required so that the output of performance produced by each employee is optimal.

Humans are the organization's most valuable asset so human resources (HR) must be managed effectively and maximally utilized. HR is the organization's most valuable asset. HR promotes workers' ability to contribute to overall economic and social development, including intellectual and physical workability (Saptaria, 2022). HR does not imply merely assisting people and their abilities. Along with increasingly sophisticated developments and globalization, the role of Human Resources (HR) has become very vital, both on a government and private organization scale (Ariani et al., 2019).

Based on the explanation above, the urgency in this research is about the importance of carrying out workload analysis and calculating the optimal number of human resources. Workload analysis itself can be very useful for companies if done well because it concerns how companies can carry out their human resource planning functions carefully. Then, as a benchmark for the company, whether it has been properly providing welfare for its employees, seeing that the workload here really influences the condition of the employees. Then, if it is done well, the company will be able to design and calculate how many sufficient and optimal resources are needed, so that the company can run effectively and efficiently.

RESEARCH METHOD

This study employed qualitative research methodology, specifically case study research. The case study approach involves the investigation of a phenomenon or case from a specific period and activity. These cases could take the form of programs, processes, institutions, or social groups. Additionally, the study employed a range of data collection

procedures to obtain detailed information. According to Denzin & Lincoln (2005), qualitative research is in a natural context. In this research, qualitative uses as the primary tool.

The data processing methodology employed in this research was a qualitative descriptive analysis, wherein all data were expressed in the form of statements or not numeric. In this approach, researchers also require data from the subject. In this study, the researcher would collect data that describes the subject, and the respondent, such as profile information (name, gender, age, and position) and the scope of work responsibilities (Sugiyono, 2021). The purpose of descriptive research is to understand the characteristics of a group in a particular situation, to think systematically about aspects of a particular situation, to provide ideas for further investigation or research, and to assist in making clear decisions (Sekaran & Bougie, 2016).

This research uses a naturalistic research strategy. The naturalistic method is used to conduct research in natural settings and does not carry out treatment because the researcher collects data emicly or based on the perspective of a data source other than the researcher (Sugiyono, 2021).

Table 1.
Research Characteristics

No	Research Characteristic	Type
1.	Based on Methodology	Qualitative
2.	Based on Objectives	Descriptive
3.	Research Strategy	Naturalistic
4.	Research Involvement	Minimal
5.	Data Collection Method	Interview and Questionnaire
6.	Research Time	Cross-Sectional
7.	Data Analysis Technique	Full-Time Equivalent (FTE)

Source: Data Processed, 2024

RESULTS AND DISCUSSION

Effective Working Time

Effective working time is the period during which employees are required to complete their assigned tasks. Each organization has its policies and procedures regarding the determination of working hours for employees (Astuti & Navi, 2018).

Effective Working Day

According to the Law Standard Act, it is a legal requirement that an employer provide their employees with a rest period of at least one hour when working hours exceed eight hours (ICLG, 2024). An effective working day is the number of days in the calendar reduced by the number of holidays and paid leave.

Table 2.
Effective Working Day

Description	Total (Day)
One Year	365
Monday	52
National Holiday	12
Paid Leave	12
Total	289

Source: Data Processed, 2024

Effective Working Time

The term "effective working hours" refers to the total amount of time spent working formally, minus any time spent on non-essential tasks, such as toileting, eating, and using cell phones. The average allowance per worker is approximately 30%.

Table 3.
Effective Working Time

Description	30% Allowance Time
Working Days Per Week	6 Days
Working Time Per Day	10 Hours
Effective Working Time Per Day	7 hours or 420 Minutes
Effective Working Time Per Year	2,023 hours or 121.380 Minutes

Source: Data Processed, 2024

Full-Time Equivalent Calculation

After completing the calculation of the number of effective working days and the number of effective working hours, employee working time data is processed using the FTE method with the following formula:

$$FTE = \frac{\sum total\ working\ time}{\sum effective\ working\ time}$$

Subsequently, the FTE value will be classified into three categories: underload, in load, and overload with the following conditions (Wicaksono & Min Fadlillah, 2021):

Table 4.
FTE Category

Category	Full-Time Equivalent Value
Underload	0 – 0,99
In Load	1 – 1,28
Overload	>1,28

Source: Wicaksono and Min Fadlillah (2021)

Based on the filled-in forms and interviews that have been conducted, the following results were obtained:

FTE Calculation R1

Table 5.
FTE Calculation Main Task R1

Code: R1			Description: Main Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Meeting with potential clients	360	24	121.380	0,07118141	MT
2	Meeting with clients	360	36	121.380	0,10677212	MT
3	Meetings with the board to update the warehouse condition	120	24	121.380	0,02372714	MT

4	Seeking out potential clients	120	96	121.380	0.09490855	MT
Total Main Task Workload: 0,29658922						

Source: Data Processed, 2024

Table 6.
Calculation Additional Workload R1

Code: R1			Description: Additional Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Checking Revenue	180	52	121.380	0,0771132	AT
2	Handling Sariraya Finances	120	52	121.380	0,0514088	AT
3	Packing goods in the warehouse	360	52	121.380	0,1542264	AT
4	Deliver warehouse goods	120	24	121.380	0.02372714	AT
5	Organize newly arrived products in the warehouse	180	24	121.380	0,03559071	AT
Total Main Task Workload: 0,18783931						

Source: Data Processed, 2024

Table 7.
FTE Category R1

Code	Description	FTE	Category
R1	Main Task	0,29658922	Underload
	Additional Task	0,18783931	Underload
	Total Workload	0,48442853	Underload

Source: Data Processed, 2024

Based on FTE calculations, the main task of employees with the code R1 results in an FTE of 0.29658922. The FTE value indicates that the workload carried out can be categorized as underload. Likewise, with the additional tasks carried out by R1, the FTE calculation results obtained were 0.18783931, which shows that the workload obtained by R1 is in the underload category. Calculating the total tasks carried out by employees with code R1 including main and additional tasks, the FTE result was 0.48442853 which was included in the underload category. R1 employees have a main and additional workload under the workload following FTE provisions in carrying out tasks. This can be influenced by the marketing position which does not have many duties for warehousing in Sariraya at this time.

FTE Calculation R2

Table 8.
FTE Main Task Calculation R2

Code: R2			Description: Main Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Receiving orders from business customers	360	289	121.380	0,85714286	MT
2	Check which items will be sent by delivery services	150	289	121.380	0,35714286	MT
3	Pack items that will be delivered	150	289	121.380	0,35714286	MT
4	Receive urgent orders	120	52	121.380	0,0514088	MT
5	Checking the order payment	120	289	121.380	0,28571429	MT
Total Main Task Workload: 1,90855155						

Source: Data Processed, 2024

Table 9.
FTE Calculation Additional Workload R2

Code: R2			Description: Additional Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Checking Monthly Revenue	1.800	12	121.380	0,17795353	AT
2	Reporting warehouse revenue	1.800	12	121.380	0,17795353	AT
Total Main Task Workload: 0,35590706						

Source: Data Processed, 2024

Table 10.
FTE Category R2

Code	Description	FTE	Category
R2	Main Task	1,90855155	Overload
	Additional Task	0,35590706	Underload
	Total Workload	2,26445861	Overload

Source: Data Processed, 2024

Based on FTE calculations, the main task of employees with the code R2 results in an FTE of 1,90855155. The FTE value indicates that the workload carried out can be categorized as overload. Contrary to the additional tasks carried out by R2, the FTE calculation results obtained were 0.35590706, which shows that the workload obtained by R2 is in the underload category. Calculating the total tasks carried out by employees with code R2 including main and additional tasks, the FTE result was 2,26445861 which was included in the overload category. R2 employees have an overload of the main task and underload additional tasks in accordance with the FTE category in carrying out tasks. This can be influenced by the lack of number of employees that work in the warehouse.

FTE Calculation R3

Table 11.

FTE Main Task Calculation R3

Code: R3			Description: Main Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Packing order items	480	289	121.380	1,1428571	MT
2	Check which items will be sent by delivery services	60	289	121.380	0,14285714	MT
3	Sorting and organizing newly arrived products	240	24	121.380	0,04745428	MT
4	Transporting imported goods from the port	360	12	121.380	0,03559071	MT
5	Deliver order items to delivery services	60	144	121.380	0,07118141	MT
6	Deliver goods from the warehouse to each Sariraya retail store	180	144	121.380	0,02135442	
7	Unload containers	240	24	121.380	0,04745428	
Total Main Task Workload: 1,50874934						

Source: Data Processed, 2024

Table 12.

FTE Calculation Additional Workload R3

Code: R3			Description: Additional Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Create Video	360	52	121.380	0,1542264	AT
2	Edit Video	360	52	121.380	0,1542264	AT
Total Main Task Workload: 0,30845279						

Source: Data Processed, 2024

Table 13.

FTE Category R3

Code	Description	FTE	Category
R3	Main Task	1,50874934	Overload
	Additional Task	0,30845279	Underload
	Total Workload	1,81720213	Overload

Source: Data Processed, 2024

Based on FTE calculations, the main task of employees with the code R3 results in an FTE of 1,50874934. The FTE value indicates that the workload carried out can be categorized as overload. Contrary to the additional tasks carried out by R3, the FTE calculation results obtained were 0.30845279, which shows that the workload obtained by R3 is in the underload category. Calculating the total tasks carried out by employees with code R3 including main and additional tasks, the FTE result was 1,81720213 which was included in the overload category. R3 employees have an overload of the main task and underload additional tasks in accordance with the FTE category in carrying out tasks. This can be influenced by the lack of number of employees that work in the warehouse.

FTE Calculation R4

Table 14.
FTE Main Task Calculation R4

Code: R4			Description: Main Task			
No	Task Description	Average Completion Time (Minutes)	Frequency (Year)	Effective Working Time (Year)	Workload	Task Code
1	Packing order items	540	289	121.380	1,28571429	MT
2	Check which items will be sent by delivery services	60	289	121.380	0,14285714	MT
3	Sorting and organizing newly arrived products	240	24	121.380	0,04745428	MT
4	Transporting imported goods from the port	360	12	121.380	0,03559071	MT
5	Deliver order items to delivery services	60	144	121.380	0,07118141	MT
6	Deliver goods from the warehouse to each Sariraya retail store	180	144	121.380	0,02135442	MT
7	Unload Containers	240	24	121.380	0,04745428	
8	Product Identification	120	52	121.380	0,0514088	
Total Main Task Workload: 1,70301533						

Source: Data Processed, 2024

Table 15.

FTE Category R4

Code	Description	FTE	Category
R4	Main Task	1,70301533	Overload
	Additional Task	0	Underload
	Total Workload	1,70301533	Overload

Source: Data Processed, 2024

Based on FTE calculations, the main task of employees with the code R4 results in an FTE of 1,70301533. The FTE value indicates that the workload carried out can be categorized as overload. Since R4 is a new employee at Sariraya Co., Ltd, He was not given any additional tasks and only focused on completing his main task. Calculating the total tasks carried out by employees with code R4, the FTE result was 1,70301533 which was included in the overload category. R4 employees have an overload of workload in accordance with the FTE category in carrying out tasks. This can be influenced by the lack of number of employees that work in the warehouse.

Optimal Employee Calculation

Based on the results of the FTE calculation, it is known that the workload categories received by permanent warehouse employees at Sariraya Co., Ltd are as follows:

Table 16.

Employee FTE Value Category

Code	Description	FTE Value	Category
R1 (Warehouse Marketing Manager)	Main Task	0,29658922	Underload
	Additional Task	0,18783931	Underload
	Total Workload	0,48442853	Underload
R2 (Marketing & Sales Staff)	Main Task	1,90855155	Overload
	Additional Task	0,35590706	Underload
	Total Workload	2,26445861	Overload
R3 (Warehouse Staff)	Main Task	1,50874934	Overload
	Additional Task	0,30845279	Underload
	Total Workload	1,81720213	Overload

R4 (Warehouse Staff)	Main Task	1,70301533	Overload
	Additional Task	0	Underload
	Total Workload	1,70301533	Overload

Source: Data Processed, 2024

Based on the table data above, it can be seen that the workload received by the four employees working in the Sariraya warehouse is not evenly distributed. Three out of the 4 employees who work have an excessive overall workload. Therefore, to optimize employee performance, an appropriate workload is needed for each employee.

Table 17.

Total Workload of Warehouse Employees

Employee Code	Category	Warehouse Employee Workload
R1	Underload	0,48442853
R2	Overload	2,26445861
R3	Overload	1,81720213
R4	Overload	1,70301533
Total Workload		6,2691046

Source: Data Processed, 2024

Table 18.

Optimal Number of Employees

Current Number of Warehouse Employees	Optimal Number of Warehouse Employees
4	6

Source: Data Processed, 2024

The total workload for Sariraya warehouse employees is 6.2691046. This value shows that the number of employees required to obtain optimal performance is 6 people. The gap between the current number of warehouse employees and the optimal number of employees can be overcome by adding new employees.

Job Analysis

Organization Structure

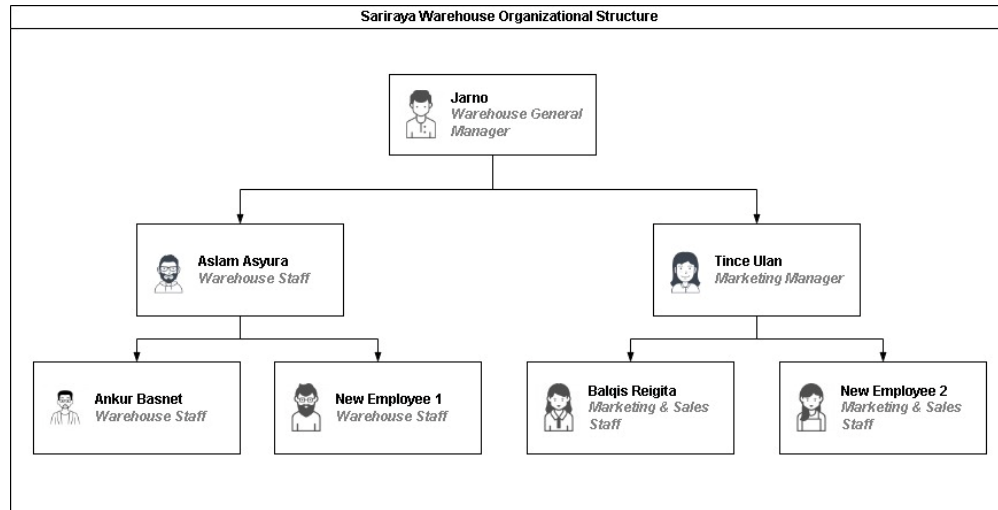


Figure 1.

Organization Structure

The objective of the new organizational structure shown above is to ensure that the workload distribution among employees in the warehouse is evenly distributed. The newly implemented organizational structure will enable all employees to focus on their specific duties in accordance with their respective positions. The warehouse will be responsible for the receipt, storage, and distribution of all materials and supplies.

The warehouse staff will be responsible for the goods that are to be sent by Sariraya to customers. They will no longer be required to engage in marketing activities such as video production and editing. The addition of a single employee to the warehousing department will result in a significant improvement in the efficiency of work processes such as packing, unloading goods, checking goods, and delivering goods. This is because having two people perform these tasks is less effective than having one individual.

Similarly, the addition of one employee to the marketing department will permit warehouse marketing personnel to concentrate on marketing activities such as receiving incoming orders, creating video content, and editing it, and on additional tasks such as checking and reporting monthly revenue. Two marketing staff members will be sufficient to perform these functions more effectively.

Job Description

Based on the developed organizational structure, it can be concluded that the suitable job descriptions for each of the employees are as follows:

Table 19.
Job Description R1

Job Description R1	
Position	Marketing Manager
Job Description	As Marketing Manager, R1 will be responsible for carrying out all matters related to marketing and sales of the Sariraya Co., Ltd. warehouse. R1's duties include monitoring orders entering the warehouse. Apart from that, R1 is also responsible for potential clients and current clients of Sariraya Co., Ltd.

Table 20.
Job Description R2

Job Description R2	
Position	Marketing & Sales Staff
Job Description	As a Marketing and Sales employee at Sariraya, R2 is responsible for orders from clients to the warehouse. R2 will only focus on receiving incoming orders and also making reports related to these orders, such as making sales notes. Apart from that, R2 can also assist her superior in checking and reporting the finances.

Table 21.
Job Description R3

Job Description R3	
Position	Warehouse Staff
Job Description	R3, as an employee who has worked for a long time in the warehouse, will be responsible for packing goods and checking goods to be sent. Apart from that, R3 will still be the person who delivers goods to retail stores because he is the only one who has a Japanese driving license.

Table 22.

Job Description R4

Job Description R4	
Position	Warehouse Staff
Job Description	R4 as a new employee at the Sariraya warehouse, will help R3 pack goods so that the previously very high workload can be reduced with the addition of new employees. Apart from that, R3 can stay in the warehouse and carry out packing as well as check the delivered goods while R2 is going to the port or to a retail store to deliver and pick up the goods.

Table 23.

Job Description New Marketing Employee

Job Description New Marketing Employee	
Position	Marketing & Sales Staff
Job Description	New marketing employees can take on the task of receiving orders. This new employee can also help R2 to check sales receipts in the warehouse. Apart from that, he/she can also take over R3's additional work to create marketing content.

Table 24.

New Warehouse Staff

Job Description New Warehouse Staff	
Position	Warehouse Staff
Job Description	The new warehouse staff can carry out tasks to help R3 and R4 so that the work is done more effectively. These additional employees can also help speed up heavy work such as packing goods and can increase sales by increasing work effectiveness. This new employee can also help R3 when he is traveling to deliver and pick up goods so that the work can be done more quickly.

CONCLUSION

Based on the results of interviews, it is known that all Sariraya warehouse employees use their working time to complete main and additional tasks. The existence of work outside working hours is caused by the need to complete tasks that have not been completed and

must be completed immediately, such as working on revenue finance reports for R2 and editing videos for R3.

Based on the results of processing data on the workload of each employee, shows that the distribution of tasks for each Sariraya warehouse employee is not evenly distributed. A review of the workloads of the four Sariraya warehouse employees revealed that three of them are experiencing an excessive workload (overload). This indicates that the tasks assigned to them exceed their abilities. Concurrently, a single employee is experiencing a workload that is below their capacity (underload).

The following is the average workload received by each Sariraya warehouse employee:

- 1) R1: 0,48442853 (Underload)
- 2) R2: 2, 26445861 (Overload)
- 3) R3: 1,81720213 (Overload)
- 4) R4: 1,70301533 (Overload)

The differences in workload for each employee are caused by capability factors and length of time worked. Apart from that, each position also has a different role and different responsibilities. Therefore, each position has a different FTE value.

The total FTE value for all Sariraya warehouse employees indicates that the optimal number of employees required is six. The calculated number of full-time equivalents (FTEs) indicates that the optimal number of employees required is as follows:

- 1) The marketing staff is required to be as many as 3 employees.
- 2) The warehouse staff is required to be as many as 3 employees.

This distribution of employees at the Sariraya warehouse allows for a more optimal allocation of resources and a more evenly distributed workload. This distribution of employees also enhances the effectiveness of their work.

The objective of the new organizational structure shown above is to ensure that the workload distribution among employees in the warehouse is evenly distributed. The newly implemented organizational structure and job descriptions will enable all employees to focus on their specific duties following their respective positions.

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