

The Effect of Leadership, Workload, and Work Stress on Employee Performance: The Case of the General Election Commission Voting Committee Secretariat at Ogan Ilir District for the Election of Regional Head and Vice Regional Head in 2024)

Feby Ayu Ningsih, M. idris, Tobari

Universitas Muhammadiyah Palembang

Email: febyayu0921@gmail.com

Article Information:

Received: July 01, 2023, Accepted: July 08, 2023, Published: July 15, 2023

Abstract

This study aims to determine 1) The Influence of Leadership, Workload, and Work Stress on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency (Regional Head and Deputy Regional Head Elections in 2024). 2) The Influence of Leadership on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency (Regional Head and Deputy Regional Head Elections in 2024). 3) The Influence of Workload on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency (Regional Head and Deputy Regional Head Elections in 2024). 4) The Influence of Work Stress on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency (Regional Head and Deputy Regional Head Elections in 2024). This type of research is Associative. The variables used by the researcher are leadership variables, workload, work stress, and employee performance. The sample in this study was 257 employees of the Secretariat of the Election Committee of the Ogan Ilir Regency General Election Commission (Regional Head and Deputy Regional Head Elections in 2024) who were selected using Cluster Random Sampling. The data used in this study were primary data collected using a questionnaire. The data analysis technique used was multiple linear regression. The results of this study indicate that (1) leadership, workload, and work stress together have a positive and significant effect on employee performance, and (2) leadership has a positive and significant effect on employee performance. (3) workload has a positive and significant effect on employee performance. (4) work stress has a positive and significant effect on employee performance.

Keywords: Leadership, Workload, Workstress, Employee Performance

1. Introduction

According to [Hasibuan \(2017\)](#), Human Resources (HR) is the integrated ability of the mind and physical power possessed by an individual. HR is one of the most critical assets, key to the success of a company or agency. HR is responsible for determining the course of a company or agency. HR management must be organized and managed professionally and accountably in order to achieve a balance between needs, demands, and abilities. The importance of HR in carrying out its work is acknowledged by leadership. An agency expects employees who can achieve maximum work results.

Humans always play an active and dominant role in every organizational activity because humans are planners, actors, and determinants of the realization of organizational goals ([Hasibuan, 2017](#)). The human element is a fundamental factor. It cannot be separated from the organization, be it an organization or an agency. HR is also a key factor in the success of an agency's development. In essence, HR, in the form of employees, is a valuable asset that is trained to fulfill their duties and responsibilities, ensuring the completion of every job within the agency.

In general, the definition of HR is an individual who works as a driver of an organization whose function is to be an asset that is trained and developed. One of the key organizational resources that plays a crucial role in achieving its goals is human resources. Therefore, the importance of the role of humans, both in the short and long term of an organization, must have value so that organizational goals can be achieved optimally.

Performance is about doing work and the results achieved from that work ([Wibowo, 2018](#)). Performance can be an implementation carried out by HR (Human Resources) through abilities that support the performance process. Performance can also be interpreted as the result of an individual's or group's job functions and activities within an organization, influenced by various factors that enable the achievement of organizational goals within a specific period. Factors that affect employee performance come from both internal and external sources, including Leadership, Workload, and Work Stress.

Leadership is the process of inspiring others to work hard to complete essential tasks ([Wibowo, 2018](#)). Leadership is also a means for a leader to influence the behavior of subordinates, enabling them to work together and productively achieve organizational goals. Leadership is also related to an influence that relates between leaders and their followers, which leads to changes and real results that reflect common goals. The success or failure of the company's goals depends on its leaders' ability to influence activities within the company, resulting in exemplary performance achievements that align with the company's goals ([Busro, 2018](#)).

Workload refers to the tasks assigned to employees to be completed using their skills and potential at a specific time ([Widyawati, Sarah & Krisdianto, 2023](#)). Employees should be able to complete the tasks assigned according to the deadline or target that has been determined. The varying work abilities of employees within an organization necessitate the calculation of workload.

Work Stress is an unusual reaction from the body to the pressure it is subjected to ([Sinambela, 2021](#)). This stress is evident from self-presentation, including unstable emotions, feelings of unhappiness, liking to be alone, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders ([Sinambela, 2021](#)).

Researchers are interested in studying the influence of Leadership on Secretariat Performance because researchers still see a research gap or inconsistent research results related to the impact of Leadership on Performance. Based on research conducted by [Uherman, Mattalatta and Abdullah \(2017\)](#), [Kuddy \(2017\)](#), [Syaleh \(2019\)](#), [Kurdi and Abrar \(2022\)](#), and [Hartati and Putra \(2022\)](#), it was found that leadership has a positive impact on employee performance. Meanwhile, research conducted by [Evania \(2024\)](#) found that leadership does not affect employee performance.

Researchers are interested in studying the influence of Workload on Employee Performance because they still observe a research gap or inconsistent research results related to the impact of Workload on Performance. Based on research conducted by [Wahdaniah \(2019\)](#), [Adawiyah and Amelia \(2021\)](#), [Ilmi, Hermanto & Perwitasari \(2023\)](#), and [Ridarman and Dwirianto \(2024\)](#), it was found that workload has a positive effect on employee performance. This differs from the results of research conducted by [Fahirat and Mulyadin \(2021\)](#) and [Iqbal \(2023\)](#), which found that workload does not significantly affect employee performance.

Researchers are interested in studying the effect of Work Stress on Employee Performance because researchers still see a research gap or inconsistent research results related to the impact of Work Stress on Performance. Based on research conducted by [Ridwan \(2013\)](#), [Wahdaniah \(2019\)](#), [Muliawan and Rasyid \(2023\)](#), and [Anam and Prasetyo \(2024\)](#), it was found that work stress has a positive effect on employee performance. This differs from the results of research conducted by [Kumaunang et al. \(2019\)](#), which found that work stress did not affect employee performance. This research was conducted among the PPS KPU Ogan Ilir Regency secretariat employees at the Village/Sub-district level. Based on PKPU Number 8 of 2022, Article 67 explains that the PPS Secretariat was formed to assist the PPS in organizing elections at the Village/Sub-district level, also known by another name. The task of the PPS secretariat is to provide support for facilitating the stages of organizing the Election and Election at the Village/Sub-district level; Provide support for streamlining administration and documentation of the stages of implementation carried out by the PPS; Carrying out other tasks assigned by the Provincial KPU, Regency/City KPU, PPK, and PPS in accordance with the provisions of laws and regulations and; Carrying out other tasks in accordance with the provisions of laws and regulations (PKPU Number 8 of 2022).

The researcher also conducted preliminary research at the PPS Secretariat office of the Ogan Ilir Regency KPU, where the respondents work. Entering the stages of the Regional Head and Deputy Regional Head Elections, which are guided by the General Election Commission Regulation Number 2 of 2024 concerning the Stages and Schedule for the Election of Governors and Deputy Governors, Regents and Deputy Regents, and Mayors and Deputy Mayors. The Pilkada will be held on November 27, 2024, and is recognized as a national holiday (PKPU Number 2 of 2024).

The performance of the PPS KPU Ogan Ilir Regency secretariat employees plays a crucial role in the success of the election of Regional Heads and Deputy Regional Heads as leaders in Ogan Ilir Regency. Researchers identified a phenomenon related to quality, one of the problems being the lack of understanding in the training carried out by the PPS secretariat, which often resulted in inadequate listening and improper execution of the training process, negatively impacting the decline in the quality of human resources in fulfilling their duties and responsibilities. The PPS Secretariat often ignored the material presented, so when the work implementation process began, they felt confused about their work.

In addition, researchers also found another phenomenon related to quantity. Based on data from the KPU performance report, an evaluation was conducted on the achievement of each performance indicator and the attainment of targets. There were still areas that did not achieve optimal results or meet the target.

In addition to the phenomenon related to independence, researchers found that the PPS secretariat also tended not to have independence in its work; every job was always done together and relied on one another. This togetherness made the PPS secretariat neither independent nor confident in completing tasks, resulting in a dependency on one person who was considered capable of doing the work.

In the phenomenon of leadership, researchers found the formation of a new leader based on Announcement Number. 2 / SDM.12-Pu / 04/2024 on January 6, 2024, in line with the General Election Commission Regulation Number. 2 of 2024 Concerning the Stages and Schedule of the Election of Governor and Deputy Governor, Regent and Deputy Regent, and Mayor and Deputy Mayor in 2024 that the stages and schedule begin on January 26, 2024. The implementation of the simultaneous regional elections coincided with the retirement period of the old KPU leaders, so it was filled by new leaders who were declared elected through the selection process stages. The new leadership structure is one of the leadership phenomena that can impact the performance of the KPU PPS secretariat, which must be able to adapt quickly and precisely to achieve maximum performance. However, in practice, miscommunication still occurs between leaders and subordinates, resulting in work not running as expected.

Regarding the phenomenon of workload, researchers have also studied the existence of a crucial problem related to the amount of work. Still, there is a time constraint in carrying out the work, so it requires workers with a high level of skill to complete the work on time. The KPU often adds contract workers in previous election years but is constrained this year because there is no established process for adding contract employees, unlike in previous years. In 2020, there were 2 additional workers in each sub-district in the Ogan Ilir Regency work area. However, according to the direction of the KPU RI, there will be no additional contract employees in 2024. The work that is so dense in a short period multiplies the workload from a technical perspective. The KPU PPS Secretariat must be able to do work that is usually done by 2-3 (two to three) people but is only done by 1 (one) person, thus adding to the series of workloads.

Regarding the phenomenon of work stress, researchers also found that additional working hours were based on the Letter Number. 177/SDM.03.5-SD/04/2024 Regarding the Implementation of Work on Saturdays, Sundays, and National Holidays where working hours are added when approaching the day of implementation, such as overtime until late at night and no Saturdays, Sundays, and national holidays, thus triggering work stress experienced by the KPU PPS secretariat. The existence of urgent work that must be completed outside of working hours and the need to take vacation time are indeed problems, as they can cause fatigue. As a result, the secretariat often experiences soreness, stiff neck muscles, headaches, back pain, and unstable blood pressure. Changes in the secretariat's work patterns have also altered the timing of when entering the election stages and schedules. As a result, the secretariat takes turns on business trips, making it rare for colleagues to meet. Changes in behavioral patterns are also often observed, such as frequently eating late because they have to complete tasks and spending little time with family, which can make the secretariat's psychology feel sad, easily angry, and lacking in energy.

2. Literature Review

The Influence of Leadership on the Performance of Employees of the PPS KPU Secretariat of Ogan Ilir Regency. According to [Kasmir \(2019\)](#), leadership is one of the factors that can influence employee performance. The leader is essentially the backbone of organizational development, encouraging and influencing good work enthusiasm among employees. Meanwhile, performance is an activity of managing organizational resources to achieve organizational goals ([Wibowo, 2018](#)). Through effective leadership, an organization can significantly influence its performance in achieving its vision and mission. This is supported by the results of previous studies by [Uherman, Mattalatta and Abdullah \(2017\)](#), [Kuddy \(2017\)](#), [Syaleh \(2019\)](#), [Kurdi and Abrar \(2022\)](#), and [Hartati and Putra \(2022\)](#), which found that leadership has a positive impact on employee performance. This finding contrasts with the results of previous research by [Evania \(2024\)](#), which found that leadership did not significantly impact employee performance. The phenomenon of problems found by researchers. First, there are still secretariats that have not carried out the leadership's orders. Second, the lack of communication between the leadership and employees of the KPU secretariat makes it challenging to work. Third, there are still employees who do not respect their leaders, resulting in an attitude of indifference or tolerance between the secretariat and the leadership, which in turn leads to ineffective work and negatively impacts performance.

The Effect of Workload on the Performance of Employees of the PPS KPU Secretariat of Ogan Ilir Regency. According to [Fahmi \(2016\)](#), workload affects performance, as he argues that inappropriate workload can lead to inefficient and ineffective work processes. For optimal employee performance, one key factor to consider is the appropriateness of the workload ([Mahawati, 2023](#)). Through workload analysis, companies or agencies can minimize fatigue resulting from excessive workload. Workload is closely related to performance through the appropriateness of the balanced workload provided by the agency, which enables effective and efficient performance. This is supported by the results of previous studies from [Wahdaniah \(2019\)](#), [Adawiyah and Amelia \(2021\)](#), [Ilmi, Hermanto & Perwitasari \(2023\)](#), and [Ridarman and Dwirianto \(2024\)](#), which found that workload has a positive effect on employee performance. Unlike the results of previous studies by [Fahirat and Mulyadin \(2021\)](#) and [Iqbal \(2023\)](#), which found that workload had no impact on employee performance, this study found that workload had a significant effect on employee performance. Based on the phenomena observed by researchers on the workload variable. First, it was found that secretariat employees felt the volume of work was too much, resulting in extra time being required to complete tasks. Second, there was still an imbalance in the workload, with dense activities following the stages but a lack of human resources. Third, there were still secretariats that received too much work, resulting in an uneven distribution of the workload.

The Effect of Work Stress on the Performance of PPS KPU Ogan Ilir Regency Secretariat Employees. According to [Mahawati \(2023\)](#), work stress is one of the factors that affect performance. She states that workers who experience stress at a certain level within an organization will see a decrease in productivity, which in turn leads to a decline in company performance. Work Stress can be interpreted as a condition of tension that affects a person's emotions, thought processes, and physical condition, which can be temporary or long-term and vary in intensity depending on the employee. Meanwhile, according to [Robbins and Judge \(2018\)](#), work stress is a dynamic condition that occurs in individuals experiencing an expectation, obstacle, or pressure related to something desired and perceived as uncertain but meaningful. Therefore, when employees experience Work Stress, it will have an impact on their

performance, leading to a decrease in productivity. This is supported by the results of previous studies by [Ridwan \(2013\)](#), [Wahdaniah \(2019\)](#), [Muliawan and Rasyid \(2023\)](#), and [Anam and Prasetyo \(2024\)](#), who found that work stress has a positive effect on employee performance. In contrast to the results of previous research by [Kumaunang et al. \(2019\)](#), which found that work stress does not affect employee performance. The phenomenon of work stress is psychological experienced by the secretariat, such as often feeling sad, easily angry, and making them feel less energetic. Behaviorally, the secretariat has changed their behavioral patterns; they are also frequently seen eating late because they have to complete numerous tasks and spend little time with their family, which often makes the secretariat feel psychologically sad, easily angry, and less energetic. Physically, the secretariat usually feels aches and pains, stiff neck muscles, headaches, back pain, and unstable blood pressure.

3. Research Method

The research location is the object where the research activity takes place. This location is determined based on the target or target to be studied, namely in the Ogan Ilir Region. This research was conducted at the PPS Secretariat Office, spread across the Villages/Kelurahan in the working area of the Ogan Ilir Regency KPU. The reason for choosing this location is that the research activities were conducted there, and the respondents worked at that location. The address of the Ogan Ilir Regency KPU head office is on Jl. Lintas Timur, Indralaya Ogan Ilir. The variables studied are the Independent Variables consisting of Leadership (X1), Workload (X2), and Work Stress (X3), and the Dependent Variable is Performance (Y). The method used by the researcher in the study is the Associative Research Method, which is to determine the relationship between variables or more. Where the Independent Variables in this study are Leadership (X1), Workload (X2), and Work Stress (X3), and the Dependent Variable is Performance (Y). The performance indicators are quality, quantity, and independence. The leadership indicators are work relationships, task structure, and power. The workload indicators are work conditions, use of working time, and targets to be achieved. The indicators of work stress include psychological, physical, and behavioral indicators. The population in this study consisted of every PPS secretariat whose name was registered in the decree and received a salary from the KPU of Ogan Ilir Regency, totaling 723 people with a sample size of 207 individuals. The sampling technique used was cluster sampling. Data collection in this study employed a questionnaire that provided a set of questions related to the Influence of Leadership, Workload, and Work Stress on the Performance of the PPS Secretariat of the KPU in Ogan Ilir Regency. The analysis method used was multiple regression analysis.

4. Findings and Discussions

Respondent Description. A general overview of the respondents can be seen through their demographics, including gender, work unit, position, age, length of service, and education at the Ogan Ilir Regency General Elections Commission (KPU) PPS Secretariat. These demographic factors are considered to influence the performance of the employees involved in this research. The gender characteristics of the respondents in this study were: 53%, or 109 respondents, were male, and 57%, or 98 respondents, were female. The results above indicate that the majority of employees at the Ogan Ilir Regency General Elections Commission (KPU) PPS Secretariat are male. The characteristics of the respondents sampled in this study were based on their work units: 14% worked at the Indralaya PPS secretariat, 10% at the South Indralaya PPS secretariat, 11% at the North Indralaya PPS secretariat, 10% at the Muara Kuang PPS secretariat, 17% at the Pemulutan PPS secretariat, 11% at the South Pemulutan PPS

secretariat, 14% at the Tanjung Batu PPS secretariat, and 13% at the Tanjung Raja PPS secretariat. The job characteristics of the respondents sampled in this study were: 23% worked as secretaries, 19% as financial staff, and 58% as technical staff. The above results indicate that many employees at the Ogan Ilir Regency KPU PPS Secretariat work as technical staff. The age characteristics of the respondents in this study were: 28% were under 30 years old, 39% were between 30 and 35 years old, and 33% were over 35 years old. The results above indicate that the majority of employees in the Ogan Ilir Regency General Election Commission (KPU) Secretariat (PPS) were aged 30 to 35 years. The characteristics based on length of service of the respondents in this study were: 49% had worked for less than 1 year, 33% had worked for 1 to 3 years, and 18% had worked for more than 3 years. The results above indicate that the majority of employees in the Ogan Ilir Regency General Election Commission (KPU) Secretariat (PPS) had worked for less than 1 year. The educational characteristics of the respondents in this study were: 42% had a high school education, 24% had a diploma (D3), and 34% had a bachelor's degree (S1). The results above show that the majority of employees at the Ogan Ilir Regency KPU PPS Secretariat have high school and bachelor's degrees.

Multiple linear regression analysis. This multiple linear regression analysis is used to determine the influence of leadership variables, workload, and work stress on employee performance. The results of the multiple linear regression analysis can be seen in the following Table 1:

Based on the results of the multiple linear regression test, the following results were obtained:

$$Y = 0.135 + 0.513 X_1 + 0.121 X_2 + 0.353 X_3.$$

The constant value of 0.135 indicates that if leadership, workload, and work stress are equal to zero, then employee performance remains at 0.135.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.135	.075	
Leadership	.513	.058	.505
Workload	.121	.047	.121
Work Stress	.353	.057	.350

a. Dependent Variable: Employee Performance

Leadership, a key factor, has a significant regression coefficient of 0.513. This means that for every unit an increase in leadership, there is a 0.513-point increase in employee performance, all other factors remain constant. Workload, another crucial factor, has a regression coefficient of 0.121. This means that for every unit an increase in workload, there is a 0.121-point increase in employee performance, all other factors remaining constant. This insight can guide workload management strategies. The regression coefficient for work stress is 0.353, indicating that each unit increase in work stress leads to a 0.353-point increase in employee performance, all other factors remaining constant.

Table 2. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.986	3	40.662	472.478	.000 ^b
	Residual	17.470	203	.086		
	Total	139.456	206			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Workload, Work Stress

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 207-4 = 203$, so the Ftable value = 2.65. Based on the F-Test (Anova), it can be seen that the F-value is $472.478 > F\text{-table } 2.65$ with a Sig F level of $0.000 < 0.05$, then H_{a1} is accepted, meaning that there is a significant influence of leadership, workload and work stress on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

Table 3. t-test

	Model	t	sig
1	(Constant)	.463	.644
	Leadership	8.911	.000
	Workload	2.555	.011
	Work Stress	6.228	.000

a. Dependent Variable: Employee Performance

Determine a t-table with a confidence level of 95% and an error rate (α) of 5% = 0.05 and degrees of freedom (df) = $n-k$. Then (df) = $0.05/2 (207-4)$ is (df) = 0.025 (203), so the t-table is 1.972. It can be seen as follows: a) The t-value for leadership (X1) is $8.911 > t\text{-table } 1.972$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{a2} is accepted, meaning that leadership has a significant effect on the performance of employees of the Secretariat of the Voting Committee of the Ogan Ilir Regency General Election Commission. b) The calculated t-value for workload (X2) is $2.555 > t\text{-table } 1.972$ with a sig.t level of $0.011 < 0.05$ (significant), then H_{a3} is accepted, meaning that workload has a significant effect on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. c) The calculated t-value for work stress (X3) is $6.228 > t\text{-table } 1.972$ with a sig.t level of $0.000 < 0.05$ (significant), then H_{a4} is accepted, meaning that work stress has a significant effect on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

The Influence of Leadership, Workload, and Work Stress on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

The results of the simultaneous hypothesis test indicate that leadership, workload, and work stress have a significant impact on the performance of employees in the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. These results suggest that with good leadership, employee performance can be improved, while high workload and uncontrolled work stress can negatively impact performance. Therefore, to enhance the performance of the PPS secretariat in Ogan Ilir Regency, effective leadership, good workload

management, and strategies for managing work stress are necessary. These include a fair division of tasks and psychological support, which can help employees carry out their work effectively, ultimately improving employee performance. The significant value of R-squared in the regression model indicates that the contributions of leadership, workload, and work stress to the performance of employees in the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency account for 90.8%. The results of this study are in accordance with the theory proposed by [Kasmir \(2019\)](#), which states that leadership is one of the factors influencing employee performance. In addition, this study aligns with the theory proposed by [Sri \(2018\)](#), which suggests that workload is a key factor influencing employee performance. According to [\(Wibowo, 2018\)](#), one factor that influences employee performance is work stress. The results of this study are supported by previous studies conducted by [Uherman, Mattalatta and Abdullah \(2017\)](#), [Kuddy \(2017\)](#), [Syaleh \(2019\)](#), [Kurdi and Abrar \(2022\)](#), and [Hartati and Putra \(2022\)](#), which found that leadership has a positive effect on employee performance. The study conducted by [Evania \(2024\)](#) found that leadership has no significant impact on employee performance. Based on research conducted by [Wahdaniah \(2019\)](#), [Adawiyah and Amelia \(2021\)](#), [Ilmi, Hermanto & Perwitasari \(2023\)](#), and [Ridarman and Dwirianto \(2024\)](#), it was found that workload has a positive effect on employee performance. In contrast to the results of research conducted by [Fahirat and Mulyadin \(2021\)](#) and [Iqbal \(2023\)](#), which found that workload had no significant effect on employee performance. Based on research conducted by [Ridwan \(2013\)](#), [Wahdaniah \(2019\)](#), [Muliawan and Rasyid \(2023\)](#), and [Anam and Prasetyo \(2024\)](#), it was found that work stress has a positive effect on employee performance. In contrast to the results of research conducted by [Kumaunang et al. \(2019\)](#), which found that work stress had no significant effect on employee performance.

The Influence of Leadership on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

The results of the partial hypothesis test show a significant influence of leadership on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. These results suggest that leadership that provides vision, motivation, and support can improve employee performance. Good leadership can increase motivation through effective communication of work relations, clear direction within work structures, and create a positive work environment by leveraging the power held by the leader. Conversely, poor leadership can lead to disharmonious work relationships, unclear tasks, and an inability to manage employee productivity effectively. The results of this study are in accordance with the theory proposed by [Kasmir \(2019\)](#), which states that leadership is one of the factors influencing employee performance. Previous research studies conducted by [Uherman, Mattalatta and Abdullah \(2017\)](#), [Kuddy \(2017\)](#), [Syaleh \(2019\)](#), [Kurdi and Abrar \(2022\)](#), and [Hartati and Putra \(2022\)](#) found that leadership has a significant effect on employee performance. Meanwhile, research conducted by [Evania \(2024\)](#) found that leadership had no significant impact on employee performance. Different from [Evania \(2024\)](#) based on several aspects, namely: a. The difference in indicators used in [Evania \(2024\)](#) lies in its use of indicators for decision-making ability, listening ability, and assertiveness. In contrast, this study uses indicators of work relationships, task structure, and power. There are differences in the focus on the indicators used; [Evania \(2024\)](#) focuses on the style or behavior of the leadership process itself, whereas this study focuses on leadership in the context of daily work situations. b. The difference in samples used in [Evania \(2024\)](#): While this study employed a cluster sampling technique with 207 respondents, [Evania \(2024\)](#) used the saturated sampling technique, which

involved as many as 52 respondents. Based on the results, in general, a larger sample can get more accurate results. Based on the results of respondents' answers, problems were found, especially in the statements denied by the respondents as follows: a. Indicators of work relations, in the statement that the leader often provides motivation and support to subordinates in working. b. Indicators of work structure, in the statement that the leader gives full responsibility to the secretariat in making decisions related to their work. c. Indicators of power, in the statement that the leader often holds training or technical guidance for the secretariat. As a result of these problems, the secretariat's performance does not always produce work of good quality compared to other colleagues. The quantity of work given does not match the work standards and abilities that the secretariat possesses, and each secretariat still relies on others. As a practical study, the researcher's research suggests that the Ogan Ilir Regency KPU pays more attention to leadership, especially regarding the working relationship between leaders and employees, which is very important to create a positive work environment by providing motivation and support to employees, in addition to providing a clear work structure to help employees understand their duties and responsibilities and power in fair leadership by providing training opportunities or technical guidance to employees. If these improvements are made, it is hoped that they can improve employee performance so that employees are able to ensure that the quality of work they produce reflects the level of accuracy and professionalism in working, employees are able to complete the amount of work according to the targets that have been set, and employees are able to complete work independently.

The Effect of Workload on the Performance of Employees at the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

The results of the partial hypothesis test show a significant effect of workload on the performance of employees at the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. These results suggest that a moderate workload can improve employee performance. Conversely, if the workload is too high, it will reduce employee performance, as employees will experience fatigue and increase the risk of work errors due to high pressure. Generally, an increased workload can lead to fatigue and a decline in performance. Still, in certain conditions, such as those that occurred at the KPU Secretariat of Ogan Ilir Regency, an increased workload can actually improve employee performance. For instance, employees can develop more effective work strategies through collaboration and cooperation, achieve clearer time management, and reduce distractions when faced with greater workloads. In addition, the workload pressure that occurs on employees can actually increase productivity, and due to the additional workload, employees receive additional incentives (Barowiecki, 2019). The results of this study are consistent with the theory proposed by [Sri \(2018\)](#). One of the factors that affect employee performance is workload. A workload that is too high or too low is correlated with low performance (Ekawarna, 2018). Previous research studies conducted by [Wahdaniah \(2019\)](#), [Adawiyah and Amelia \(2021\)](#), [Ilmi, Hermanto & Perwitasari \(2023\)](#), and [Ridarman and Dwirianto \(2024\)](#) found that workload has a positive effect on employee performance. This is different from the results of research conducted by [Iqbal \(2023\)](#), which found that workload had no significant impact on employee performance. This is different from [Iqbal \(2023\)](#) based on several differences, namely: a. The difference in indicators used in [Iqbal \(2023\)](#)

lies in its employment of indicators for work time usage, work standards, and targets to be achieved. In contrast, this study utilizes indicators of work conditions, work time, and targets to be achieved. In previous studies, similarities were observed in indicators; however, they

primarily focused on work standards, whereas this study focused more on work completion time. b. The difference in the sample size was 60 respondents, whereas this study used a sample of 207 respondents. The sampling technique used in this study was a saturated sampling method, which is a type of cluster sampling. The use of saturated samples is not always suitable for all studies; saturated sampling is only applicable to studies with a small-scale population. When using cluster sampling or a large-scale population as a sample in this study, which is a subset of the population, it is preferable to use cluster sampling. Additionally, larger samples tend to yield more accurate results. Based on the results of the respondents' answers, problems were found, especially in the statements denied by the respondents as follows: a. Indicators of work conditions, in the statement that the secretariat is ready when faced with unexpected work conditions. c. Indicators of use of working time, in the statement that Secretariat employees always use working time effectively and efficiently. d. Target indicators that must be achieved, in the statement of the secretariat's ability to have increased if the target to be achieved is met. As a result of this problem, the secretariat's performance does not always produce work of good quality compared to other colleagues. The quantity of work given does not match the work standards and abilities that the secretariat possesses, and each secretariat still relies on others for support. As a practical study, the researcher suggests that the Ogan Ilir Regency KPU pay more attention to the workload, especially regarding work conditions; it is better to carry out balanced workload management by not giving work suddenly and excessively than in the use of working time, a clear schedule and careful planning should be made when approaching the election deadline and in the targets that must be achieved, periodic monitoring and evaluation should be carried out and the division of tasks according to ability. If these improvements are made, it is hoped that they can improve employee performance so that employees are able to ensure that the quality of work that employees produce reflects the level of accuracy and professionalism in working, employees are able to complete the amount of work according to the targets that have been set, and employees are able to complete work independently.

The Effect of Work Stress on the Performance of Employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency.

The results of the partial hypothesis test show a significant effect of work stress on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. These results suggest that excessive work stress can reduce work productivity and increase work errors, ultimately affecting employee performance. Work stress that occurs does not always have a negative impact; in employee psychology, there is a concept of eustress, or positive stress, which is the pressure that actually motivates individuals to work better (Barowiecki, 2019). For example, tight deadlines can encourage employees to be more focused and productive. Work stress that can be managed effectively can increase focus and alertness, as well as a greater sense of responsibility, leading to optimal performance. The results of this study are in accordance with the theory proposed by [\(Wibowo, 2018\)](#). One of the factors that affects employee performance is work stress. Previous research studies conducted by [Ridwan \(2013\)](#), [Wahdaniah \(2019\)](#), [Muliawan and Rasyid \(2023\)](#), and [Anam and Prasetyo \(2024\)](#) found that work stress has a positive effect on employee performance. This is different from the results of research conducted by [Kumaunang et al. \(2019\)](#), which found that work stress had no significant effect on employee performance. The reason the results of this study differ from the research by [Kumaunang et al. \(2019\)](#) is due to several differences: a. The difference in indicators used in the [Kumaunang et al. \(2019\)](#) study, namely indicators of organizational structure, leadership style, and communication between employees and leaders,

contrasts with the use of physiological, physical, and behavioral indicators in this study.

The difference in focus between the indicators in the [Kumaunang et al. \(2019\)](#) study and this study lies in the stress levels caused by the work environment. In contrast, (a). this study focuses on the individual behavior of employees. (b). The difference in the samples used in the [Kumaunang et al. \(2019\)](#) study is that all employees, with a total of 242 respondents, were selected using saturated sampling. In contrast, this study used 207 respondents selected using cluster sampling. The use of saturated samples is not always suitable for all studies; saturated sampling is only applicable to studies with small-scale populations. While using cluster sampling or a large-scale population as a sample in this study, it is part of the population. Therefore, it is better to use cluster sampling if the number of samples taken exceeds 100.

Based on the results of the respondents' answers, problems were found, especially in the statements denied by the respondents as follows: (a). Physiological indicators of the secretariat do not feel psychological symptoms such as irritability and anxiety when facing a lot of work. (b). Physical indicators: in the statement, the secretariat does not experience physical conditions such as headaches, aches, muscle pain, and stomach pain when facing a lot of work that must be completed. (c). Behavioral indicators, in the statement Smoking behavior patterns or excessive eating patterns are never done by secretariat employees when faced with a lot of work. As a result, this problem has an impact on the performance of the secretariat, as it does not always produce good-quality work compared to other colleagues. The quantity of work given does not match the work standards and abilities that the secretariat has, and each secretariat still depends on other people. As a practical study, the researcher's research suggests that the Ogan Ilir Regency KPU pays more attention to work stress experienced by employees, especially regarding the physiological conditions experienced by employees by providing restrooms than to physical indicators by providing sufficient rest time by taking turns while working and on employee behavior needs to be considered by building good communication, collaborating and taking a psychological approach to employees. If these improvements are made, it is hoped that they can improve employee performance so that employees are able to ensure that the quality of work that employees produce reflects the level of accuracy and professionalism in working, employees are able to complete the amount of work according to the targets that have been set, and employees are able to complete work independently.

5. Conclusion

There is a significant influence of leadership, workload, and work stress on the performance of employees of the Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency. The Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency should pay attention to problems with leadership, workload, and work stress, as these have a significant impact on employee performance. The Secretariat of the Voting Committee of the General Election Commission of Ogan Ilir Regency can pay attention to leadership, especially regarding the working relationship between leaders and employees, which is very important to create a positive work environment and provide motivation and support to employees, in addition to a clear work structure to help employees understand their duties and responsibilities and power in fair leadership by providing training opportunities and technical guidance to employees. The Secretariat of the Voting Committee of the Ogan Ilir Regency General Election Commission can pay attention to the workload, especially regarding work conditions; it is better to carry out balanced workload management by not giving sudden and excessive work than in the use working hours it is better to make a

clear schedule and careful planning when approaching the election deadline and in the targets that must be achieved, periodic monitoring and evaluation should be carried out and division of tasks according to ability. The Secretariat of the Voting Committee of the Ogan Ilir Regency General Election Commission can pay attention to work stress experienced by employees, especially regarding the physiological conditions experienced by employees by providing restrooms, then on physical indicators by providing sufficient rest time by taking turns at work and on employee behavior, it is necessary to pay attention by building good communication, collaborating and taking a psychological approach to employees.

References

- Adawiyah, N., & Amelia, R. (2021). Pengaruh Beban Kerja Dan Stress Kerja Terhadap Kinerja Pegawai Komisi Pemilihan Umum Kabupaten Bandung Barat. *SECAD*, 1(2), 32-47. <https://asmkencana.ac.id/jurnal/index.php/SECAD/article/view/25>
- Anam, C., & Prasetyo, I. (2024). Pengaruh Konflik Dan Stres Kerja Terhadap Kinerja Melalui Komitmen Pada Staf Sekretariat Komisi Pemilihan Umum Provinsi Jawa Timur. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 7(1), 21-36. DOI: <https://doi.org/10.37504/map.v7i1.598>
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Prenada Media. <https://prenadamedia.com/product/teori-teori-manajemen-sumber-daya-manusia/>
- Evania, R. A. (2024). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Pegawai di Lingkungan KPU Wilayah Ujungberung. *Jurnal Adijaya Multidisplin*, 2(04), 499-508. <https://e-journal.naurendigiton.com/index.php/jam/article/view/1513>
- Fahirat, J., & Mulyadin, M. (2021). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Pada Bagian Administrasi Pembangunan Setda Kabupaten Bima. *Jurnal Bina Bangsa* *Ekonomika*, 14(2), 323-328. <https://www.jbbe.lppmbinabangsa.id/index.php/jbbe/article/view/85>
- Fahmi, I. (2016). *Manajemen Sumber daya Manusia*, Bandung: Penerbit CV. Alfabeta, Bandung.
- Hartati, H., & Putra, P. (2022). Pengaruh kepemimpinan, motivasi kerja, dan lingkungan kerja terhadap kinerja pegawai dinas perhubungan kota Parepare. *YUME: Journal of Management*, 5(3), 512-524. <https://journal.stieamkop.ac.id/index.php/yume/article/view/2929>
- Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia cetakan kedua puluh tiga*. Jakarta: Bumi Aksara.
- Ilmi, H. M., Hermanto, H., & Perwitasari, D. A. (2023). Pengaruh Beban Kerja, Stres Kerja dan Motivasi Terhadap Kinerja Pegawai di Dinas Perhubungan Kabupaten Probolinggo. *JUMAD: Journal Management, Accounting, & Digital Business*, 1(6), 821-830. <https://ejournal.upm.ac.id/index.php/jumad/article/view/1499>
- Iqbal, M. (2023). Pengaruh Beban Kerja, Kompensasi, dan Work Life Balance pada Kinerja (Studi pada Komisi Pemilihan Umum Kota Pontianak). *Jurnal Manajemen Update*, 13(1). <https://jurnal.untan.ac.id/index.php/ejmf/article/view/73621>

- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)* (Edisi ke-5). Depok: PT. Raja Grafindo Persada.
- Kuddy, A. (2017). Pengaruh Kepemimpinan, Motivasi, dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Pertanian dan Ketahanan Pangan Provinsi Papua. *Jumabis: Jurnal Manajemen dan Bisnis*, 1(2). <https://core.ac.uk/download/pdf/268242965.pdf>
- Kumaunang, J. C., Bogar, W., Dame, J. M., Rawung, S. S., & Kambey, J. P. (2019). Pengaruh Lingkungan Dan Stress Kerja Terhadap Kinerja Pegawai Pada Kantor Komisi Pemilihan Umum Di Provinsi Sulawesi Utara. *Jurnal Mirai Manajemen*, 4(1).
- Kurdi, M., & Abrar, U. (2022). Pengaruh Kepemimpinan, Kompetensi, dan Motivasi Terhadap Kinerja Pegawai pada Dinas Koperasi dan Usaha Mikro Kabupaten Sumenep. *Jurnal Manajemen Dan Bisnis Indonesia*, 8(1), 115-120. DOI: <http://dx.doi.org/10.32528/jmbi.v8i1.7829>
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. F., Fani, T., Sari, A. P., ... & Bahri, S. (2023). Analisis Beban Kerja dan produktivitas kerja.
- Muliawan, Y. H., & Rasyid, R. A. (2023). Pengaruh Stres Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Badan Pengelola Keuangan Dan Pendapatan Daerah Provinsi Sulawesi Barat. *SEIKO: Journal of Management & Business*, 6(2). <https://www.journal.stieamkop.ac.id/index.php/seiko/article/view/5736>
- Ridarman, N., & Dwirianto, S. (2024). Pengaruh Lingkungan Kerja Dan Beban Kerja Terhadap Kinerja Pegawai Komisi Pemilihan Umum (KPU) Provinsi Riau. *Jurnal Ekonomi Manajemen Bisnis Syariah dan Teknologi*, 3(3), 435-446. <https://embistek.org/jurnal/index.php/embistek/article/view/134>
- Ridwan, R. (2013). Pengaruh Stres Kerja terhadap Kinerja Pegawai (Studi Kasus KPU Provinsi Sulawesi Selatan). *Akmen Jurnal Ilmiah*, 10(4). <https://e-jurnal.nobel.ac.id/index.php/akmen/article/view/381>
- Robbins, S.P., & Judge, T.A. (2018). *Perilaku Organisasi*. Jakarta: Salemba Empat, Cet-7.
- Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara. [https://books.google.co.id/books?hl=en&lr=&id=AUIEAAAQBAJ&oi=fnd&pg=PA3&dq=Sinambela,+L.+P.+\(2021\).+Manajemen+Sumber+Daya+Manusia.+Jakarta:+Bumi+Aksara.&ots=8A_UGQhmRk&sig=F3JooLGuOAmJpiFP-jS82AK7LDY&redir_esc=y#v=onepage&q&f=false](https://books.google.co.id/books?hl=en&lr=&id=AUIEAAAQBAJ&oi=fnd&pg=PA3&dq=Sinambela,+L.+P.+(2021).+Manajemen+Sumber+Daya+Manusia.+Jakarta:+Bumi+Aksara.&ots=8A_UGQhmRk&sig=F3JooLGuOAmJpiFP-jS82AK7LDY&redir_esc=y#v=onepage&q&f=false)
- Sri, H. (2018). Workload, work environment and employee performance of housekeeping. *International Journal of Latest Engineering and Management Research (IJLEMR)*, 3(10). https://repository.unida.ac.id/1003/3/Workload_Work_Environment_and_Employee_Performanc.pdf
- Syaleh, H. (2019). Pengaruh kepemimpinan dan motivasi terhadap kinerja pegawai Dinas Prasarana Jalan dan Jembatan Wilayah Bukittinggi. *Jurnal Benefita: Ekonomi Pembangunan, Manajemen Bisnis & Akuntansi*, 4(2), 221-232. <https://scholar.archive.org/work/ugeb5uew3ndohib6rhnpkkiyy4/access/wayback/http://ejournal.kopertis10.or.id/index.php/benefita/article/download/2697/1290>
- Uherman, A., Mattalatta, M., & Abdullah, R. (2017). Pengaruh Kepemimpinan Dan Tunjangan

Kinerja Terhadap Motivasi Kerja Pegawai Pada Sekretariat Komisi Pemilihan Umum Kabupaten Soppeng. *Jurnal Mirai Management*, 2(2), 194-200. <https://journal.stieamkop.ac.id/index.php/mirai/article/view/50>

Wahdaniyah, N. (2019). Pengaruh hardiness, beban kerja, dan faktor demografi terhadap stres kerja guru. <https://repository.uinjkt.ac.id/dspace/handle/123456789/69876>

Wibowo (2018). *Manajemen Kinerja*. Edisi ke Lima. Cetakan Kesebelas. PT. RajaGrafindo Persada, Jakarta. <https://www.rajagrafindo.co.id/produk/manajemen-kinerja-%C2%96-edisi-ketiga/>

Widyawati, C. E., Saroh, S., & Krisdianto, D. (2023). Pengaruh Beban Kerja, Stres Kerja, Lingkungan Kerjaterhadap Turnover Intention (Studi pada Karyawan PT. Hyarta Danadipa Raya). *JLAGABI (Jurnal Ilmu Administrasi Niaga/Bisnis)*, 12(1), 170-178. <https://jim.unisma.ac.id/index.php/jiagabi/article/download/20237/15041>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

