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Workload Analysis and Workforce Requirement Planning in Operational Division of PT Solusi Marine Indonesia Using the Full-Time Equivalent Method

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Abstract: This study aims to analyze the workload and determine the workforce requirements in operational division of PT. Solusi Marine Indonesia using the Full-Time Equivalent (FTE) method. This research was motivated by the imbalance in workload, fluctuating working hours, and the high frequency of overtime, which may lead to work fatigue and employee burnout. The study employed a descriptive quantitative approach with data collection techniques including observation, interviews, and documentation. The results indicate that the FTE value in the operational division ranges from 1.45 to 1.49, which reflects an overload condition. Based on the calculation results, the ideal number of employees required is 10, while the actual number of employees is only 8. Therefore, the company lacks 2 employees. The findings are expected to serve as a reference for management in making decisions regarding workforce addition or task redistribution in order to improve effectiveness and efficiency in the operational division.

Keywords: Full-Time Equivalent; Operational; PT. Solusi Marine Indonesia; Workload; Workforce Planning

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1. Introduction

Effective workforce planning is essential for maintaining operational efficiency because an imbalance between workload and available employees can create either underutilization or excessive workload. Workload analysis provides an objective basis for determining whether the existing workforce is sufficient to perform assigned activities within available working time and for identifying positions that require redistribution or additional personnel. Recent studies have demonstrated the usefulness of time-based workload measurement for workforce planning across different organizational settings, including manufacturing, financial services, public institutions, and operational units (Damayanti, 2023; Kabul & Febrianto, 2021; Muchlisin, 2021; Sari et al., 2022).

The Full-Time Equivalent (FTE) method has increasingly been applied as a quantitative approach to translate employees' workload and working time into an equivalent workforce requirement. FTE-based analysis enables organizations to compare the workload generated by operational activities with available working capacity and subsequently determine whether a position is underloaded, adequately loaded, or overloaded. Cahyani (2024), through a literature review of FTE applications published between 2019 and 2023, confirmed that FTE is widely used to evaluate workload and determine workforce requirements. Empirical studies have similarly demonstrated that FTE can identify workload imbalances and provide a basis for workforce optimization, including in production, legal services, financial services, and human-resource functions (Apriadi, 2022; Kartini & Hasibuan, 2024; Muchlisin, 2021; Prasetyo et al., 2023; Sari et al., 2022).

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Evidence from transportation and maritime-related operations further demonstrates the relevance of FTE for activities characterized by variable workloads and operational time requirements. Mazitah et al. (2023), for example, applied FTE to the production division of PT Indonesian Ship Industry (Persero) Makassar and identified uneven workload distribution and a need for additional employees. Similarly, Sumarniati et al. (2023) and Rahmi & Suhada (2024) used FTE to measure workload in the operational division of PT Pelindo Region IV Gorontalo and determine optimal workforce requirements in a port environment. More recently, Ambikka and Nadlifatin (2024) applied FTE to a merchant-ship division and emphasized the importance of workload measurement in operations involving complex production activities and substantial workforce requirements. These studies demonstrate that FTE is particularly relevant for operational environments in which workload volume and task duration can fluctuate.

However, existing FTE studies have predominantly focused on manufacturing, production, public administration, financial services, or large-scale ship and port operations. For example, Sari et al. (2022) examined workload imbalance in an automotive production line, while Taufan et al. (2023) used FTE to determine workforce requirements in a manufacturing company. Damayanti (2023) applied the method to workforce planning in an administrative unit, whereas Prasetyo et al. (2023) examined workload at the Financial Services Authority. More recent research has also addressed container-terminal operations (Fatmawaty et al., 2026), demonstrating the continuing relevance of FTE for transportation-related workforce planning (Aryasa et al., 2025). Nevertheless, limited empirical evidence is available concerning FTE-based workload measurement in the operational division of a shipping-agent company, where document-processing activities, client schedules, vessel movements, and administrative requirements may generate variable task volumes and working times.

This contextual gap is relevant to PT Solusi Marine Indonesia, a maritime-sector company providing shipping-agent services, including crew management, ship maintenance, arrival and departure permit processing, and cargo management. The operational division plays an important role in supporting these services and operates under fluctuating client schedules and operational demands. Based on the company's operational conditions, working hours may vary and certain positions may experience accumulated tasks and overtime. Therefore, an objective workload assessment is required to determine whether the current workforce is aligned with the actual workload and to provide an evidence-based basis for workforce planning.

The present study addresses this gap by applying the FTE method to the operational division of PT Solusi Marine Indonesia in Surabaya, integrating available working time, allowance, cycle time, standard time, workload standards, and FTE calculations. The study also incorporates performance-rating adjustment using the Westinghouse approach to examine the robustness of the workforce requirement estimation. Based on this approach, the study seeks to provide an empirical assessment of workload conditions and workforce requirements in a shipping-agent operational environment, a context that remains less represented in the existing FTE literature.

Accordingly, this study aims (1) to measure the actual workload of employees in the operational division of PT Solusi Marine Indonesia using the Full-Time Equivalent method, (2) to determine whether the existing workforce experiences underload, normal load, or overload conditions, and (3) to identify the number of employees required to achieve a more appropriate balance between workload and available workforce capacity.

2. Materials and Methods

This research employs a quantitative approach. The Full-Time Equivalent (FTE) method itself is quantitative in nature, as it centers on the calculation of duration, workload, and the number of assigned tasks. The object of the research is the workload received by the workforce in the operational division of PT. Solusi Marine Indonesia, which was selected because this division functions as a vital driver of the company's core business. Data were collected through observation during the period of January to April 2026. Direct field observation was used to record the actual working time of each individual (with operational staff and management) were used to obtain supplementary information regarding task distribution, work constraints, allowance, and attendance, and documentation was used to obtain attendance records and task-completion data. Quantitative data used in this study consist of task-completion duration, the number of effective working days, and index values from the FTE calculation, while qualitative data consist of task descriptions, company profile, and explanations of technical constraints encountered by the operational division.

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2.1. Data Collection

Based on the data collection process conducted through observation during the period from January to April 2026, the following presents the raw data that has been grouped and processed, including:

2.1.1. Available Working Hours (AWH)

Calculated based on the total number of workdays during the 4-month observation period (January–April 2026), which is 78 workdays with a workday duration of 12 hours (720 minutes)/day.

Available Working Hours = A – (B + C + D + E) x F
= 120 days– (11 + 8 + 14 + 9) x (12 x 60 minutes)
= 78 days x 720 minutes
= 56.160 minutes

Where:

A = Total calendar days during the observation period = 120 days;
B = Leave days = 11 days;
C = Public holidays = 8 days;
D = Scheduled days off = 14 days;
E = Other non-working days = 9 days;
F = Working time per day = 720 minutes.

2.1.2. Allowance

The break time is 60 minutes/day
Allowance = 56.160 minutes x 8,33%
= 4.678

2.1.3. Effective Working Time (EWT)

Based on the calculation to eliminate the time allowance, the total effective working time was determinated to be 51,482 minutes. This figure represents the pure productive time of one worker over a period of 78 workdays.

Effective Working Time = Total number of hours worked person x number of workers
= 51.482 minutes x 8
= 411.856 minutes

2.1.4. Cycle Time (CT)

Table 1. Cycle Time Observation

No	Name	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12
1	Dicka	84	58	92	76	88	105	112	105	-	-	-	-
2	Eric	75	62	80	68	74	59	85	70	67	80	-	-
3	Nugroho	65	52	58	62	55	60	54	58	63	51	47	95
4	Naufal	130	95	140	115	125	115	-	-	-	-	-	-
5	Tamam	68	74	59	82	65	71	63	76	80	82	-	-
6	Bisma	58	64	52	60	56	62	50	57	61	55	70	75
7	Onny	85	72	90	78	84	69	93	81	68	-	-	-
8	Reyhan	68	55	72	63	59	66	61	70	64	57	85	-

Table 1. shows the data collected over the course of one day. In a shipping company, the volume of incoming documents is unpredictable, so the calculations are based on random sampling from Table 1.

$$\text{Cycle Time} = \frac{\textit{Total working hours of all employees in a day}}{\textit{Total number of documents processed in a day}}$$

$$= \frac{\textbf{5760 } \textit{Minutes}}{\textbf{78 } \textit{Documents}}$$

$$= 73{,}85 \text{ Minute}$$

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The Cycle Time calculation shows that, on average, workers complete one document in 73.85 minutes. However, this calculation does not include the allowance, so it must be adjusted to Standard Time.

2.1.5. Standard Time (ST)

Based on calculations, the Standard Time is determined to be an average of 79.99 minutes required for an employee to process a single document.

$$\text{Standard Time} = \frac{\textit{Total Document Processing Time} + (1 + \textit{Allowance})}{\textit{Total number of documents processed during the observation period}}$$

$$= \frac{5760\ \textit{Minutes}\ x\ 78\ \textit{days}\ (\ 1{+}833\ \%\ )}{78\ x\ 78\ \textit{days}}$$

$$= \frac{449280\ x\ 1083}{6084}$$

$$= \frac{486570}{6084}$$

$$= 79{,}98 \text{ Minutes}$$

2.1.6. Workload Standard (WS)

$$\text{Workload Standard (WS)} = \frac{\textit{effective working hours}}{\textit{standard working hours}}$$

$$= \frac{411840\ \textit{Minutes}}{7998\ \textit{Minutes}}$$

$$= 5.149 \text{ Document}$$

Based on that calculation, the amount is then divided by the number of employees.

Workload Standards = Total number of documents : Number of employees
= 5.149 Document : 8 Employees
= 643 Document / employee

2.1.7. Full-Time Equivalent (FTE)

$$\text{Full-Time Equivalent (FTE)} = \frac{\textit{Actual Total Document Volume}}{\textit{Standard Macro Workload}}\ \textit{x Number of Workers}$$

$$= \frac{6084}{5149}\ x\ 8$$

$$= 9{,}45$$

2.2. Full-Time Equivalent (FTE) Framework & Performance Rating

2.2.1. Cycle Time

The total time required for the random processing was 5,760 minutes for 78 documents.

$$\text{Cycle Time} = \frac{5760\ \textit{Minutes}}{78\ \textit{Document}} = 73\,85\ \textit{Minutes /Document}$$

2.2.2. Standard Time

$$\text{Standart Time} = \frac{5760\ \textit{Minutes}\ x\ 78\ \textit{days}\ (\ 1{+}833\ \%\ )}{78\ x\ 78\ \textit{days}}$$

$$= \frac{449280\ x\ 1083}{6084}$$

$$= \frac{486570}{6084}$$

$$= 79{,}98 \text{ Minutes}$$

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2.2.3. Standard Workload

Standart Workload $= \frac{effective\ working\ hours}{standard\ working\ hours}$

$= \frac{411840\ Minutes}{7998\ Minutes}$

= 5.149 Document

2.2.4. FTE Calculation & FTE Index

FTE Calculation & FTE Index $= \frac{Actual\ Total\ Document\ Volume}{Standard\ Macro\ Workload}\ x\ Number\ of\ Worker$

$= \frac{6084}{5149}\ x\ 8$

= 9,45

Indeks FTE = 9,45 – 8 = 1,45 (Overload)

2.2.5. Validity Test Using Performance Rating (Westinghouse)

The average PR of 8 workers is 1.01.

Normal Time : 79,98 x 1,011 = 80,85 minutes / document

Standard Time : 80,85 x (1 + 8,33%) = 87,58 minutes / document

Standard Workload : $\frac{449280}{8758}$ = 5.129 Document

FTE PR : $\frac{6084}{5129}$ x 8 = 9,49

Indeks FTE PR : 9,49 – 8 = 1,49 (Overload)

3. Results

Table 2. Summary of the Operational Department's Workload Calculation Results

Indicator	Preliminary Calculation (FTE)	Adjusted Calculation	Status
Available Work Time (AWK)	56.160 Minute / Person	56.160 Minute / Person	Total time 78 work days
Allowance	8,33 (4.678 minutes)	8,33 (4.678 minutes)	Allowance 60 Minutes / day
Effective Work Time	51.482 Minute / Person	51.482 Minute / Person	Net working hours / person
Standard Time	79,98 Minute / Person	87,58 Minute / Person	Time required to complete a document
Workload Standard	5.149 Document	5.129 Document	Ideal document capacity
FTE Value	9,45	9,49	Ideal number of employees
Indeks FTE	1,45	1,49	Overload (>1,28)
Total of employees needed	10	10	Actual 8 employees

Table 2 shows that the operational division has 56,160 available working minutes per employee, with an allowance of 8.33% or 4,678 minutes, resulting in 51,482 effective working minutes per employee. The observed cycle time was 73.85 minutes per document, which produced a preliminary standard time of 79.98 minutes per document. Based on this standard time, the calculated workload standard was 5,149 documents, producing an FTE value of 9.45.

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The FTE value of 9.45 exceeds the normal upper limit of 1.28 when expressed as an FTE index, resulting in an FTE index of 1.45 relative to the existing eight employees. After incorporating the Westinghouse performance rating, the standard time increased to 87.58 minutes per document, while the workload standard decreased slightly to 5,129 documents. The adjusted FTE value increased to 9.49, producing an FTE index of 1.49. Both calculations therefore indicate an overload condition and consistently produce a workforce requirement of 10 employees, compared with the existing eight employees.

The consistency between the preliminary and adjusted calculations strengthens the finding that the operational division requires additional workforce capacity. The performance-rating adjustment changes the estimated FTE from 9.45 to 9.49 but does not change the resulting workforce requirement of 10 employees. Thus, the principal finding is not dependent on the preliminary calculation alone.

4. Disscussion

4.1. Workforce Requirement and Operational Implications

The difference between the calculated workforce requirement and the existing workforce is the most important managerial finding. The analysis indicates that the operational division requires 10 employees, whereas only 8 employees are currently available. This represents a calculated shortage of 2 employees.

The result should be interpreted primarily as a workforce-capacity gap, rather than simply as evidence that all employees are individually underperforming. The FTE calculation compares the estimated workload with available productive working time. Therefore, an FTE requirement of 9.45–9.49 indicates that the workload corresponds to approximately nine and a half full-time employee equivalents, which, for staffing purposes, results in a requirement for 10 employees.

The performance-rating adjustment provides additional evidence for this conclusion. The average performance rating of the eight employees was 1.01. After incorporating this adjustment, the standard time increased from 79.98 to 87.58 minutes per document, and the FTE value increased from 9.45 to 9.49. Although the increase is relatively small, both estimates remain above the normal FTE threshold and lead to the same staffing requirement. This indicates that the conclusion of workforce insufficiency remains stable under the adjusted calculation.

This result is comparable with Mazitah et al. (2023) and Sumarniati et al. (2023), which demonstrate how FTE-based workload assessment can provide an empirical basis for workforce allocation in maritime and port operations. It also complements findings from Cahyani (2024), whose review shows that FTE is frequently used to evaluate workload and support workforce planning. The present study applies this approach to a specific operational problem in a shipping-agent organization and translates the FTE result directly into a staffing recommendation.

4.2. Workload Distribution and Performance Rating

The workload condition is further reflected in differences in the performance-rating results among employees. The analysis recorded a performance rating of 0.80 for Naufal, while Nugroho and Bisma recorded 1.10. These differences indicate variation in observed performance relative to the reference level used in the Westinghouse adjustment.

However, these differences should not be interpreted as direct evidence that individual performance differences are caused solely by workload. The FTE analysis establishes a quantitative relationship between workload volume and available workforce capacity, whereas the performance rating provides an adjustment to the standard-time calculation. Therefore, the appropriate interpretation is that workload imbalance and differences in performance ratings coexist within the observed operational conditions.

This distinction is important because the purpose of FTE is to determine workload and workforce requirements rather than to evaluate individual employee performance independently. The combination of FTE and performance rating in this study provides a more cautious estimate of workforce requirements by considering differences in observed work performance when establishing standard time.

4.3. Implications for Workforce Planning

The findings have direct implications for workforce planning at PT Solusi Marine Indonesia. The calculated requirement of 10 employees, compared with the existing eight, indicates that management should evaluate whether the two-person gap is best addressed through recruitment, task redistribution, or a combination of both.

The first option is additional recruitment, which would directly increase available workforce capacity. The second is task redistribution, particularly if some activities can be transferred from positions

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experiencing higher workload to positions with relatively lower workload. Periodic FTE assessment can subsequently be used to evaluate whether workload distribution changes after the intervention.

These implications are consistent with previous FTE studies that recommend workforce addition or redistribution when workload analysis identifies an imbalance. Kartini and Hasibuan (2024), for example, identified both overload and underload conditions and proposed employee addition or redistribution as potential solutions. The present study similarly identifies a quantitative workforce gap, but the recommendation is directed toward a shipping-agent operational environment.

Importantly, the findings should not be interpreted as suggesting that recruitment alone will automatically resolve all operational problems. The FTE analysis establishes the estimated workforce requirement based on the observed workload and working-time structure. Decisions regarding recruitment should therefore also consider the feasibility of redistributing tasks, changes in document volume, operational scheduling, and the company's organizational requirements.

4.4. Key Findings

The main findings can be summarized as follows:

1. The operational workload is classified as overload. The preliminary FTE value is 9.45, while the adjusted value after performance-rating integration is 9.49. Both exceed the normal threshold and produce an FTE index of 1.45 and 1.49, respectively.
2. The current workforce is insufficient relative to the calculated workload. The operational division currently has 8 employees, whereas the calculated requirement is 10 employees, resulting in a workforce gap of 2 employees.
3. The conclusion is consistent before and after performance-rating adjustment. Although the adjusted calculation increases standard time from 79.98 to 87.58 minutes/document and FTE from 9.45 to 9.49, the required workforce remains 10 employees.
4. The finding is consistent with previous FTE research, particularly studies in maritime, port, production, and administrative environments, but this study adds evidence from the operational division of a shipping-agent company.
5. The managerial implication is workforce-capacity adjustment, principally through evaluation of additional recruitment and/or proportional task redistribution.

5. Conclusions

Based on measurements of the actual workload in the operations department of PT. Solusi Marine Indonesia using the Full-Time Equivalent (FTE) method both in the initial calculation and after integration with performance ratings it was concluded that the optimal number of employees required is 10. This method effectively identifies the gap between available workforce capacity and the organization’s actual needs. There is a significant imbalance in the workload within the operations department, where current operations are supported by only 8 employees, resulting in a shortage of 2 employees. This situation indicates an excessive workload (overload) that could potentially lead to decreased productivity and the risk of burnout for employees if left unaddressed over the long term. To address this issue, the company is advised to hire two new employees to achieve ideal operational efficiency and foster a healthy work-life balance.

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