

Analysis Of Job Burden Using Method of FTE (Full Time Equivalent) at Puskesmas Pantoloan

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ABSTRACT

Health development is an integral and important part of national development. The objective of implementing health development is to increase awareness, willingness, and ability to be alive healthy for everybody to create a degree of optimal public health. The advance of health development is not absent from health staffs in it, competent health staffs in their fields and an appropriate number of staffs at every facility of service decided given service quality. To meet the number of staff e appropriately with the demand of health service facilities. job burden analysis is carried out. There are some methods used to do job burden analysis. In this research, the researcher used the method of FTE (Full Time Equivalent) to carry out an analysis of job burden. This research used a descriptive with a qualitative approach, conducting observation, deep interview, and documentation. The informant of this research is a staff whole plays role as the manager of ABK data (analysis of job burden) at Puskesmas Pantoloan. Research findings show that the computation result of job burden analysis that used method of Full-Time Equivalent (FTE) job burden of health staffs at Puskesmas Pantoloan is overload category because FTE index which is obtained is 2,7. The conclusion of research findings shows that computation result of job burden analysis that used Full-Time Equivalent (FTE) show that job burden of nine kinds of health staffs at Puskesmas Pantoloan include overload category with FTE index 2,7 indicated that the number of health staffs is less than job burden accepted by health staff.

Keywords – Analysis of Job Burden, Method of FTE (Full Time Equivalent)

INTRODUCTION

Health development is an integral and most important part of national development, the purpose of holding health development is to increase awareness, willingness, and ability to live healthy for everyone to realize optimal public health degrees. The success of health development plays an important role in improving the quality and competitiveness of Indonesian human resources. To achieve the national health development goals, various health efforts are carried out in a comprehensive, tiered, and integrated manner. Puskesmas is the vanguard in the implementation of basic health efforts (1).

Puskesmas as Gatekeeper of the health service system where the first level health facilities that act as providers of basic health services function optimally according to their

competency standards and provide health services according to medical service standards (2). The form of services provided to the community is in the form of promotive, preventive, curative, and rehabilitative services. Besides that, Puskesmas also have a very important role in shaping the national health system in Indonesia (3).

Health workers at the Puskesmas are the spearhead in providing and implementing health services at the basic level to the community (4). In providing optimal health services to the community, puskesmas need to be supported by adequate health personnel, both in terms of quantity and quality. A health worker according to Health Law Number 36 of 2009 is someone who has the knowledge, skills, and permission to take health actions or efforts and is willing to devote himself to the community in the health sector (3).

Human resource development (HR) requires investment costs and is an asset because HR is a source of income in Health Service Facilities. Fulfillment of HR needs is a crucial thing for company HR managers, HR managers must be able to calculate HR needs appropriately based on the needs of service units (5). The excess of meeting the needs of human resources has consequence of high labor costs and causes inefficiency in financial management, the lack of meeting the needs of human resources has the effect of a high workload on the workforce and results in reduced satisfaction at work, increases the incidence of burnout, increases the desire to change jobs, reduces the quality of safety. patients and will ultimately reduce the quality of service to patients.

Workload analysis is a process to determine the number of working hours used or needed to complete a job within a certain time, or in other words, workload analysis aims to determine how many personnel and how many responsibilities or workloads are appropriate. The workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period (6).

The workload analysis carried out by the Palu City Health Office resulted in data on the availability of health workers at the Puskesmas in the work area of the Palu City Health Office. the most among other health centers, where the Pantoloan health center has three types of personnel that fall into the less category, while the three types of personnel are general practitioners, public health workers, and nutrition workers.

Based on the data on the availability of these types of health workers, it can be seen that the distribution of health workers carried out by the Palu City Health Office has not been evenly distributed, besides the method used by the Palu City Health Office is a method that has been chosen by the health department and is commonly used in calculating the workload analysis of workers So that researchers are interested in comparing the methods used by the Palu City Health Office with different methods, where researchers will use the FTE (Full Time Equivalent) method which refers to the real working hours applied at the Puskesmas in the workload analysis to be carried out, In this study, it will be seen whether there are differences in the results obtained by researchers when conducting workload analysis using different methods. There have been several previous studies that used the FTE method in workload analysis, such as the study that discussed the workload analysis of

medical record personnel at the Surabaya surgical hospital using the FTE (Full Time Equivalent) method.

The Palu City Health Office uses Law no. 36 of 2009 on health and Law no. 36 of 2014 concerning Healthcare as a legal basis for workload analysis, while researchers will use the FTE (Full Time Equivalent) method, Full-Time Equivalent (FTE) is a workload analysis method that is carried out by comparing the work completion time and available work time subjectively. The measurement of the FTE value is done by calculating the workload of all employees in one work unit in a certain period. The FTE method measures the workload of an organization for one year and to measure all work activities based on existing job descriptions, the value obtained shows the workload and also the amount of energy needed to complete the work.

METHODOLOGY

The type of research used in this research is descriptive research with a qualitative approach, which is a research that emphasizes the aspect of in-depth understanding of a problem, and qualitative research is aimed at understanding social phenomena from the participant's point of view such as behavior, perception, motivation, action. and others holistically and by way of description in the form of words and language, in a natural direct context, and by utilizing various natural methods. This study aims to examine the workload analysis used by the Palu City Health Office with different methods used by researchers, where researchers use the FTE (Full Time Equivalent) method in calculating the workload analysis, which will see whether the workload received by workers The health services in the Puskesmas are in the appropriate, more, or fewer categories. This study uses the purposive sampling technique in determining informants, purposive sampling technique is a certain characteristic and reasons that are by the objectives of the research conducted by the researcher so that it can answer the problem.

The informants in the study were the data managers of ABK at the Pantoloan Health Center. Informants are one type of certain research subjects who, although in small numbers, can provide related information about various important aspects of the profession of the phenomenon studied by researchers (7). Furthermore, interviews with informants will be conducted to obtain the information needed in the research. The data needed in this study are data on the number of outpatient visits from 2015-2019, the average daily patient visits, effective working hours per day, effective weeks per year, effective working days per week, then the data will be processed. using the FTE method to determine the workload of health workers at the Pantoloan Health Center. The steps in conducting a workload analysis using the FTE method are, (1) calculating the workload per year, (2) calculating the need for labor, (3) finding the target per hour and working hours per year, (4) entering into the formula FTE. $FTE = \frac{\text{number of workloads per year}}{\text{Target per hour} \times \text{number of hours worked per year}}$

RESULTS AND DISCUSSION

Information From Research Subjects About Workload

Total patient visits from 2015-2019, research results obtained from secondary data at the Pantoloan Health Center, namely, visits in 2015 were 38,029, in 2016 as many as 38,199, in 2017 as 22,722, in 2018 as 54,124, in 2019 as 20,980. The average number of visits every day, the results of the research obtained at the Pantoloan Health Center that the average number of patient visits every day is 30 people every day.

Effective working hours every day, the results of research at the Pantoloan Health Center that the effective working hours at the Pantoloan Health Center are based on the applicable rules, namely 6 (six) working hours per day. Effective weeks per year, based on the results of the researchers' calculations, the number of effective weeks in 2019 was 63 weeks.

Effective working days per week, the results of research at the Pantoloan Health Center are known that the effective working days at the Pantoloan Health Center are 6 (six) working days by the applicable health regulation. FTE (full-time equivalent), based on the results of the workload analysis calculation using the FTE method by processing the data obtained during the study, the results obtained from the calculation of the FTE index value of 2.7 which means that the workload of health workers at the Pantoloan Health Center is in the overload category.

Patient Visits From 2015-2019

Visits are the utilization of the use of health facilities provided in the form of outpatient, inpatient, home visits by health workers, or in the form of other activities from the utilization of these health services (8). The level of repeat visits in health services is indicated by the behavior of patient visits to the health service unit as the level of patient satisfaction with the implementation of health services. The visit also means the patient's trust in the organization that provides health services to meet their needs. The level of patient visits to health care facilities can be seen from the time dimension, namely daily, weekly, monthly, and yearly.

Data on the number of patient visits starting from 2015-2019 were obtained from secondary data owned by the Pantoloan Health Center, based on results of interviews, the data on the number of visits was obtained as follows, the number of patient visits in 2015 was 38.029, the number of patient visits in 2016 was 38,199, the number of patient visits in 2017 was 22,722, the number of patient visits in 2018 was 54,124, and the number of patient visits in 2019 was 20.980.

Average Daily Patient Visits

As the definition of patient visits above where patient visits are the use of health facilities provided in the form of outpatient, inpatient, home visits by health workers or in the form of other activities from the utilization of these health services The level of repeat visits in health services is indicated by the behavior of patient visits to the health service

unit as the level of patient satisfaction with the implementation of health services. The visit also means the patient's trust in the organization that provides health services to meet their needs. The level of patient visits to health care facilities can be seen from the time dimension, namely daily, weekly, monthly, and yearly. The average daily patient visit is the number of patient visits to health care facilities seen from the daily time dimension. The data on the average number of daily patient visits at the Pantoloan Health Center obtained through interviews and data collection are 30 patients per day.

Effective Working Hours

Effective Working Hours are hours of work that are objectively used to complete work or main element activities. The effective working hours imposed by health services such as Puskesmas are 6 (six) hours in 1 (one) day (9).

Effective Weeks Per Year

The effective week is the calculation of effective days and weeks used to organize activities. The calculation of the effective week used in this study uses the 2019 effective week because the workload analysis comparison data used by the Palu City Health Office is an analysis of the 2019 workload. Based on the 2019 calendar calculation, the results obtained are 63 effective weeks per year.

FTE (full-time equivalent)

Based on the results of the workload analysis using the FTE method carried out at the Pantoloan Health Center, the results of the FTE index value of 2.7, where the FTE index value of 2.7 illustrates that the workload of health workers is in the overload category indicating that the number of health workers does not match the workload. the existing work or in the sense that the number of health workers is less/less than the workload received, this can result in an unfavorable impact, which will cause fatigue both physically and mentally for workers. All health workers have the same FTE index, this is because the working time of each type of health worker is the same, which is 6 hours a day starting from 08.00-14.00.

There are several different steps in the FTE (Full Time Equivalent) method used by several researchers, among others, in a study conducted by calculating the number of medical record employee needs using the FTE (Full Time Equivalent) method with the following steps and data collection These: (1) set the normal time standard, (2) set the Personal Fatigue Delight (PFD), (3) set the standard time required to complete the service, (4) set the target per hour, (5) set the number of hours worked per year, (6) calculate the power requirement using the FTE formula = total workload Work target x number of working hours per year (10).

Calculation of nurse needs using the FTE (Full Time Equivalent) method with the following steps and data collection: (1) collecting data on the average working hours of nurses per day, (2) data on the number of days of patient care, (3) calculating the number

of nurses needs with using the FTE formula equal to workload divided by productive hours a year, FTE also considers the time used for holidays, illness, continuing education, and so on (10).

The calculation of the need for general practitioners uses the FTE (Full Time Equivalent) method with the following steps and data collection: (1) compiling a list of the main activities of general practitioners to find out the average use of working time for each general practitioner productive activity, (2) time available general practitioner, (3) effective working time of general practitioner, (4) standard of allowance, (5) standard of workload, (6) processing of data obtained by using the FTE method, in this study the calculation using the FTE method by processing time data work per year, slack time, and effective working time (11).

Therefore, researchers are looking for references or tutorials on calculating the FTE method from several different sources, so that the steps for calculating FTE are as follows: (1) calculating the workload per year, (2) calculating labor requirements, (3) looking for targets per year. hours and hours worked per year, (4) enter into the FTE formula.

The disadvantage of the FTE method is that it requires completeness of data and honesty from informants in conveying the information needed because the data needed in calculating workload analysis must be data that occurs in the field. The weakness in this study is due to the extreme data on the number of patient visits in 2019 that affect the results of calculating the B value so that the calculation results of the estimated number of visits in year x or the following year will decrease when compared to the previous year. The advantage of the FTE method over the method used by the Palu City Health Office is that in terms of the working time of health workers, the FTE method looks at the actual working time in the field, while the method used by the office uses a predetermined time standard so that the results obtained using the FTE method is a workload that is accepted by health workers.

In this study, researchers did not calculate the number of health workers needed, researchers only calculated the workload received by health workers, where the workload can provide an overview of whether the number of personnel at the health service facility is appropriate, less or more. This is because there is still a lack of literature on the FTE method and also the limitations of the researchers.

CONCLUSIONS

The results of the calculation of the FTE value are obtained with an FTE index of 2.7 which means that the workload of health workers at the Pantoloan Health Center is in the overload category.

SUGGESTION

It is hoped that the Pantoloan Health Center is more open to the interview process in research so that researchers can get the information needed more deeply and can facilitate the research process.

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