



Analysis of the Workload of Freelance Daily Workers for Waste / Cleaning Services and Landscaping Services in Langkat Regency Environmental Agency

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Abstract

This study aims to analyze the workload of daily workers in waste management/cleaning and landscaping services at the Environmental Office of Langkat Regency. Daily workers play a crucial role in maintaining environmental cleanliness and aesthetics, yet face challenges such as heavy workloads, limited human resources, and inadequate equipment. Using a qualitative approach, data were collected through in-depth interviews and direct field observations. The results indicate that the heavy workload is due to the large volume of tasks, uneven work distribution, and lack of attention to workers' welfare, leading to physical exhaustion and mental stress. The study recommends increasing workforce capacity, improving facilities, and reviewing workload management policies to enhance efficiency, improve the welfare of daily workers, and optimize service delivery.

Keywords: Workload; Daily Workers; Waste Management; Landscaping; Environmental Office; Langkat Regency.

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INTRODUCTION

The workload is an important factor affecting an employee's performance in carrying out their duties and responsibilities (Hermawan, 2022). Excessive workloads can decrease employee productivity and health, while too light workloads can lead to boredom and lack of motivation (Hasibuan et al., 2021; Hermingsih & Purwanti, 2020; Sari & others, 2020). In this case, freelance daily workers (THL) who work in the garbage/hygiene and landscaping service sector at the Langkat Regency Environment Office have a crucial role in maintaining the cleanliness and beauty of the environment. Therefore, their workload needs to be analyzed to ensure that they work effectively and efficiently according to the assigned tasks.

The Langkat Regency Environment Agency mainly manages and cares for cleanliness, waste, and landscaping in the Langkat Regency area. In implementing this task, freelance daily workers (THL) have a significant role in operational activities, including waste management, garden maintenance, and vegetation pruning and maintenance. Although they have the status of contract or day laborers, they are faced with a very diverse and dynamic workload, which external factors, such as weather, garbage volume, and the physical condition of the park can influence. Therefore, it is essential to evaluate the workload of these freelance daily workers to get a clear picture of their level of efficiency and performance effectiveness.

The ideal workload can increase the productivity and welfare of the workforce, thus having a positive impact on public services, especially in terms of cleanliness and environmental beauty (Ali et al., 2022; Haraventa & Suri, 2020; Irawati & Carrollina, 2017). On the other hand, if the workload is too heavy or disproportionate, then various problems will arise, such as stress, decreased performance, or even dissatisfaction with the workforce (Antara

et al., 2022; Beban et al., 2023a; Ihsan et al., 2019). Therefore, to improve the quality of public services in the hygiene and landscaping sector, there is a need for a systematic and data-driven workload analysis.

The Law of the Republic of Indonesia No. 29 of 2009 states that the State is obliged to serve every citizen and resident and fulfill his basic rights and needs within the framework of services.

To improve the quality of the environment, it is necessary to manage and handle waste and landscaping optimally. If this is not handled and managed properly, it will have the potential to impact environmental pollution, both water, soil, and air. In addition, the waste produced by a region has the potential to reduce the quality of natural resources, cause floods and social conflicts, and cause various diseases.

Waste handling must be tackled immediately. If handled thoughtfully and sustainably, waste is no longer an enemy for us and the surrounding environment. Still, the waste produced can be a friend because it can be recycled and reused. An international consensus has been established with the 3R program, namely *reduce, reuse, recycle*, or 3M (Reduce, Reuse, and Recycling). This should be used as a solution to solve the waste problem. By the Regulation of the Minister of Environment Number 59 of 2016 concerning guidelines for implementing Reduce, Reuse, and Recycle.

With the increasing rate of population growth and development, which over time is increasing from time to time, automatically, the waste produced by a region is also growing; if this is not handled immediately, then it will gradually become a terrifying scourge with a very significant spike in waste (Harahap, 2020; Mahyudin, 2014; Wachid & Caesar, 2021).

Workload can be interpreted as the amount of work that an individual must complete in a given period. This workload

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can be physical and mental burdens that are affected by various factors, such as the complexity of tasks, available time, and individual skills (Beban et al., 2023b; Patricia & Hidayah, 2022; Wijaya, 2018). Robbins, S. P., & Judge (2017) state that workloads can be grouped into two types, namely quantitative workloads and qualitative workloads. Quantitative workload deals with the amount of work that must be done, while qualitative workload deals with the difficulty or complexity of the work that must be completed.

The ideal workload can be achieved when a worker can complete a task according to his capacity without creating undue physical or mental stress (Febriansyah & Husnayanti, 2019). In this context, freelance daily workers working at the Langkat Regency Environmental Agency must have a balanced workload between the tasks assigned to their physical and mental abilities.

Human resource management (HRD) is vital in managing the workforce, including freelance daily workers (Sulistiyani, 2003; Sutrisno, 2016). One of the relevant theories in this context is the theory of Workload Management developed by Frederick Herzberg. In the *two-factor theory*, Herzberg explains that motivating factors, such as rewards, recognition, and achievements, can increase employee motivation to work better (Herzberg, 1965). Meanwhile, factors that hinder or become a source of dissatisfaction (*hygiene factors*) include poor working conditions, inadequate salaries, or excessive workload. In this case, applying Herzberg's theory to workload analysis at the Langkat Regency Environmental Agency can help understand how working conditions, awards, and workload affect the performance of freelance daily workers.

Waste and landscaping services today concern an extensive range of aspects of life. In state life, the Government provides

various public services to meet the community's needs, ranging from regulations to other services in education, health, utilities, and others. The various public *reform movements* experienced by developed countries in the early 1990s were primarily inspired by public pressure to improve the quality of public services provided by the Government.

Many forms of non-formal employment relationships are developed by capital owners, including freelance day labor. Informal employment relations aim to find a system that can increase the company's profits by reducing workers' wages while increasing their workload. The principle of seeking the most significant possible profit at the lowest possible cost is the principle of capitalist economics, in which workers are seen only as commodities, part of the production machinery whose productivity is calculated through several target outputs and working hours. If you look at the definition of freelance daily workers in terms of employment status, it can be concluded that they are also called daily employees. A day employee is a person who works for an institution or a company, whether it is a government or private company, by receiving wages based on the time every day. Employee wages are paid daily, every one or two weeks, or every month, depending on the agreement or regulations of the company concerned.

Daily employees can be divided into freelance day employees, temporary daily employees, and permanent daily employees. Indeed, no standard rules discuss the implementation of work from this freelance daily worker. Still, it should be noted first that the provisions regarding the employment relationship between the worker and the employer and its legal consequences are regulated in Law No. 13 of 2003 concerning Manpower and its implementing regulations. In the UUK, we know two forms of employment agreements, namely first, the Indefinite

Time Work Agreement ("PKWTT") and second, the Fixed-Time Work Agreement ("PKWT") as mentioned and regulated in Article 56 paragraph. Furthermore, according to Article 56, paragraph (2), the implementation of PKWT is based on the period and completion of a particular work. The provisions regarding PKWT are regulated in the Law from Article 56 to Article 59, where at the end of Article 59, namely in paragraph (8), it is stated that: "Other matters that have not been regulated in this Article will be further regulated by Ministerial Decree." This provision then underlies the issuance of the Decree of the Minister of Manpower and Transmigration of the Republic of Indonesia Number Kep-100/Men/VI/2004 of 2004 concerning Provisions for the Implementation of Fixed-Time Work Agreements ("KEPMEN No. 100 of 2004").

To improve waste services in the Langkat district, it is necessary to manage and handle waste optimally; if this is not handled and managed correctly, then significant increases in the volume of waste accumulation every day, month, and year will occur. Even from the PTMP (Waste Master Plan Mapping) data conducted in 2017, the increase in waste in 2017 has reached a reasonably high percentage, namely 25% from the previous year. This can affect the maximum age of the Final Management Site (TPA), which should be operational for a maximum of 10 years. Still, with the increase in the volume of waste, the operational life of the landfill can only last 6-7 years; the increase in the volume of waste also hurts the environment. In addition, the increase in the volume of waste also has the potential to reduce the quality of natural resources so that it can cause floods and social conflicts.

Along with the increasing rate of population growth and the rapid development of development from time to time, this will cause many problems in handling waste operations, such as waste that cannot be transported at all, facilities

that are still lacking and do not meet waste management standards, and increasingly full waste disposal sites (CELL TPA).

The Langkat Regency Environment Agency has one of the functions, namely carrying out Waste Management based on the attachment of Law number 18 of 2008 concerning Waste Management, so the Langkat Regency Environmental Agency has three sub-affairs of managed waste including:

1. household waste;
2. household waste; and
3. Specific waste;

The current condition has caused problems in the implementation of waste management, one of which is in increasing waste generation; there are several other problems, including:

1. Infrastructure and Facilities are not optimally adequate
2. Due to the lack of human resources, environmental service officers have been unable to address many waste-generation areas.
3. The community does not care about participating in decomposing and reusing waste.

Based on the current conditions, the Government has issued Regulation Number 81 of 2012 concerning the Management of Household Waste and Similar Household Waste and Regulation of the Minister of the Environment of the Republic of Indonesia Number 13 of 2012 concerning Guidelines for the Implementation of Reduce, Reuse, and Recycle, so it is necessary to innovate to decompose the generation of waste which every year has a significant increasing trend.

One of the Government's roles in the field of public services in Langkat Regency can be seen in the performance of the Langkat Kabupaten Environment Office. By the Regulation of the Regent of Langkat Number 52 of 2016 concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Langkat Regency Environmental Service.

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Regent Regulation Number 1 of 2016 concerning appointing and dismissing regional employees with performance agreements. This regulation regulates the formation of needs in supporting the implementation of public services.

Public service is a service or provision to the community through public facilities, both services and non-services, carried out by a public organization, in this case, a government. In Government, the party that provides services is the government apparatus and all its institutional completeness.

Poor responsiveness related to the Langkat Regency Environment Agency's response to community complaints as service users who need waste services and Landscaping Management is the reason the author conducted a study entitled "Analysis of the Workload of Daily Workers Freelance Waste/Cleanliness Services and Landscaping Management at the Langkat Regency Environmental Service."

The objectives of the research problem are as follows: Analyzing the workload of freelance daily workers in garbage/cleaning services at the Langkat Regency Environment Office and analyzing the workload of freelance daily workers in landscaping services at the Langkat Regency Environmental Office. Identify the factors affecting the daily workload of freelance workers in both sectors. Assess the effectiveness and efficiency of the performance of freelance daily workers in carrying out their duties based on the workload received.

RESEARCH METHODS

This research uses a qualitative approach to understand the phenomenon in depth and detail based on the perspective of the subjects involved. This approach focuses on the processes, experiences, and meanings behind a phenomenon, without relying on numerical data but rather by digging into information through narratives, interviews,

observations, and documentation. In this study, a phenomenological approach and case studies were used. The phenomenological approach aims to understand the subjective experiences of the off-day energy in carrying out their daily tasks. The focus is on how they interpret their work, their challenges, and the strategies used to manage physical and mental stress. Meanwhile, the case study approach was used to explore the specific conditions related to the workload of freelance daily workers at the Langkat Regency Environmental Office. This case study allows researchers to analyze unique characteristics that influence workload management in the field.

The research began with selecting subjects, which involved freelance daily workers in two main sectors: cleaning and landscaping. In addition, managers or superiors who understand assignment and workload management are also interviewed to gain a more comprehensive perspective. Data were collected through several key techniques: semi-structured interviews, participatory observations, and documentation. Semi-structured interviews were conducted to explore the experiences of freelancers, including the challenges they faced and how they overcame them. Participatory observation allows researchers to directly observe the daily activities of freelancers in the field, thus providing a real picture of how their workload is managed. Documentation, which includes secondary data such as task documents, work schedules, and work reports, is also collected to provide a broader context about workload management.

The collected data was then analyzed using thematic methods. This analysis process involves coding the data to identify key themes, organizing them according to the relevance of the research, and interpreting the patterns and meanings that emerge from the data. In this study, there are two main data sources, namely

primary data and secondary data. Primary data was obtained from interviews and observations of freelance daily workers as the main subjects and interviews with managers responsible for workload management. Secondary data includes official documents related to policies, work schedules, and activity reports.

The informants of this study are divided into three categories. The key informant is Erwin Bachari, SP, M.MA, who serves as the Lalat Regency Environmental Agency Secretary. The primary informant is Edi Syahputra, S.Si, M.AP, the Agency's Head of the General Subdivision. Additional informants were freelance daily workers, including M. Nur Alamsyah and Dian Kristiani, who provided first-hand information about their experiences in the field. This research aims to provide in-depth insights into freelancers' daily workload, their challenges, and how they manage their work. The qualitative approach allows for thoroughly exploring the phenomenon from the subject's perspective, resulting in a rich and relevant understanding.

RESULTS AND DISCUSSION

Tenaga Harian Lepas (THL) in the Service The Environment of Langkat Regency ensures a clean and comfortable environment through two main sectors: garbage/hygiene services and landscaping services. Both are very important to support creating a healthy, beautiful, and comfortable environment for the community. Therefore, it is essential to analyze their workload to know the effectiveness and efficiency of the work.

Workload in Waste/Hygiene Services: Waste/Hygiene Services involve collecting, transporting, and disposing of waste from residential areas and public places. THL's workload in this sector depends heavily on the amount of waste generated, the area served, and the frequency of waste transportation.

Factors that affect THL's workload in waste services: Number of wastes: The more waste produced by the community, the greater the workload of freelance daily workers. Areas Served: Large areas require more workforce to reach every corner for garbage collection and transportation. Transportation Frequency: Some areas may require more frequent garbage hauling (e.g., market areas or crowded centers) than residential areas.

Workload Analysis To determine the right workload, observations and evaluations are carried out related to the following:

- The amount of THL involved in cleaning activities.
- The working hours needed to complete the waste tasks.

An evaluation of the time it takes to complete work in a specific area (for example, cleaning a single garbage collection point or transporting it from the bin to the landfill). Workload in Landscaping Services: Maintenance of urban parks, green open spaces, and other greening that improve the city's aesthetics and air quality. THL in this sector is in charge of maintaining the garden, cutting grass, planting flowers or trees, and maintaining garden facilities such as walking paths or park benches.

Factors that affect THL's workload on landscaping services: Number and Type of Parks: Areas with many parks or larger parks certainly need more workforce. Plant Maintenance and Garden Facilities: Plant maintenance, such as tree trimming and watering, and garden facility maintenance (e.g., garden bench repairs or garden lighting) add to the workload. Season and Weather Conditions: In the rainy season, plant growth can be faster, so pruning and maintenance must be more intensive.

Workload Analysis: The workload in the landscaping sector is also affected by the number of parks and green open spaces managed, the type of maintenance work performed, the amount of freelance daily

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power available for garden maintenance, the amount of time required to maintain garden and plant facilities, and the adjustment of work schedules according to the season and weather conditions.

Evaluation and Recommendations
Based on the analysis of workload in these two sectors, several things need to be considered: Preparation of Efficient Work Schedules: To avoid work accumulation or lack of workforce, an effective and efficient work schedule must be prepared, taking into account the intensity of work and the number of existing workforce.

Increase in Human Resources: If the workload is too heavy for freelance daily workers, increasing the number of workers or training to improve their work skills is necessary. **Technology Utilization:** Using tools and technology to assist with waste transportation or garden maintenance can help reduce manual workloads. **Periodic Monitoring and Evaluation:** It is necessary to conduct periodic evaluations to see if the existing workload exceeds the workforce's capacity and to adjust to evolving needs.

The workload of freelance daily workers in the waste and landscaping service sector of the Langkat Regency Environment Agency must be carefully analyzed to ensure efficiency and effectiveness. Factors such as the amount of waste, the area served, the type of work performed, and weather conditions must be considered to determine the ideal workload for freelance daily workers. Periodic evaluation and adjustment to the workload can improve the quality of cleanliness services and the beauty of parks in Langkat Regency.

Referring to Putra's theory in Rolos et al. (2018: 21), there are several indicators of workload, including:

Targets to be achieved

Erwin Bachari explained that freelance daily workers at the Langkat Regency Environment Agency have a crucial role in maintaining cleanliness and

caring for green spaces in the area. They were given clear targets for waste management and the maintenance of parks and green spaces. Despite challenges such as weather and the increasing volume of waste, freelance workers strive to achieve the targets set by the Environment Agency through regular monitoring and evaluation.

Edi Syahputra explained that freelance daily workers at the Langkat Regency Environment Agency have noticeable and measurable targets in cleanliness and landscaping. In the field of cleanliness, they must ensure that waste transportation runs smoothly, maintain the cleanliness of public facilities, and assist in waste sorting in the community. In landscaping, they are targeted to care for and keep the garden beautiful and clean. Despite facing challenges such as weather and high volumes of waste, regular monitoring and evaluation are carried out to ensure these targets are well achieved.

M. Nur Alamsyah explained that as freelance daily workers at the Langkat Regency Environment Office, they have the main task of maintaining cleanliness and caring for city parks. The targets that must be achieved include transporting waste on time, maintaining the cleanliness of public facilities, and maintaining the garden to keep it beautiful and comfortable. Despite facing challenges such as bad weather and high volumes of garbage, they strive to get the job done by working as a team, with good coordination and regular supervision from their superiors.

Kristiani explained that as freelance daily workers at the Langkat Regency Environmental Office, they have a critical task in maintaining cleanliness and caring for city parks. The targets that must be achieved include transporting waste on time, maintaining the cleanliness of public spaces, and maintaining the garden to keep it beautiful and comfortable. Despite challenges such as bad weather and high volumes of garbage, they still try to work quickly and efficiently with good team

coordination and regular supervision from their superiors.

Working Conditions

Erwin Bachari explained that the conditions of freelance daily work at the Langkat Regency Environment Office, both in cleanliness and landscaping, are indeed full of challenges. Freelancers must work hard to transport garbage, maintain the cleanliness of public spaces, and care for parks and green spaces. Despite unpredictable weather and high volumes of work, the Environment Agency strives to provide adequate training, supervision, and equipment to support their performance. The role of freelance daily workers is vital in maintaining the cleanliness and beauty of the environment in Langkat Regency, and the Environment Agency is committed to continuing to provide support so that their work can run well.

Edi Syahputra explained that the conditions of freelance daily workers at the Langkat Regency Environment Office, both in cleanliness and landscaping, are indeed full of challenges. They must work quickly and efficiently to transport waste and maintain the park despite facing challenges such as unpredictable weather and high volumes of waste. The Environment Agency seeks to support freelancers with training, regular supervision, and adequate equipment. Despite the obstacles in the number of workers and limited budget, the Agency strives to improve the quality of work and provide the best support for freelance daily workers so that work can be carried out optimally and efficiently.

M. Nur Alamsyah revealed that work as a freelance daily worker at the Langkat Regency Environmental Service, both in cleaning and landscaping, is full of challenges. In the field of cleanliness, the challenge is the high volume of waste and the erratic weather, while in the field of landscaping, the challenge is the garden maintenance, which requires special skills and attention to the weather. Despite facing

various difficulties, M. Nur Alamsyah feels proud to be able to contribute to maintaining the cleanliness and beauty of the Lalat Regency environment. He hopes there will be more attention to adequate equipment, additional workforce, and better training so that their work can be done more efficiently and with maximum results.

Kristiani described considerable challenges in working as a freelance daily worker at the Langkat Regency Environmental Office, both in waste and landscaping. In waste, the main challenges are the large volume of waste and changing weather conditions, while in landscaping, the challenge lies in maintaining plants and garden facilities that require more attention.

Kristiani hopes for better equipment, an additional workforce, and advanced training to improve the quality of their work. Support from the Environment Agency already exists, but several aspects can be further improved to help freelance daily workers carry out their duties more efficiently and optimally.

Time usage

Erwin Bachari explained that the volume of work and weather conditions greatly influence daily freelance labor time in garbage/cleaning and landscaping services. In the field of hygiene, the working time can vary depending on the volume of waste and weather conditions, while in the field of gardening, the working time is greatly influenced by the growth of plants and the garden area. The Environment Agency strives to maximize freelance daily labor time by improving equipment, adding a workforce, and managing a more structured work schedule to increase efficiency and effectiveness.

Edi Syahputra explained that the use of daily freelance labor time in waste and landscaping services has been systematically regulated by considering various factors, such as the volume of

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waste, weather conditions, and the area that needs to be done. The target time for task completion is highly dependent on the density of the work and is set in such a way as to ensure that the work can be completed correctly and in a reasonable time. In the future, there will likely be an increase in equipment, an increase in workforce, and an increase in coordination with the community to support the efficiency of freelance daily time.

M. Nur Alamsyah explained that the use of time in waste and landscaping work is highly dependent on various factors, including the volume of waste, weather conditions, and the size and condition of the garden being treated. Despite limited equipment and workforce challenges, he strives to work efficiently and organize to maximize time use. In the future, he hopes there will be an increase in equipment and workforce, which can help improve the quality of cleaning and landscaping services in Lalat Regency.

Kristiani explained that time is used in waste and landscaping work depending on waste density, weather conditions, park size, and the number of workers. He strives to work organizationally and efficiently to ensure timely work. The biggest challenges faced are the rapid growth of plants in the landscaping sector and limited labor. In the future, Kristiani hopes that there will be an increase in equipment, additional workforce, and training that can help maximize the use of time and improve the quality of work at the Langkat Regency Environmental Service.

Work standards

Erwin Bachari explained that the work standards for Freelance Daily Workers at the Langkat Regency Environment Agency have been determined for the waste/cleanliness and landscaping sectors. In the waste sector, THL is tasked with transporting waste, separating waste according to its type, and ensuring the cleanliness of the area around

the garbage can. In the landscaping sector, THL cares for the garden with activities such as pruning, watering, and maintenance of garden facilities. The Environment Agency continues to monitor the implementation of these standards through direct monitoring, regular evaluations, and training. Despite the challenges related to limited resources and weather, the hope is an increase in the number of workers and the provision of more efficient equipment.

Edi Syahputra explained that the work standards for freelance daily workers in the waste/cleaning and landscaping sector at the Langkat Regency Environment Agency have been set with clear procedures, including work schedules, waste separation, and facility maintenance. Supervision is done through direct monitoring, routine evaluation, and training for THL. Limited labor, weather constraints, and facility damage are the main challenges faced. In the future, the Environment Agency hopes there will be additional workforce, equipment improvement, and more intensive training to improve the quality of cleaning and landscaping services.

M. Nur Alamsyah explained that the work standards in the waste/hygiene and landscaping sector at the Langkat Regency Environment Agency are straightforward, including garbage transportation, waste sorting, plant pruning, watering, and garden maintenance. The main obstacles are extreme weather, time constraints, and facility damage. To improve future work quality, M. Nur Alamsyah hopes there will be an increase in facilities and equipment, additional training, and additional workforce.

Kristiani explained that the standard of work in the waste/hygiene and landscaping sector is clear and includes work schedules, waste separation, plant pruning, watering, and maintenance of garden facilities. The obstacles often faced are bad weather, limited time and labor,

and damage to the facilities used. In the future, Kristiani hopes that there will be an increase in facilities and equipment, additional workforce, and additional training to improve the quality of work of Freelance Daily Workers at the Langkat Regency Environmental Office.

CONCLUSION

Freelance Daily Workload: The workload of freelance daily workers at the Langkat Regency Environment Agency is heavy, especially in garbage/cleaning and landscaping services. They face challenges in the form of long working hours, extreme weather conditions, and the volume of tasks that are not always balanced with the workforce available. In addition, physical and mental factors are also a burden for them, as they often feel exhausted and stressed due to the tasks given.

Factors Affecting Workload: Some factors that affect freelance workers' daily workload include the volume of Waste. In the hygiene sector, the ever-increasing volume of waste is a significant challenge, especially in densely populated areas. **Limited Resources:** The limited workforce, compared to the number of tasks available, as well as the lack of adequate equipment and facilities, further aggravated their workload. **Management Policy:** The policies implemented by the Environment Agency in the division of tasks and managing the workload of freelance daily workers are not entirely optimal. This affects the uneven distribution of tasks and potential injustice in assigning tasks.

Impact of Workload on Freelance Daily Workers: A high workload can affect the well-being of freelance daily workers, both physically and mentally. If the workload is not managed correctly, they experience fatigue and stress and risk health problems. In addition, their job satisfaction level also decreases due to unclear task division and low appreciation for their work.

Solutions and Recommendations: Based on the results of the study, some solutions that can reduce the workload of freelance daily workers are: Increase the number of freelance daily workers or contract workers to ensure a more even distribution of tasks and not burden one person; **Improved Facilities and Equipment:** Provide more adequate facilities and equipment to support the smooth running of the work, such as efficient waste hauling equipment and better landscaping equipment; **Improved Training and Development:** Provide regular training for freelance daily workers so that they have better skills in carrying out tasks and managing work stress; **Evaluation of Workload Management Policy:** The Environment Agency needs to evaluate the task division policy to be more fair and balanced, as well as provide appropriate awards or incentives to daily workers

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