Analysis of Stress Factors and Workload on the Performance of Employees of the General Election Supervisory Agency of East Java Province

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ABSTRACT

The workload undertaken by General Election Supervisory Agency (Bawaslu) in overseeing the 2024 General Election includes proactive election supervision activities, being responsive to reports of alleged election violations, creating calendars and work tools for supervision, and strengthening the supervision of election supervisors for the integrity and professionalism of election organizers. Excessive workload results in work stress among Bawaslu officers, which impacts work performance. This study aims to analyze the factors of work stress and workload on the performance of employees within the General Election Supervisory Agency of East Java Province in the Tapal Kuda region. An observational analytic research design with a cross-sectional approach was conducted on 91 respondents. Multivariate analysis using multiple linear regression was employed to identify the factors of workload and work stress on the performance of Bawaslu employees in East Java Province. The results of the study showed that respondents experienced work stress and workload, which impacted the performance of Bawaslu employees ($p < 0.05$). The observation of work stress and workload contributed 30.9%. This study provides information and recommendations to the General Election Supervisory Agency as a consideration in making policies related to stress, workload, and employee performance.

Keywords: Diarrhea, Risk factors, Children under five years, Drinking water quality

INTRODUCTION

An organization's progress is inseparable from its human resources' presence and influence. People are one of the most critical elements (Arfani & Luturlean, 2018). One of the factors influencing an organization's success is employee performance (Daulay et al., 2019). Improving employee performance includes paying attention to work stress (Framelita Mariana, 2019).

Work stress is a feeling of pressure or distress experienced by workers in facing their work (Ayuna Agustina & Edi Sofian, 2019). Work stress experienced by employees will undoubtedly be detrimental to the organization concerned, as it leads to decreased performance, low attendance rates, and high turnover, ultimately causing significant losses for the company (Rini et al., 2021).

Work stress risks workers' health and safety when the tasks performed exceed their capacity, resources, and abilities over a prolonged period (Irma Refianti Manaf, Asyiah Simanjorang, 2021). A survey by the Health and Safety Executive in 2017–2018 showed that work-related stress and depression reached 595,000 cases, with 1,800 cases per 100,000 workers (Cristenzein & Adhi, 2021).

In addition to work stress, another factor affecting employee performance is workload. A high workload can enhance employee performance, but an excessive workload can decrease employee performance (Rochman & Ichsan, 2021). This is due to employees' inability to complete tasks because their capacity and abilities do not match the job's demands (Fransiska & Tupti, 2020). Workload issues arise when employees cannot complete tasks according to their capacity due to excessive job demands (Moulindha et al., 2022).

The workload undertaken by Bawaslu in overseeing the 2024 General Election includes proactive election supervision activities, being responsive to reports of alleged election violations, creating calendars and work tools for supervision, and strengthening the supervision of election supervisors to ensure the integrity and professionalism of election organizers. Bawaslu Chairman Rahmat Bagja stated that the excessive workload of election organizers is a potential problem. This causes field supervisors to work even harder. During the 2019 Simultaneous Elections, around 894 election organizers died due to heavy workloads (Purnomo & Shalahuddin, 2023).

In carrying out election supervision, Bawaslu of East Java Province oversees the Provincial level elections, the Regency/Municipal level election committees, the District level election committees, and the Village/Kelurahan Supervisors (PKD) at the village/district level. In preparation for the 2024 General Election, Bawaslu has been carrying out supervision tasks since the election stages began on June 9, 2022.

Bawaslu must perform all supervisory duties for the election, including the campaign stage (Presiden Republik Indonesia, 2017). During the campaign stage, Bawaslu at the district level and its ranks supervise the entire campaign process, which lasts for 170 days from November 28, 2023, to February 10, 2024 (Indonesia, 2022). In performing supervision during the campaign stage, Bawaslu also undertakes tasks intersecting with other election stages, such as overseeing the determination of the Additional Final Voters List (DPTb), supervising the registration of Polling Station Working Groups (KPPS), overseeing logistics or preparation for voting, and forming Polling Station Supervisors (PTPS). There are indications of work stress among Bawaslu employees in East Java Province, especially in the Tapal Kuda region. During the campaign supervision activities intersecting with other election stages, there is a significant workload for employees, where their working hours follow the election supervision calendar without specific time limits, and there is a limited number of Election Supervisors at the district level covering vast areas.

METHODS

This research is an observational study with a cross-sectional design. The type of research is observational with a cross-sectional design. The population is 118 respondents, and the sample size is 91, selected using Non-Probability Sampling with a Purposive Sampling method. Data was collected using a questionnaire, where respondents filled out the questionnaire without interviews. The research was conducted in six regencies in the Tapal Kuda region of East Java Province, including Probolinggo, Jember, Lumajang, Banyuwangi, Bondowoso, and Situbondo. This study was carried out from March to April 2024.

The inclusion criteria for this study are respondents registered as Bawaslu workers according to the research location, respondents supervising the 2024 general election stages, and those willing to be respondents. The exclusion criteria are Bawaslu Regency employees who are not supervising the 2024 election stages and are unwilling to be respondents.

The variables used in this study are dependent and independent. The dependent variable is influenced and is the result of the independent variables. The dependent variable in this study is performance. The independent variables are the variables that influence the dependent variable. The independent variables in this study are work stress and workload.

The research instrument used a work stress questionnaire to assess stress-causing factors from the environment, organization, and individual. The workload questionnaire instrument used the NASA-TLX model to assess mental demand, physical demand, temporal demand, performance, effort, and frustration level. The performance questionnaire instrument used work quality, discipline, proficiency, ability, innovation, and teamwork indicators.

The data collection tool was a questionnaire, which was then grouped into each variable. The work stress variable was grouped into low, medium, and high, then classified as low with a score of 50%, medium with a score of 56-75%, and high with a score of 76-100%. The workload variable was grouped into low, optimal, and high, then classified as low if the score was <40, optimal if the score was 40-60, and high if the score was >60. The performance variable was grouped into poor, adequate, and good, then classified as poor if the score was <50%, adequate if the score was 56-75%, and good if the score was 76-100%. Data analysis in this study included univariate and bivariate analysis using the chi-square statistical test. The multivariate analysis used was multiple linear regression.

RESULTS AND DISCUSSION

The characteristics of respondents based on gender, age, and education are presented below.

Table 1
Distribution of Respondent Characteristics among Employees in the Bawaslu East Java Province during the Campaign Stage

Characteristic	Category	Frequency	Percentage
Gender	Male	61	67.0
	Female	30	33.0
Age	< 30 Years	25	27.5
	30-50 Years	55	60.4
	> 50 Years	11	12.1
Education	High School	15	16.5
	Diploma	13	14.3
	Bachelor's Degree	57	62.6
	Master's Degree	6	6.6
	Doctorate	0	0
Work Stress	Low	31	34.1
	Medium	46	50.5

	High	14	15.4
Workload	Low	13	14.3
	Optimal	12	13.2
	High	66	72.5
Employee Performance	Poor	24	26.4
	Adequate	23	25.3
	Good	44	48.4

Based on Table 1, it is known that out of a total of 91 respondents in this study, 67% were male, and 33% were female. Most respondents were aged 30-50 years, accounting for 60.4%, and 62.6% of respondents had a bachelor's degree, while 16.5% had a high school education. The study found that most respondents experienced moderate work stress, with 46 respondents (50.5%) reporting this level. According to the researchers, the work stress experienced by Bawaslu employees in East Java Province during the election campaign stage can be classified as moderate. Technological advancements positively impacted work stress reduction, and support from close individuals resulted in a lower percentage of work stress. Organizational support is crucial for employee behavior, aligning with Sulastri's (2023) findings. The work stress experienced by Bawaslu employees in Sumedang Regency in overseeing the election stages from an environmental perspective can be regarded as good overall.

The results for the workload variable indicated that most respondents experienced a high workload, with 66 respondents (72.5%) reporting this. The researchers used the NASA-TLX method to measure workload, a subjective evaluation method where workers are asked to provide their opinions on their tasks (Suryadi et al., 2018). According to the researchers, employees given workloads that do not match their capabilities or are too excessive will have their physical and mental conditions impacted.

Regarding employee performance in the six regencies in East Java Province, the study found that almost half of the respondents had good performance, with 44 respondents (48.4%) reporting this level. According to the researchers, several factors can influence employee performance, including workability and willingness, the facilities used, and the appropriateness of the methods chosen by the institution to motivate its employees. Proper motivation methods can lead to the expected increase in productivity for the institution.

Table 2

Chi-Square Test Results for Work Stress and Employee Performance among Bawaslu Employees in East Java Province during the Campaign Stage (n=91)

Category		Employee Performance						Total		X^2	P
		Poor		Adequate		Good					
		n	(%)	n	(%)	n	(%)	n	(%)		
Work Stress	Low	16	51.6	7	22.6	8	25.8	31	100		
	Medium	8	17.4	16	34.8	22	47.8	46	100	28.845	0.000
	High	0	0	0	0	14	100	14	100		
	Total	24	26.3	23	25.3	44	48.4	91	100		

P Value = 0.000. (< 0.05)

Based on the data presented in Table 2, the results indicate that most of the work stress experienced by Bawaslu employees in East Java Province falls into the moderate category, with 46 respondents (100%) in this group, and nearly half of the respondents had good performance, with 44 respondents (48.4%). The Chi-Square test resulted in a p-value of 0.000 (< 0.05), which signifies a significant relationship between work stress and employee performance in the Bawaslu East Java Province. This statistical result demonstrates that work stress positively and significantly affects employee performance. Specifically, it directly influences employees tasked with overseeing the 2024 election campaign stages.

The direct relationship between work stress and employee performance has been extensively investigated, with many studies presenting the stress-performance model (inverse U relationship) as described by the Yerkes-Dodson law. This U-shaped pattern indicates the relationship between stress levels and individual performance, suggesting that up to a certain point, stress levels positively impact performance before leading to performance decline (Andreas Budiharjo, 2024). This study aligns with findings from Sagala & Ardi (2017), which also concluded that work stress significantly and positively affects employee performance.

According to the researchers, stress can have both beneficial and detrimental effects on performance. In simple terms, stress has the potential to either enhance or hinder task execution, depending on the stress level, existing work challenges and achieved performance levels. Controlled

work stress can help focus employees' concentration and potentially improve performance. Conversely, uncontrolled stress may lead to decreased performance.

Table 3
Chi-Square Test Results for Workload and Employee Performance among Bawaslu Employees in East Java Province during the Campaign Stage

Category		Workload						Total		X^2	P
		Poor		Adequate		Good					
		n	(%)	n	(%)	n	(%)	n	(%)		
Workload	Low	12	92.3	0	0	1	7.7	13	100		
	Optimal	5	41.6	5	41.6	2	16.8	12	100	42.904	0.000
	High	7	10.6	18	27.2	41	62.2	66	100		
Total		24	26.3	23	25.3	44	48.4	91	100		

ρ = 0.000. (< 0.05)

The cross-tabulation results between workload and employee performance indicate that most respondents with a high workload reported poor performance, with 66 respondents (100%) in this group. In contrast, nearly half of the respondents had good performance, with 44 respondents (48.4%). The Chi-Square test produced a p-value of 0.000 (< 0.05), indicating a significant relationship between workload and employee performance in Bawaslu East Java Province.

This finding is consistent with the research conducted by Pati Raja, B., Salean, D., Nursiani, N. P., & Fanggidae (2023), which suggests that workload has a positive and significant impact on employee performance. According to their study, an increased workload can enhance performance if the employee perceives the tasks as challenges rather than burdens. Conversely, if the workload is perceived as overwhelming, it may lead to physical and mental fatigue, resulting in decreased performance. This aligns with Nataria et al., (2019), who found that workload affects performance. However, this finding contrasts with Maharani & Budianto (2019), who reported no direct effect of workload on performance.

According to the researchers, providing support, attention, and motivation to employees is crucial. This ensures that employees remain loyal and are not burdened by their tasks. As a result, no matter how heavy the workload, employees are likely to perform well. Thus, the workload is related to employee performance in the Bawaslu East Java Province.

Table 4
Results of Multiple Linear Regression Analysis

Indicator	B	SE	T	Sig
(Constant)	1.229	1.956	.628	0.531
Stress (X1)	0.155	0.050	3.102	0.003
Workload (X2)	0.086	0.019	4.591	0.000

Dependent Variable: Performance

Based on Table 4, the multiple linear regression analysis results show that stress and workload significantly affect employee performance in Bawaslu East Java Province during the campaign stage. The analysis indicates that stress significantly impacts performance, with a p-value of 0.003 (p < 0.05). This suggests that stress significantly influences employee performance. Similarly, workload also significantly affects performance, with a p-value of 0.000 (p < 0.05). This indicates that the amount of workload significantly impacts employee performance.

Employee performance is a critical factor in achieving the goals of the organization and the individual employees, including those in Bawaslu East Java Province. Optimal performance is necessary for providing effective public service and fulfilling job responsibilities. Evaluating performance helps understand how well employees perform and facilitates performance assessment.

The research found that workload and stress significantly affect employee performance in Bawaslu East Java Province. This is reflected in the positive responses from respondents, who rated their workload and stress levels as adequate or good. These responses illustrate the impact of workload and stress on employee performance.

Table 5
Calculation Results of the Coefficient of Determination

Variable	R	R^2
Stress, workload	0.556	0.309

Dependent Variable: Performance

Based on Table 5, the relationship between workload, stress, and employee performance is shown by the Pearson correlation coefficient (R) of 0.556, indicating a strong relationship between workload, stress, and employee performance during the campaign phase. The R-Square value is 0.309, meaning the coefficient of determination (KD) is 30.9%. This indicates that 30.9% of the variation in employee performance is explained by stress and workload, while the remaining 69.1% is due to other variables not examined in this study.

According to the researcher, stress can have either beneficial or detrimental effects on performance. Simply

put, stress has the potential to either enhance or disrupt task performance, depending on the level of stress, the challenges faced, and the performance level achieved. If stress becomes too intense, it can decrease performance as stress interferes with task execution. Additionally, work stress can impact employees' physical and mental health, affecting their productivity and performance. Employees experiencing stress tend to have higher absenteeism, more errors, and less creativity in completing tasks.

To improve the monitoring and supervision of election stages, Bawaslu needs to enhance facilities and office layout to make the working environment more comfortable. This can help reduce work stress caused by heavy demands and roles (Sulastri, 2023).

CONCLUSION

Based on the research findings, it can be concluded that work stress and workload have a significant relationship with the performance of Bawaslu employees in East Java Province. There is a relationship between work stress and workload on employee performance within Bawaslu East Java, specifically in the six Tapal Kuda regions, including Jember, Lumajang, Banyuwangi, Bondowoso, Situbondo, and Probolinggo.

RECOMMENDATIONS

The recommendations based on this research include providing information and suggestions to the election organizing agency for consideration in policy-making related to stress, workload, and employee performance during the election stages. It is also advised that workload management be implemented using individual and organizational approaches. This can be achieved through properly placing workers, training, redesigning jobs to assign employee responsibilities, and increasing employee involvement in decision-making processes.

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