Al-Kharaj: Journal of Islamic Economics and Business
Volume 8 (4), 2026
P-ISSN: 2686-262X; E-ISSN: 2685-9300

Workload Analysis in Supporting Service Quality at the Primary Clinic of the National Narcotics Agency of Cimahi City (Case Study Counselor Section Employee)

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Keywords:
Workload, Quality of Service, Counselors

Abstract

This research is motivated by the increasing number of rehabilitation patients which has an impact on the increasing workload of counselors, while counselors must carry out main tasks and additional tasks in limited working time. This condition is the basis for analyzing the workload in supporting the quality of service at the Primary Clinic of the National Narcotics Agency of Cimahi City. This study aims to analyze the workload in supporting the quality of services at the Primary Clinic of the National Narcotics Agency of Cimahi City with a focus on employees of the counselor. This study uses a qualitative approach with a descriptive method. Informants were determined through purposive sampling consisting of two counselors as service implementers and the Head of the National Narcotics Agency of Cimahi City as key informants. Data were collected through observation, interviews, and documentation, then analyzed through data reduction, data presentation, and conclusion and verification. The validity of the data was tested using triangulation of sources, techniques, and theories. The results of the study show that the workload of counselors is related to the implementation of rehabilitation services and administrative work which is quite dense. The use of working time is not fully optimal. However, the quality of rehabilitation services in general is running quite well in the dimensions of tangibles, reliability, responsiveness, assurance and empathy. This research is expected to enrich the study of human resource management and become an evaluation material for the Primary Clinic of the National Narcotics Agency of Cimahi City in managing the workload to improve the quality of services.

INTRODUCTION

Narcotics and illegal drug abuse among the younger generation is still a serious problem that continues to increase every year and has the potential to threaten the quality of human resources of the nation's next generation (Setiawan & Zannah, 2022). The UNODC report in 2013 estimated that 167 – 315 million people in the world aged 15 – 64 years old have used narcotics. In Indonesia, the prevalence increased from 2.23% or around 4.2 million people in 2013 to 2.8% or around 5.1 – 5.6 million people in 2015 (Supratman et al., 2022). This condition is in line with the situation that occurs in Cimahi City, where more than 80% of the population, especially young age groups, are in the category of high risk of falling into drug abuse (PPID CITY CIMAHI, 2024).

The National Narcotics Agency (BNN) is a non-ministerial government agency that has the authority to carry out activities to prevent and eradicate the abuse and illicit circulation of narcotics, not only through law enforcement efforts but also by providing counseling rehabilitation services for individuals with substance dependency (Azka & Nurmasari, 2025). The Cimahi City National Narcotics Agency Primary Clinic is one of the rehabilitation service units that handles

narcotics abusers through assessment, counseling, medical examinations, follow-up therapy, to post-rehabilitation monitoring and evaluation. The quality of this clinic's services greatly affects the success of the patient recovery process, especially for individuals with behavioral disorders or complex substance dependence.

The result of the preliminary interview with the Head of the Primary Clinic of the National Narcotics Agency of Cimahi City was the high workload caused by the limited number of counselors when compared to the number of clients handled. In addition, counselors also have to complete main tasks and additional tasks. The ideal ratio for one counselor is one counselor handles 4-10 clients in one rehabilitation session within two months, but in practice the clinic only has two active counselors to handle clients. Meanwhile, the number of clients in the past year is 184 rehabilitation clients, so one handles around 92 clients.

Internal data from the Cimahi City National Narcotics Agency Primary Clinic shows that the number of patients continues to increase from 135 clients in 2023 to 150 clients in 2024, and continues to increase to 184 clients in 2025. A similar increase also occurred in the number of service visits, namely, from 360 visits in 2023, 416 visits in 2024, and continues to increase until it reaches 582 visits in 2025. The increase in the number of patients and visits reflects an increase in the volume of rehabilitation services that must be handled by employees of the Cimahi City National Narcotics Agency Pratama Clinic. The increase in the number of patients has a direct impact on counselors as the main implementers of rehabilitation services because the number of clients that must be handled is increasing every year. In addition to requiring time, concentration, and high emotional engagement, the increasing number of patients also increases the frequency of counseling, assessment, monitoring client progress, and preparation of service reports.

In addition to the increasing number of patients, counselors are also faced with other job demands, namely having to carry out the main tasks and additional tasks in the implementation of rehabilitation services so that they have to divide time and energy to complete various types of work in a limited working time. This condition is in line with research conducted by (Amalia & Putri, 2025) stated that the limited number of employees and the high workload can reduce the quality of public services, increase the risk of fatigue and cause excessive workload when the number of human resources is not proportional to the volume of work. These conditions can also cause rehabilitation services and the implementation of Standard Operating Procedures (SOPs) to not run optimally. These findings are supported by Piaster et al., (2024) which explains that time pressure and work demands can make health workers go through several stages of SOPs, as well as strengthened Ginting & Fentiana (2024) by stating that the high workload can affect the implementation of services and compliance with SOPs.

In addition, the quality of services provided by counselors is also influenced by the level of competence possessed. Competence combines abilities supported by knowledge, skills, and attitudes so that a person can implement something effectively (Kurniawan et al., 2019), while the improvement of counselor competence at the Cimahi City National Narcotics Agency Primary Clinic has not been able to be carried out regularly due to budget limitations. This condition limits the opportunity for counselors to participate in training, even though this competence is needed so that counselors remain skilled and professional in dealing with clients with complex problems. This is in line with (Aini et al., 2025)which states that the competence and knowledge of human resources have an important role in supporting the improvement of service quality.

The Community Satisfaction Index (IKM) data in 2023-2025 shows that the quality of rehabilitation services is in the good to very good category, with the highest achievement in 2024.

The elements of counselors' handling, competence, and behavior in general received good assessments, while the elements of service time still need to be improved. The results of the IKM are used as one of the indicators of achieving the Key Performance Indicator (KPI) of counselors. However, the fluctuation of values in 2025 needs to be a concern in efforts to improve and monitor the performance of counselors on an ongoing basis, so that the quality of service is maintained and client satisfaction can continue to be improved.

These findings show that the workload of counselors needs to be studied more deeply in relation to the quality of service. Previous research shows that there are differences in outcomes Istiqamah & Mujtahudah (2025), Esha et al., (2021) and Sarnia et al., (2022) stated that workload has a significant effect on performance and quality of service, while Kovacs & Lagarde (2022) found a relatively small and insignificant influence. The novelty of this study lies in the location and focus of the research, namely, on government institutions that provide public services, especially narcotics rehabilitation services, with counselors as the focus of the research. This study discusses how the workload of counselors is related to the quality of services provided to clients.

METHODS

This study uses a qualitative approach with a descriptive method to understand phenomena in depth based on natural conditions. In qualitative research, the term population is not used, but is used by Spradley as a social situation (Sugiyono, 2024:215). The social situation studied focused on the activities of counselors related to workload and service quality at the Primary Clinic of the National Narcotics Agency of Cimahi City. The informants were determined through purposive sampling techniques and there were three informants, namely two counselors as service implementers and one Head of the National Narcotics Agency of Cimahi City as key informants as well as managerial parties. The main instrument in this study is the researcher himself. The variables in the study consist of workload and service quality which are grouped into subvariables and indicators with a qualitative measurement scale. Data collection techniques are one of the important stages in the research because the research basically aims to obtain data (Fauzia & Lestari, 2024). Research data was collected through observation, interviews, documentation. The validity of the data was tested through source triangulation, technique triangulation and theoretical triangulation (Sugiyono, 2024: 228-242). Data collection was carried out on April 13-17, 2026 and April 29-30, 2026. Data analysis is carried out through the stages of data reduction, data presentation, and conclusion withdrawal and conclusion verification so that credible findings are obtained (Sugiyono, 2024: 247-252).

VARIABLE OPERATIONAL DEFINITION

1. Human Resources

The success of an organization does not only depend on technology and capital resources owned, but also on human resource management. Human resources play a direct role in the process of planning, implementing and controlling organizational activities. Therefore, organizations need human resources who are able to work optimally so that the goals that have been set can be achieved (Donny & Kurniawan, 2026 ; Suaiba in Supraja & Kurniawan, 2025).

2. Workload

Workload is a number of activities and responsibilities that must be completed by an employee or organization within a certain period of time by utilizing the skills, abilities and potential of the available workforce Egarini & Prastiwi (2022). Workload is the entire task or activity that is the responsibility of an organizational unit or position holder to be completed within a certain time limit (Jayanti & Abdurahman, 2024). Based on this opinion, workload can be understood as the overall activities and responsibilities that must be completed by employees or organizational units within a certain period of time by utilizing the available abilities, skills and potential. According to Koesomowidjojo (2021:33) Workload is measured through three sub-variables, namely, work conditions, use of working time, and targets that must be achieved.

3. Quality of Service

Service quality is a dynamic condition related to products, services, people, processes and the environment, the achievement of which is determined at the time of service Pongantung et al., (2021). According to Gulo et al., (2022) service quality encompasses all of the Company's activities in meeting customer expectations through service supported by reliability, speed, ability, good relationships and officer friendliness. Based on this opinion, service quality can be understood as the overall service activity provided through reliability, speed, ability, good relationships and friendliness of officers to meet customer expectations. The quality is assessed at the time of the service process. According to Zeithaml in Trisnowati et al., (2020) Service quality is measured through five dimensions, namely, tangibles, reliability, responsiveness, assurance, and empathy.

RESULTS AND DISCUSSION

This study involved two counselors as implementers and one head of the Cimahi City National Narcotics Agency as key informants as well as managerial parties. Source triangulation was carried out by comparing information between informants, while technical triangulation was carried out by comparing the results of interviews, observations and documentation. Summary of the results of triangulation of sources and techniques is presented in tables 1 and 2. Theoretical triangulation is used in the discussion section by comparing field findings with relevant theories and previous research results.

Table 1 Summary of Results of Source Triangulation and Technical Triangulation of Workload

Aspects	Summary of Interview Results	Summary of Observation Results	Findings
Employment Conditions	Counselors have understood their duties and responsibilities in providing services according to SOPs and are able to apply the competencies obtained from training. Have good skills in carrying out counseling services and	The counselor is able to explain the rehabilitation program well, convey the material clearly and systematically and build a conducive counseling atmosphere and encourage client participation. However, it is found that clients	The working conditions of counselors are quite good. Counselors have adequate understanding and work skills, but the diverse characteristics of

	building communication with clients. However, there are still parts of the job that feel difficult, namely when dealing with clients who are uncooperative or in an emotionally unstable state.	who try to manipulate the results of urine tests require additional handling.	clients are still challenging and affect workload.
Usage of Working Time	All informants stated that the counselor had managed time through planning and prioritizing tasks. However, the implementation of work still often exceeded the specified time. The break time at 12.00 – 13.00 could also not be fully utilized because it adjusted to the needs of the service and the client's condition.	The counselor implements a structured division of tasks during the group therapy and resumes the documentation after the session is over. The duration of group therapy often exceeds the plan due to the client's participation and the development of discussions. During breaks, it can be seen that some counselors still use this time to complete work such as recording the results of counseling.	The use of counselor working time is quite good, because it has been supported by planning and prioritization. However, the effectiveness is not optimal because the work still exceeds the set time and rest time is used by adjusting service needs.
Targets to Be Achieved	The amount of counselor work is not proportional to the available human resources, because rehabilitation and administrative services must be completed on the same day. Some informants assessed that the target can still be achieved through time management, division of labor, routine briefings and teamwork. Meanwhile, the managerial team assesses that the available time is still limited.	Counselors carry out rehabilitation services while completing the recording of counseling results and administrative reports in one work period. Their responsibilities include screening, assessment, individual and group counseling, referrals, home visits, education, assistance of recovery agents and service orientation. The number of tasks that must be handled simultaneously shows that the	The work target of counselors at the Primary Clinic of the National Narcotics Agency in Cimahi City is quite high, because counselors must complete rehabilitation and administrative services simultaneously in the same

		completion of work is influenced by workload and limited human resources.	working time. Although time management and division of tasks have been implemented, limited human resources still cause the completion of work to be not fully optimal.

Source: Results of Triangulation of Sources and Techniques, Data Reprocessed in 2026

Based on Table 1, the work conditions of counselors are generally quite good because counselors have understood their duties, have adequate competence and are able to provide rehabilitation services according to SOPs. However, counselors still face difficulties when dealing with clients who are uncooperative or in an emotionally unstable state. The use of working time is also not fully optimal, because some service activities exceed the planned time and rest time is still used to complete administrative work. In addition, the work target is quite high because counselors must carry out rehabilitation services while completing recording and reporting in the same working time. Meanwhile, the available human resources are still limited.

Table 2 Summary of Results of Source Triangulation and Technical Triangulation on Service Quality

Aspects	Summary of Interview Results	Summary of Observation Results	Findings
Tangibles	The counselor has prepared himself physically, mentally and administratively according to the SOP before providing services. Service equipment in general is quite supportive, but there are still differences of views about the facilities. The manager and one counselor consider the rooms and facilities to be inadequate due to budget limitations and contract status, while	The counselor looks neat, has prepared service documents and prepared administrative equipment before the counseling session begins. However, the counseling room is still used alternately with other services and group therapy is sometimes carried out in the meeting room due to the limited number of rooms.	The tangibles aspect in general has gone quite well. The readiness of officers and the availability of equipment have supported the implementation of services. However, physical facilities, especially rehabilitation service rooms, still need to be improved in order to be able to

	the other counselor considers the facilities to be sufficient to support services.		provide more optimal comfort and privacy for clients.
Reliability	Rehabilitation services are considered to have run according to the flow and SOPs so that they can be provided quickly, precisely, consistently, and minimize errors. Service evaluations are carried out periodically through client satisfaction surveys from the Central BNN.	Services are carried out in stages, starting from the acceptance of counseling clients to group therapy. The counselor checks the re-service forms and documents, then directs the client to fill out a satisfaction survey.	The reliability aspect is relatively good, because the service is carried out according to SOPs so that it is able to maintain the speed, precision and accuracy of services, and is regularly evaluated through client satisfaction surveys.
Responsiveness	Counselors are considered responsive and agile in scheduled services and conditions that require immediate handling. Information is delivered in simple language and adjusted to the client's background and needs, although in certain conditions service adjustments are still required.	The counselor's responsiveness can be seen from the readiness to help the client, such as providing an explanation of filling out the counseling form, listening carefully to the client's complaints and conveying information in clear and easy-to-understand language. The counseling services provided are tailored to the background and problems of each client.	The responsiveness aspect is relatively good, the counselor is able to respond to the client's needs, convey information clearly and adjust the service to the condition of each client.
Assurance	The knowledge and abilities of counselors are in accordance with the needs of the service and	Counselors are able to explain the material, provide direction according to	The assurance aspect is in the good category. The competence

	supported by training. However, improving competencies is still needed to optimize the quality of service. Counselors are considered polite, friendly, communicative and responsible, through evaluation and correction if mistakes occur.	procedures, adjust communication and listen attentively to clients. Counselors also check data and records before services are completed as a form of responsibility in maintaining the accuracy of services.	of the counselor has supported the implementation of services, accompanied by a professional attitude, good communication and responsibility in ensuring that services are provided appropriately and according to procedures.
Empathy	Rehabilitation services are provided fairly regardless of age, occupation, or background of narcotics abusers. The counseling approach is tailored to the psychological condition and needs of each client. Individual attention is given through assessment, developmental monitoring, intensive communication and providing opportunities to convey complaints and needs.	The counselor provides the same treatment to all clients, asking about the client's progress, changes in behavior and barriers to recovery. The counselor also reviews the progress record and previous assessment results to determine the next focus of counseling.	The empathy aspect is relatively good, the counselor provides fair service, builds empathic communication and understands the client's individual needs through assessment and continuous monitoring.

Source: Results of Triangulation of Sources and Techniques, Data Reprocessed in 2026

Based on table 2, the quality of rehabilitation services in general is classified as good in terms of reliability, responsiveness, assurance and empathy. Services have been carried out according to SOPs, counselors are able to respond to client needs, show competence and professional attitude and provide attention according to the condition of each client. Meanwhile, the tangible aspects are still quite good, the professionalism of counselors and equipment has supported the implementation of rehabilitation. However, the limitations of rooms and facilities still need to be improved so that the comfort and privacy of clients can be optimally met.

DISCUSSION

1. Workload

a. Employment Conditions

The results of the study show that counselors have understood their duties and responsibilities and have abilities that are appropriate to the needs of rehabilitation services. This can be seen from the ability of counselors to explain rehabilitation programs, convey material clearly and systematically, build communication with clients, and create a conducive counseling atmosphere. The findings are reinforced by the informant's statement "I quite understand the duties and responsibilities as a counselor well, because previously they have been given explanations through technical instructions, work standards and human resource training that support the implementation of tasks in the field.".

Counselors are also able to apply the competencies gained through education and training in carrying out services and completing administrative work. However, the level of difficulty of the job increases When the counselor faces clients who are uncooperative, are in an emotionally unstable state or try to manipulate the results of urine tests. This condition requires the counselor to take additional approaches and treatments. These findings show that the workload of counselors is not only determined by the amount of work, but is also influenced by the characteristics and psychological conditions of the clients they are facing.

The findings are in line with the theory Koesomowidjojo (2021:23) which states that the qualitative workload is related to the ability of employees to carry out tasks according to their competence. Counselors have understood their duties and responsibilities and are able to carry out rehabilitation services well, especially in delivering materials and building communication with clients. These conditions are also in accordance with theory Koesomowidjojo (2021:23) regarding the psychological workload related to responsibility, alertness, concentration and interaction of employees with the work environment. The results of this study also support the opinion of Situmorang et al., (2024) that the characteristics of the work and the work environment are factors that affect the workload of employees.

b. Working time usage

The results of the study showed that counselors have managed work time through planning, prioritization and division of tasks. This can be seen in the implementation of group therapy which is carried out alternately and the completion of documentation after the service session ends. This arrangement helps counselors maintain the smooth running of services even though they have to handle service and administrative work at the same time. However, the use of working time is not fully optimal. The duration of group therapy planned for one hour sometimes lasts longer due to the high participation of clients and the development of the discussion process. In addition, the break time that has been determined at 12.00-13.00 is still used by some counselors to complete the recording of counseling results and administrative work. The findings are supported by the informant's statement "In terms of the time break has been set at 12.00-13.00. However, in its implementation, client handling is often difficult to predict, so that rest time cannot always be used according to a predetermined schedule". This condition shows that the available time is not fully balanced with the service and administrative demands that must be completed.

These findings are in line with Koesomowidjojo (2021:33) which states that the management of working hours, including the regulation of working hours, rest time and overtime, plays an important role in reducing work fatigue. The results of this study also support Lestari et al., (2022) which explains that workloads that exceed individual capacity can create work pressure.

In addition, Situmorang et al., (2024) which states that the workload is influenced by external factors, one of which is the work organization which includes the arrangement of working hours as well as changes and adjustments to ongoing work patterns. Thus, the effectiveness of the use of counselor working time is still influenced by the high demands of services and administrative tasks that must be completed simultaneously.

c. Targets to Be Achieved

The results of the study show that the work target of counselors is quite high because counselors must complete rehabilitation services as well as administrative work in the same working time. Counselors not only carry out counseling but also carry out screening, assessments, preparation of therapy plans, referrals, home visits, drug education, assistance of recovery agents, assistance with personal visits and service orientation. After the service is completed, the counselor still has to continue recording the results of counseling and preparing reports.

Some informants consider that work can still be completed if it is supported by time management, division of work time, regular briefing and teamwork. However, the management considers that the available time is still limited when compared to the amount of work and human resources available. This shows that the ability to complete the target does not only depend on the competence of the counselor but also on the number of workers, division of tasks and completion time.

These findings are in line with (Koesomowidjojo 2021:35) which states that the work target is influenced by the amount of work and the time available to complete it. In addition, Situmorang et al., (2024)Explains that work organization, including the division of tasks and the arrangement of work time, are factors that can affect the workload of employees. The results of this study also support Lestari et al., (2022) which states that the imbalance between workload and labor capacity can affect the implementation of work. Thus, the achievement of counselors' work targets is influenced by the number of jobs, work completion time, work time and limited human resources.

2. Quality of Service

a. Tangible

The results of the study showed that the readiness and appearance of counselors had supported the implementation of rehabilitation services. This can be seen in counselors when preparing physical and mental conditions, studying client records and preparing administrative documents and equipment before the service begins. Generally available equipment can still be used to support services and administrative completion. However, the condition of physical facilities is not fully optimal. Counseling rooms are still used alternately with other service activities, while group therapy is still carried out in meeting rooms due to limited number of rooms. There are also differences in assessments between informants regarding the adequacy of facilities. This finding is strengthened by the statements of informants who have differences of opinion regarding the condition of the service room in supporting the rehabilitation process. The managerial informant and one of the service implementation informants stated that "the current condition of the service room is still uncomfortable and does not support the service process", then one service implementation informant stated "in general, the condition of the service room is quite supportive". These conditions show that the readiness of the officers has supported the service, but budget constraints and contract building status limit the development of facilities that can guarantee the comfort and privacy of clients.

The findings of this study are in line with Kasmir's opinion in Suryantoro & Kusdyana (2020) which states that the quality of service is influenced by the readiness of officers and the availability of adequate facilities and infrastructure. In this study, the readiness and appearance of counselors as well as the availability of service equipment show that tangible aspects are enough to support the implementation of rehabilitation services. In addition, Zeithaml in Trisnowati June et al., (2020) explained that the tangibles aspect reflects the quality of service through the condition of physical facilities, equipment and service environment. The results of this study also support The Liang Gie's theory in Mahmudin (2022) which states that the physical environment and the completeness of work facilities are important factors that affect the quality of service.

b. Reliability

The results of the study showed that rehabilitation services had been carried out according to the flow and SOPs. Services were carried out through the stages of client acceptance, counseling and group therapy. The counselor also re-examined the service forms, records and documents to reduce the possibility of errors. After the service was completed, the client was directed to fill out a satisfaction survey as evaluation material. The findings showed that the implementation of SOPs and re-examinations helped maintain the consistency, accuracy and accuracy of the service. The satisfaction survey also showed that there was an effort to find out the client's assessment and improve the service on an ongoing basis.

These findings are in line with Zeithaml's opinion in Trisnowati June et al., (2020) which states that reliability is the ability of service providers to provide accurate, consistent and trustworthy services. The consistent implementation of SOPs is also in accordance with The Liang Gie's theory in Mahmudin (2022) which explains that clear work procedures will increase effectiveness and minimize service errors. In addition, client satisfaction evaluations support the concept of continuous service quality improvement as stated by Tjiptono in Mokoginta et al., (2023) that the evaluation process is a means for organizations to monitor the achievement of service quality on an ongoing basis.

c. Responsiveness

The results of the study showed that counselors were quite quick in helping clients, both in scheduled services and situations that required immediate handling. This responsiveness can be seen when the counselor helps fill out forms, listen to complaints, provide explanations and accompany clients during counseling. Information is conveyed using simple language that is tailored to the client's background. Counseling services are also adjusted to the condition of the problem and the needs of each client. This shows that responsiveness is not only related to the speed of providing assistance but also the ability of the counselor to understand the situation and adjust the service to make it more relevant to the client.

The findings of this study are in line with Zeithaml's theory in Trisnowati et al., (2020) which states that responsiveness is the willingness of officers to help service users quickly, appropriately and responsively. This finding is also in accordance with Kasmir's theory in Suryantoro & Kusdyana (2020) which emphasizes the importance of clear and easy-to-understand communication. This can be seen from the way the counselor conveys information in simple language during the implementation of counseling. In addition, the adjustment of services based on the needs and conditions of each client supports Harbani Pasolong's theory in Indrayani et al.,

(2023) which states that public services must be oriented to the needs, aspirations and expectations of the community as service recipients.

d. Assurance

The results of the study show that counselors have knowledge and abilities that are in accordance with the needs of rehabilitation services and are supported by training, such as basic counseling training. Even though competence has supported work, competency improvement is still needed so that counselors are better able to handle complex client problems. Counselors also show a polite, friendly, communicative attitude and respect for clients during the service process. The responsibility of counselors can be seen from re-examination of service data and records, implementation of evaluations, coordination, and corrections if errors are found. This condition shows that client trust is built through a combination of competence, professional attitude, communication and responsibility.

The findings of this study are in line with Zeithaml's theory in Trisnowati et al., (2020) which states that assurance is related to the knowledge, competence and ability of officers in providing services that can foster the trust of service users. Polite attitude and good communication also support Tjiptono's opinion in Mokoginta et al., (2023) that effective communication is an important factor in improving the quality of service. In addition, the results of this study are in accordance with Kasmir's theory in Suryantoro & Kusdyana (2020) which emphasizes that quality service requires officers who are friendly, polite, professional and responsible for the services provided from the beginning to the end of the service process.

e. Empathy

The results of this study showed that services were provided fairly regardless of age, occupation, or background of narcotics abusers. All clients were served based on the same SOPs, but the counseling approach was still tailored to the psychological conditions and needs of each client. Individual attention was given through assessment, communication during counseling, monitoring of progress and providing opportunities for clients to raise complaints and barriers to recovery. Before counseling began, counselors reviewed service records and previous assessment results to determine the focus of discussion at the next meeting. These findings showed that services were not only oriented towards fulfilling procedures, but also considering the client's individual conditions and needs.

The findings of this study are in line with Tjiptono's theory in Mokoginta et al., (2023) which states that the quality of service is influenced by effective communication between service providers and service users. In addition, the results of this study also support the concept of equal rights, which was put forward by Harbani Pasolong in Indrayani et al., (2023) that public services must be provided without discrimination against every service user. Furthermore, these findings are also in accordance with Kasmir's opinion in Suryantoro & Kusdyana (2020) which emphasizes that quality service is shown through the ability to understand the needs of service users and give personal attention.

Workload Analysis in Supporting Service Quality

1. Work Conditions in Supporting Service Quality

Work conditions, especially understanding of work and work ability, are related to aspects of assurance, responsiveness and empathy. Counselors have understood their duties and responsibilities in carrying out counseling according to standards and are able to apply the knowledge gained through training. The results of observations show that counselors are able to explain rehabilitation programs, convey material clearly, build a comfortable service atmosphere, encourage client participation and provide appropriate responses during services. This knowledge and ability supports the assurance aspect because it helps the counselor provide direction, explain material and adjust communication during service. This ability also supports responsiveness, because counselors remain quick to help clients and convey information in easy-to-understand language, as well as support empathy through communication and attention to the client's condition and development.

In the indicator of the level of difficulty of the job, the counselor still has difficulty when dealing with clients who are uncooperative or in an emotionally unstable state. The results of the observation also found that clients who tried to manipulate the results of urine tests using plain water because they were afraid of getting positive results. This condition requires additional approaches and handling and is related to responsiveness because the counselor must remain alert in handling the client's condition during rehabilitation services.

2. Usage of Working Time

The use of work time is related to reliability and responsiveness. The counselor has divided the work and determined priorities so that rehabilitation and administrative services can be completed in the same working time. It can be seen that during the implementation of group therapy, the counselor takes turns providing material and continuing the documentation after the task is completed. This arrangement shows the use of structured time so that the service continues to run according to the flow and supports the reliability aspect. The counselor also continues to provide explanations and assistance to clients even though they have to handle several jobs at the same time, so that it is related to responsiveness.

However, the use of work time is not fully in accordance with the set time. Although the counselor has planned and determined priorities, the available time is still limited when compared to the amount of work and service needs. Group therapy that should last for one hour can last almost two hours due to the client's active response and the development of discussions. In addition, the predetermined break time, which is at 12.00-13.00, has not been fully used for rest because the counselor is still completing recording the results of counseling and administrative work. The use of the break time is related to scheduled services and immediate handling needs.

3. Targets to Be Achieved in Supporting Service Quality

The work target is related to the tangibles and reliability aspects. The results of the study show that the number of service and administrative work that must be completed in one work period is still influenced by the limitation of human resources. After the group therapy is completed, the counselor still continues the administration of rehabilitation services on the same day. The service room is used alternately with other services and group therapy is carried out in the meeting room due to the limited space. This condition is influenced by the status of the clinic building that is still under contract so that the facilities have not fully supported the comfort and privacy of the client. This shows the relationship between the work target and the tangible aspect.

The available time is basically still enough to complete the work, but it is still limited if adjusted to the amount of work and service needs every day. After the group therapy service is completed, the counselor still continues to record and report service documentation. This condition is related to reliability because the counselor still has to provide services according to the SOP, starting from client acceptance to recording service results.

Based on the results of the study, the workload of counselors at the Primary Clinic of the National Narcotics Agency of Cimahi City is related to the quality of service. The results of the study are in line with the research conducted by Mansyur et al., (2025) and Dewi et al., (2025)which reveals that workload is related to service quality, even though the workload conditions found are different.

CONCLUSION

Based on the results of the research and discussion that have been described above related to the analysis of workload in supporting the quality of service at the Primary Clinic of the National Narcotics Agency of Cimahi City, the researcher concluded the following:

1. Workload Analysis

Based on the results of the study, in the workload research variable, it can be concluded that the workload of counselors at the Primary Clinic of the National Narcotics Agency of Cimahi City shows quite dense conditions. This condition is caused by counselors who not only carry out rehabilitation services, but also have to complete administrative work and additional tasks in the same working time. The conclusions of the workload subvariables in this study are:

a. The results of the analysis of the sub-variables of work conditions show that the work conditions of counselors are in the good category.
b. The results of the analysis of the sub-variables of work time use show that the use of counselors' working time is not fully optimal.
c. The results of the analysis of the sub-variables of the target that must be achieved show that the target that must be achieved by the counselor at the Primary Clinic of the National Narcotics Agency of Cimahi City has not been fully optimal.

2. Service Quality Analysis

The quality of service at the Cimahi City National Narcotics Agency Primary Clinic in general has been running quite well.

a. In the tangible aspect, the readiness and appearance of the counselor in providing services are considered good. However, the condition of the room and service facilities is not fully optimal in supporting the comfort and privacy of the client during the rehabilitation service process.
b. In terms of reliability, rehabilitation services have been carried out in accordance with SOPs and supported by the implementation of good services and service evaluations that have been carried out regularly.
c. In the aspect of responsiveness, counselors are considered quite quick in assisting clients in providing explanations related to the implementation of services, as well as conveying information in easy-to-understand language.

d. In the assurance aspect, counselors are considered to have good knowledge and ability in carrying out counseling services, maintaining attitudes and communication in a friendly, polite, and responsible manner in the implementation of rehabilitation services.
e. In the aspect of empathy, services are carried out regardless of the client's background, and the counselor has paid attention to the client's condition, needs, and development during rehabilitation services.

3. Workload Analysis to Support Service Quality

Based on the results of the study, the workload of counselors at the Primary Clinic of the National Narcotics Agency of Cimahi City is related to the quality of service, especially through the understanding of duties, work ability, time management and the achievement of work targets. In general, the service continues to run quite well and in accordance with the SOP and is in accordance with the client's needs. Although the use of working time is not optimal, administrative work can be completed simultaneously with the service. In addition, the limited number of human resources and the condition of the room that does not fully support comfort and privacy are aspects that need to be considered in the implementation of services.

These findings expand the study of human resource management and public services in the context of narcotics rehabilitation. However, this study is limited to one location, a small number of informants, and the use of a qualitative approach so that the results cannot be generalized widely.

The Cimahi City National Narcotics Agency Primary Clinic is recommended to be able to improve the time division between the implementation of counseling and administrative work, adjust the number of human resources, and improve facilities and room conditions. Further research needs to involve more informants and locations and use more diverse research methods.

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