

## The Influence of Workload on Employee Performance with Teamwork as an Intervening Variable at the General Election Commission of Tanjung Jabung Timur Regency

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### ABSTRACT

This research aims to determine the influence of workload on employee performance with teamwork as an intervening variable at the General Election Commission of Tanjung Jabung Timur Regency. The analysis method used is quantitative analysis method. The population and sample are employees of the General Election Commission of Tanjung Jabung Timur Regency with a sample size of 30 employees. Data collection was carried out by distributing questionnaires with a Likert scale. The statistical analysis used is using the Structural Equation Modeling (SEM) technique, with Partial Least Square (PLS) as a processing tool using the SmartPLS program. The results of this study indicate that workload has a positive and significant effect on employee performance, workload has a positive and significant effect on teamwork, teamwork has a positive and significant effect on employee performance and workload has a positive and significant effect on employee performance mediated by teamwork. So it can be concluded that teamwork serves as a link between workload and employee performance.

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## INTRODUCTION

Human resources (HR) of a company, institution, or organization is a very important component. The evolution of the organization, which functions as a planner to carry out operations to achieve organizational goals, is also largely determined by its human resources. The output produced by these employees determines the performance of human resources.

Performance basically refers to what individuals do that impacts the level of their contribution to the company. performance is the level of successful completion of tasks and the ability to achieve predetermined goals. Performance shows whether an individual or organization has succeeded or failed in completing its work (Hamizar, 2020). Performance basically refers to what individuals do that impacts the level of their contribution to the company. performance is the level of successful completion of tasks and the ability to achieve predetermined goals. Performance shows whether an individual or organization has succeeded or failed in completing its work (Hamizar, 2020).

The thing that employees need to think about in order to work efficiently is their workload. Workload affects employee performance because excessive workload can reduce or even eliminate work effectiveness. In addition, individuals who have too much work or are physically weak may develop diseases or disorders related to their work (Sudiharto, 2010). Workload is a type of pressure caused by excessive labor, and this condition requires organizational leaders to pay more attention to employee efforts in completing tasks. However, the end result of a job depends on the workload felt by the workers (Idayanti et al, 2020).

An effective team is a team that allows its members to accomplish more tasks than individual work because the work is the result of the collective contributions of team members (Smither et al, 1996). This statement is also confirmed by Burn (2004), who defines team effectiveness or a successful team is a team whose members can achieve the goals set together by collaborating and having a positive attitude at work.

The General Election Commission is an autonomous Indonesian government agency entrusted with organizing general elections through effective cooperation in order to function in accordance with the mandate of Law No. 07 of 2017. The benchmark for organizing elections in Indonesia can be seen through a series of stages starting from preparation, campaigning, voting, vote counting, to the inauguration of elected regional heads. Of course, in the process of these stages, the employees of the General Election Commission must prepare everything very well. The following is the Performance Report of the General Election Commission of Tanjung Jabung Timur Regency in 2023:

Table 1. Performance Report of the General Election Commission of Tanjung Jabung Timur Regency Year 2023

| <b>Strategic Objectives</b>                   | <b>Performance Indicators</b> | <b>T</b> | <b>R</b> | <b>Achievements</b> |
|---|-------------------------------|----------|----------|---------------------|
| Realization of safe and peaceful simultaneous | Safe and peaceful elections   | 90%      | 100%     | 111%                |

|  |   |      |      |      |
|--|---|------|------|------|
| elections with good legal dispute resolution   | Implementation of legal disputes won by the General Election Commission of Tanjung Jabung Timur Regency     | 90%  | 100% | 111% |
| Election Candidate Management  | Election candidates that can be facilitated Campaign Implementation   | 100% | 100% | 100% |
| Realization of the general election stages according to schedule                               | Campaign Fund Reporting Implementation of voter education to elections and democracy for the general public | 100% | 100% | 100% |
| Voter education to the general public  | Establishment of an adhoc organizing body   | 100% | 100% | 100% |
| Establishment of an adhoc organizing body  | Bureaucratic reform index   | 78%  | 75%  | 96%  |
| The realization of quality human resources and institutions of the General Election Commission | Performance accountability score  | B    | BB   | BB   |
|  | Audit Opinion by the Audit Board of Indonesia (BPK) on the Financial Statements                             | WTP  | WTP  | WTP  |
|  | Value of Public Information Disclosure  | 100% | 100% | 100% |
| Realization of sustainable voter data  | Updating voter data on time   | 100% | 100% | 100% |

*Source: The General Election Commission of Tanjung Jabung Timur Regency*

Based on table 1 regarding the performance report of the General Election Commission of Tanjung Jabung Timur Regency in 2023, it can be seen from the percentage of realization and achievement that it has met the predetermined target. However, to obtain performance data from each employee, the authors conducted an initial survey as follows:

Table 2. Employee Performance Baseline Survey Data

| No  | Statement   | 1  | 2   | 3   | 4   | 5   |
|---|---|----|-----|-----|-----|-----|
| Democratic Elections                      |   |    |     |     |     |     |
| 1   | Employees are willing to be involved in every stage of the general election                 | 0  | 2   | 1   | 4   | 3   |
| Safe, peaceful, honest and fair elections |   |    |     |     |     |     |
| 2   | Employees try to educate the public about election procedures to prevent misunderstandings. | 0  | 1   | 2   | 5   | 2   |
| Total                                     |   | 0  | 3   | 3   | 9   | 5   |
| Percentage                                |   | 0% | 15% | 15% | 45% | 25% |

Source: Data processed by researchers, 2025

The initial survey results regarding employee performance presented in table 2 show that 45% of employees agreed with the statement on the performance of the General Election Commission of Tanjung Jabung Timur Regency employees. However, there are 15% of employees who disagree with the statement, so that the performance of The General Election Commission of Tanjung Jabung Timur Regency is still not optimal. The lack of optimal employee performance is thought to be due to political pressure on the General Election Commission, which increases the workload in organizing elections. The workload of General Election Commission employees increases from usual when approaching the general election process until the election process is complete. The following are the results of an initial survey conducted by researchers related to the workload felt by employees.

Table 3. Workload Baseline Survey Data

| No                      | Statement   | 1   | 2   | 3      | 4      | 5   |
|-------------------------|---|-----|-----|--------|--------|-----|
| Physical Workload       |   |     |     |        |        |     |
| 1                       | My work is on a deadline  | 1   | 0   | 1      | 4      | 4   |
| Physicological Workload |   |     |     |        |        |     |
| 2                       | I have to work overtime to make sure my work is done well                 | 1   | 1   | 1      | 4      | 3   |
| Time Utilization        |   |     |     |        |        |     |
| 3                       | Workplace facilities and conditions support me to complete work on target | 1   | 2   | 2      | 3      | 2   |
| Total                   |   | 3   | 3   | 4      | 11     | 9   |
| Percentage              |   | 10% | 10% | 13,33% | 36,67% | 30% |

Source: Data processed by researchers, 2025

The initial survey results regarding workload at the KPU of East Tanjung Jabung Regency presented in table 3 show that 36.67% agree on the statement, because the workload at the KPU of East Tanjung Jabung Regency is quite optimal even though there are those who disagree, this is caused by other factors, namely teamwork. Teamwork is not just a division of tasks, but rather an integration of complementary competencies, perspectives and resources. The following are the results of an initial survey conducted by researchers related to teamwork:

Table 4. Teamwork Baseline Survey Data

| No           | Statement   | 1      | 2      | 3      | 4   | 5   |
|--------------|---|--------|--------|--------|-----|-----|
| Cooperation  |   |        |        |        |     |     |
| 1            | I always offer help to my coworkers when they are having difficulties | 2      | 1      | 1      | 3   | 3   |
| Trust        |   |        |        |        |     |     |
| 2            | I believe my coworkers can get the job done well                      | 2      | 1      | 2      | 3   | 2   |
| Cohesiveness |   |        |        |        |     |     |
| 3            | We often collaborate to complete related work                         | 0      | 2      | 1      | 6   | 1   |
| Total        |   | 4      | 4      | 4      | 12  | 6   |
| Percentage   |   | 13,33% | 13,33% | 13,33% | 40% | 20% |

*Source: Data processed by researchers, 2025*

The initial survey results in table 1.3 show that 40% answered agree to the statement, while 13.3% of employees answered disagree. Based on the initial survey conducted, this illustrates that the teamwork of the East Tanjung Jabung Regency KPU is still not optimal.

From the initial survey data regarding employee performance, workload and teamwork above, it can be concluded that employee performance is still low, workload is still low, and teamwork is also still low because there are still many employees who answer disagree and neutral so that the percentage is still less than 100%.

Therefore, this research aims to provide an overview of employee performance, workload and teamwork of the General Election Commission of Tanjung Jabung Timur Regency. In addition, this study also aims to analyze the influence of workload on employee performance both directly and indirectly through teamwork as an intervening variable.

## LITERATURE REVIEW

### *Job Demands-Resources*

Bakker and Demerouti (2007) established the job demands-resources theory. According to the job demands-resources theory, each job has unique risk factors for job stress that can be broken down into two main categories: demands (the demands of the job) and resources (the resources needed to finish the job). According to Bakker and Demerouti (2007), the job demands-resources theory has a wide range of applications in the workplace, including human resource management, which deals with job demands and job-related resources. According to Bakker and Demerouti (2007), job demands include organizational, social, psychological, and physical components that call for mental and emotional support as well as physical or psychological effort.

According to Bakker and Demerouti (2007), resources for finishing work include organizational, social, psychological, and physical elements that serve to accomplish work objectives, lessen the physical and psychological demands of the job, and promote learning, growth, and self-development. Employees may be motivated by resources like employment flexibility, feedback, and job significance. According to Bakker and Demerouti (2007), resources can be

derived from the organizational level (e.g., pay, career, opportunity, and job security), social and inter-employee relationships (e.g., support from leaders and coworkers, team situations), the employee's position within the organization (e.g., role clarity, decision-making participation), and the completion of job tasks (e.g., ability, task identification, task significance, flexibility, and performance feedback).

### ***Role Theory***

Role theory is a theory that combines ideas from many fields, philosophies, and orientations. Role theory was developed and is still applied in sociology and anthropology in addition to psychology. The word "role" is borrowed from the theatrical industry for all three disciplines. An actor is required to portray a certain role in the theater, and as such, he must act in a particular manner.

Biddle and Thomas categorize the vocabulary used in role theory into four groups: terms pertaining to individuals who engage in social interactions, the behavior that occurs during the interaction, the location of individuals within the behavior, and the relationship between individuals and conduct.

### ***Social Exchange Theory***

Social Exchange Theory focuses on how people weigh the costs and benefits of decisions they make in social situations. According to the notion, people interact with others in order to prevent losses and obtain advantages. The fundamental ideas of this theory are comparable to those in economics, where people aim to maximize the returns on their investments in interpersonal connections.

This theory was first proposed by specialists like Peter Blau and George Homans. This theory was established by Homans in his writings from the 1960s, based on the notion that basic economic principles can account for social interactions. Later, Blau developed this idea by highlighting the part that status and social structure play in the process of exchange.

Since almost every relationship involves costs and effort in addition to benefits, the idea can be applied to any type of relationship with economic value. In this context, cost includes both money and time and effort. Every relationship requires time and work from both partners in order to succeed. Naturally, favorable outcomes will be anticipated in exchange.

### ***Employee Performance***

According to Mangkunegara (2016), performance or also known as work performance is the result of employees' efforts in carrying out their activities in accordance with the obligations they are responsible for, both in terms of quantity and quality. According to Hasibuan (2012: 94), performance is the ability, seriousness and timeliness that a person strives to complete their work. According to Edison (2016) performance refers to the results achieved by a profit-oriented or non-profit organization over a period of time.

Performance is the effort a person makes to complete a given job in a way that is in accordance with their skills, experience, level of seriousness, and time

(Moehariono, 2010). To achieve organizational goals, the factors of quality, quantity, work time, and cooperation are the results of work, which is defined as performance (Sutrisno, 2010). The Electoral Commission sets two key performance indicators, namely democratic elections, and safe, peaceful, honest and fair elections.

### **Workload**

According to Nurmianto (2003), workload is a set of activities that workers must perform within a certain period of time. Irwandy (2007) defined workload as the average frequency of each labor activity over a certain period of time. Meanwhile, according to Haryanto (2010), workload is a set of tasks that must be completed by a person or group of people within a certain period of time. According to Suci R. Marih (2017:22) workload is a large amount of work that must be completed, such as a long work day, a lot of pressure to work, or a lot of responsibility for the tasks they perform. Workload indicators are divided into three dimensions, namely physical workload, psychological workload and time utilization (Koesomowidjojo, 2021).

### **Teamwork**

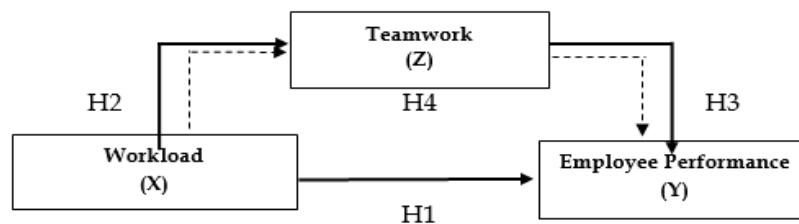
The term teamwork comes from the words "team" and "work", and is defined as a collection of intellectual people, ranging from two to twenty people, who have the same concept to create synergy among their diverse tasks (Dwiarko & Pratiwi in Siagian, 2020) Teamwork is a group of people who depend on each other with work and responsibilities to achieve planned goals (Devina, 2018). When individuals in the organization are united and cohesive, a team will perform well (Manz & Neck in Phina et.al, 2018). Shared accountability, mutual support, maximizing effort, and effective communication are components of teamwork (Davis in Rizaldi, 2020). The indicators of teamwork according to Sibarani (2018), namely cooperation, trust and cohesiveness.

H1 : It is suspected that workload (X) has a positive and significant influence on employee performance (Y).

H2 : It is suspected that workload (X) has a positive and significant influence on teamwork (Z).

H3 : It is suspected that teamwork (Z) has a positive and significant influence on employee performance (Y).

H4 : It is suspected that workload (X) has a positive and significant influence on employee performance (Y) with teamwork (Z) as an intervening variable.



**Figure 1. Thinking Framework Diagram**

## METHODOLOGY

This research is quantitative descriptive research, which aims to investigate and clarify a social phenomenon or fact by describing a number of factors related to the variables studied by the author. This research was conducted at the General Election Commission of Tanjung Jabung Timur Regency which is located at Jl. Pangeran Diponegoro, Rano, Muara Sabak Barat District. The population of this study were all employees of the East Tanjab Regency General Election Commission, totaling 30 employees in 2024. In this study, seeing the population of 30 people, all members of the population were used as research samples. The data collection technique was obtained directly by filling out a questionnaire by all employees with a five-point Likert scale. Analysis in PLS is carried out in several stages, namely the Outer Model which can be seen from several indicators such as Convergent Validity, Discriminant Validity, and Composite Reliability. Furthermore, testing the inner model is carried out by checking the stability of the estimate using the t-statistic test which is observed through the bootstrapping process. According to Ghozali (2011), small sample sizes and the absence of assumptions about current data with specific scale measurements make PLS an effective analysis technique. Therefore, the author uses PLS-SEM because it can use samples that do not have to be large, with a sample size of less than 100 to facilitate analysis. In addition, PLS-SEM can test weak theories by making predictions.

## RESEARCH RESULT

### *Respondent Characteristics*

Table 5. Respondent Characteristics

| Characteristics |             | Amount | Percentage |
|-----------------|-------------|--------|------------|
| Gender          | Man         | 21     | 70%        |
|                 | Woman       | 9      | 30%        |
| Total           |             | 30     | 100%       |
| Age Range       | 25-30 Years | 3      | 10%        |
|                 | 31-35 Years | 7      | 23,33%     |
|                 | >36 Years   | 20     | 66,67%     |
| Total           |             | 30     | 100%       |
| Last Education  | High School | 5      | 16,67%     |
|                 | D3          | 1      | 3,33%      |
|                 | S1          | 22     | 73,33%     |
|                 | S2          | 2      | 6,67%      |
| Total           |             | 30     | 100%       |
| Length Of Work  | <1 Years    | 1      | 3,33%      |
|                 | 1-3 Years   | 6      | 20%        |
|                 | 3-5 Years   | 1      | 3,33%      |
|                 | >5 Years    | 22     | 73,33%     |
| Total           |             | 30     | 100%       |

*Source: Data processed by researchers, 2025*

Based on the data in table 5, 21 people (70%) of the 30 respondents in this study were male, while 9 people (30%) were female. This shows that the majority

of respondents to the East Tanjung Jabung Regency General Election Commission survey were male. The data shows that 3 employees (10%), were respondents in the 25-30 years age group. There were 7 employees (23.33%) who were respondents in the 31-35 years age group and 20 employees (66.67%) in the 36 years and over age group. Therefore, the majority of respondents in this study were over 36 years old.

A total of 5 people (16.67%) has a high school education, 1 person (3.33%) has a D3 education, 22 people (73.33%) have a S1 education, and 2 people (6.67%) have a S2 education. It can be concluded that employees have sharper analytical thinking, stronger problem-solving abilities, and more effective communication skills. Most of the respondents in this survey are employees who have worked for more than 5 years (73.33%), while the lowest number is found in respondents who have worked for 1 year and 3-5 years (3.33%). The experience and tenure of employees indicate a broad expertise, honed skills, and a thorough awareness of the organization's culture and processes.

Table 6. Distribution of Respondents' Answers to Employee Performance (Y)

| No | Dimensions                                | Amount | Category  |
|----|---|--------|-----------|
| 1  | Democratic elections                      | 263    | Very High |
| 2  | Safe, peaceful, honest and fair elections | 244    | High      |
|    | Average                                   | 126,75 | Very High |

*Source: Data processed by researchers, 2025*

Based on the table above, it can be concluded that the performance of employees at the General Election Commission of Tanjung Jabung Timur Regency is 126.75 which is categorized as very high. This means that the results of employee work have been maximized.

Table 7. Distribution of Respondents' Answers to Workload (X)

| No | Dimensions              | Amount | Category  |
|----|-------------------------|--------|-----------|
| 1  | Physical workload       | 256    | Very High |
| 2  | Physicological workload | 254    | Very High |
| 3  | Time utilization        | 249    | High      |
|    | Average                 | 126,16 | Very High |

*Source: Data processed by researchers, 2025*

Based on the table above, it can be concluded that the workload of employees at the the General Election Commission of Tanjung Jabung Timur Regency is 126.16 which is categorized as very high. This means that the workload of employees at the the General Election Commission of Tanjung Jabung Timur Regency is too high so that it can improve employee performance.

Table 8. Distribution of Respondents' Answers to Teamwork (Z)

| No | Dimensions   | Amount | Category |
|----|--------------|--------|----------|
| 1  | Cooperation  | 246    | High     |
| 2  | Trust        | 249    | High     |
| 3  | Cohesiveness | 244    | High     |

|         |        |      |
|---------|--------|------|
| Average | 123,16 | High |
|---------|--------|------|

Source: Data processed by researchers, 2025

Based on the table above, it can be concluded that the teamwork of employees at the East Tanjung Jabung Regency General Election Commission is 123.16 which is categorized as high. This means that teamwork is running well and effectively.

**Outer Model Test**  
**Convergent Validity**

Table 9. Outer Loading Assessment

| Variables                | Dimensions                                | Indicator | Outer Loading | Information |
|--------------------------|---|-----------|---------------|-------------|
| Employee Performance (Y) | Democratic Election                       | Y1        | 0,863         | Valid       |
|                          |   | Y2        | 0,843         | Valid       |
|                          | Safe, peaceful, honest and fair elections | Y3        | 0,880         | Valid       |
|                          |   | Y4        | 0,869         | Valid       |
| Workload (X)             | Physical Workload                         | X1        | 0,849         | Valid       |
|                          |   | X2        | 0,878         | Valid       |
|                          | Physicological Workload                   | X3        | 0,923         | Valid       |
|                          |   | X4        | 0,800         | Valid       |
|                          | Time Utilization                          | X5        | 0,882         | Valid       |
|                          |   | X6        | 0,804         | Valid       |
| Teamwork (Z)             | Cooperation                               | Z1        | 0,809         | Valid       |
|                          |   | Z2        | 0,744         | Valid       |
|                          | Trust                                     | Z3        | 0,806         | Valid       |
|                          |   | Z4        | 0,834         | Valid       |
| Cohesiveness             | Z5  | 0,888     | Valid         |             |
|                          | Z6  | 0,857     | Valid         |             |

Source: SmartPLS output, 2025

The outer loading value displayed in table 9, shows that each item is considered valid because the value is greater than 0.7, which means that the indicators in this study are suitable for use.

Table 10. Average Variance Extracted (AVE)

| Variables                | AVE   |
|--------------------------|-------|
| Employee Performance (Y) | 0,746 |
| Workload (X)             | 0,735 |
| Teamwork (Z)             | 0,679 |

Source: SmartPLS output, 2025

The AVE (Average Variance Extracted) value is used in assessing the validity of a construct. The AVE criteria for a variable are said to be valid if the value is above 0.50. Based on the test results above, it shows that all variables have good validity constructs because each variable has an AVE value above 0.50.

*Discriminant Validity*

Table 11. Cross Loading

| Indicator | Employee Performance (Y) | Workload (X) | Teamwork (Z) |
|-----------|--------------------------|--------------|--------------|
| Y1        | 0,863                    | 0,790        | 0,842        |
| Y2        | 0,843                    | 0,718        | 0,751        |
| Y3        | 0,880                    | 0,805        | 0,769        |
| Y4        | 0,869                    | 0,801        | 0,764        |
| X1        | 0,745                    | 0,849        | 0,800        |
| X2        | 0,777                    | 0,878        | 0,817        |
| X3        | 0,805                    | 0,923        | 0,811        |
| X4        | 0,680                    | 0,800        | 0,724        |
| X5        | 0,869                    | 0,882        | 0,801        |
| X6        | 0,750                    | 0,804        | 0,726        |
| Z1        | 0,769                    | 0,722        | 0,809        |
| Z2        | 0,642                    | 0,671        | 0,744        |
| Z3        | 0,671                    | 0,747        | 0,806        |
| Z4        | 0,808                    | 0,726        | 0,834        |
| Z5        | 0,833                    | 0,822        | 0,888        |
| Z6        | 0,738                    | 0,809        | 0,857        |

Source: SmartPLS output, 2025

Based on the data in table 11, each indicator in the research variable shows the highest cross-loading value on the variable concerned compared to the values on other variables. Therefore, it can be concluded that the indicators used in this study show strong discriminant validity in defining their respective variables.

*Composite Reliability*

Table 12. Composite Reliability

| Variables                | Composite Reliability |
|--------------------------|-----------------------|
| Employee Performance (Y) | 0,922                 |
| Workload (X)             | 0,943                 |
| Teamwork (Z)             | 0,927                 |

Source: SmartPLS output, 2025

The data in table 12 above shows that the research variables have a high reliability value. The composite reliability value is > 0.70, so the variables used in this study are declared eligible.

Table 13. Cronbach, s Alpha

| Variabel            | Cronbach's Alpha |
|---------------------|------------------|
| Kinerja Pegawai (Y) | 0,887            |
| Beban Kerja (X)     | 0,927            |
| Kerjasama Tim (Z)   | 0,905            |

Source: SmartPLS output, 2025

Based on table 13 above, it shows the reliable Cronbachs alpha results, where each variable has good reliability because the value is above 0.70. This shows the consistency and stability of the instruments used in the study are high.

**Inner Model Test**

*R-Square*

Tabel 14. R-Square

| Variables                | R-Square | R-Square Adjusted |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0,855    | 0,844             |
| Teamwork (Z)             | 0,830    | 0,824             |

Source: SmartPLS output, 2025

Based on the table above, it can be seen that the R-square value of the employee performance variable is 0.855, which means that the variability of the employee performance construct can be explained by the workload and teamwork variables by 85.5% with a good category, while the remaining 14.5% is explained by variables outside the variables studied. The R-Square value of the teamwork variable is 0.830, which means that the variability of the teamwork construct can be explained by the workload variable by 83% with a good category, while the remaining 17% is explained by variables outside the variables studied. The greater the R-Square, the better the structural equation.

*Bootstrapping/ Hypothesis Testing*

Tabel 15. Dirrect Effect

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Workload (X) -> Employee Performance (Y) | 0,454               | 0,416           | 0,224                      | 2,028                    | 0,043    |
| Workload (X) -> Teamwork (Z)             | 0,911               | 0,920           | 0,029                      | 30,965                   | 0,000    |
| Teamwork (Z) -> Employee Performance (Y) | 0,492               | 0,527           | 0,213                      | 2,307                    | 0,021    |

Source: SmartPLS output, 2025

PLS Based on the data above, it shows that the original sample value has no negative results, which means that the workload variable has a positive influence on the employee performance and teamwork variables. Teamwork variables have a positive influence on employee performance variables. The p-values in the data above have a value of <0.05, which indicates that:

1. Workload variables affect employee performance at the General Election Commission of Tanjung Jabung Timur Regency with p-values of 0.043 <0.05.
2. Workload variables affect teamwork at the General Election Commission of Tanjung Jabung Timur Regency with p-values of 0.000 <0.05.

3. Teamwork variable affects the performance at the General Election Commission of Tanjung Jabung Timur Regency employees with p-values  $0.021 < 0.05$ .

Table 16. Indirect Effect

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Workload (X) -> Teamwork (Z) -> Employee Performance (Y) | 0,448               | 0,487           | 0,205                      | 2,189                    | 0,029    |

Source: SmartPLS output, 2025

Analysis Result:

1. The Influence Workload (X) on Employee Performance (Y) with Teamwork as an Intervening Variable

The Original Sample (O) value is 0.448, with a T-statistics value of 2.189 and a p-value of 0.029 (smaller than 0.05). These results indicate that the Workload (X) indirectly has a positive and significant influence on Employee Performance (Y) through Teamwork (Z). Thus, Hypothesis 4 is declared accepted and proven.

**DISCUSSION**

*Overview of Workload, Employee Performance and Teamwork of the General Election Commission of Tanjung Jabung Timur Regency*

The results of this study indicate that the level of workload at the General Election Commission of East Tanjung Jabung Regency is in a very high category, seen from the tight deadlines that encourage employees to work more efficiently and focus on completing tasks quickly. Additional working hours accompanied by appropriate compensation can also increase motivation and a sense of responsibility for work. In addition, a comfortable working environment, such as ideal room temperature and supportive facilities, helps employees stay productive and concentrate better.

The performance of employees of the East Tanjung Jabung Regency General Election Commission falls into a very high category where employees are able to produce work with the best standards, minimal errors, and in accordance with organizational expectations. In addition, employees can complete more tasks without sacrificing the quality of work. Every job is completed according to the deadline set, so there are no delays that can hinder the productivity of the team or organization. This shows that employees have high competence, good time management, and dedication in carrying out their duties optimally.

Teamwork at the East Tanjung Jabung Regency General Election Commission is in the high category, meaning that each team member is able to work synergistically with effective communication, support each other, and contribute optimally to achieve common goals. In a team with a high level of cooperation, each individual has a clear role, understands their responsibilities, and is willing to help colleagues if needed. In addition, decisions are made collectively by considering various perspectives, resulting in better solutions.

With trust, good coordination, and a spirit of togetherness, teams can work more efficiently, increase productivity, and achieve more optimal results for the organization.

### ***The Influence of the Workload on Employee Performance***

The results showed that workload has a positive and significant effect on employee performance. The higher the workload, the employee performance also tends to increase because they are encouraged to work more focused, efficient, and productive in completing tasks. With more targets or tight deadlines, employees will optimize their time and resources to get the best quality work done. In addition, high workloads can also improve employees' skills and experience as they get used to facing bigger challenges. When employees are able to manage workload well, they will show improvement in the quality, quantity, and timeliness of work, so that the overall performance of the organization will also increase.

Judging from the results of previous research by Hery Mulyanto and Didin Hikmah Perkasa (2023) on the Effect of Workload, Leadership Style and Discipline on Teacher Performance, the results of the analysis based on the discussion can be stated that there is a significant positive relationship between workload and performance, meaning that the higher the workload, the higher the level of employee performance.

This suggests that the results of this study have similarities with previous research, namely workload has a positive and significant effect on employee performance.

### ***The Influence of the Workload on Teamwork***

The results showed that workload has a positive and significant influence on teamwork. Increased workload encourages team members to communicate more, coordinate, and support each other to complete tasks efficiently, thereby increasing teamwork.

High workload can increase teamwork because team members will interact more often and work together to complete complex tasks, thereby strengthening coordination and division of responsibilities. Large work pressure makes each individual more dependent on his or her teammates, so they learn to rely on each other and build trust in completing work. Challenges faced together can strengthen relationships between team members, create a stronger sense of community, and increase collective spirit to achieve common goals. Thus, a high workload, if managed well, can be a positive trigger for increased cooperation, trust and cohesiveness within the team.

### ***The Influence of the Teamwork on Employee Performance***

The results showed that teamwork has a positive and significant influence on employee performance. High teamwork can improve employee performance because it allows for a more effective division of tasks, so that work can be completed better. Good collaboration allows team members to help each other, exchange ideas, and correct mistakes, so that work results become more optimal. Solid cooperation allows for the completion of more tasks due to the efficient

distribution of work according to their respective expertise. Meanwhile, good coordination within the team can reduce work barriers, speed up decision-making, and ensure each task is completed according to the set deadline. Thus, high teamwork directly contributes to improving employee performance in various important aspects.

Based on the results of previous research by Yeni Maini and Aries Tanno (2021) on the Effect of Workload, Team Work and Leadership on Job Satisfaction and Employee Performance (Case Study at Bapedda Kota Payakumbuh) it was found that teamwork has a positive and significant effect on employee performance, indicating that the higher the teamwork in an organization, the performance will also increase. This suggests that the results of this study have similarities with previous research, namely teamwork has a positive and significant effect on employee performance.

### *The Influence of Workload on Employee Performance with Teamwork as an Intervening Variable*

The results of this study indicate that workload has an influence on employee performance with teamwork as an intervening variable. So, when workload and teamwork are high, employee performance will also be high. High workload can be a factor in improving employee performance if managed properly, especially when teamwork serves as a balancing mechanism. When employees are faced with an increasing workload, they tend to look for more effective ways to complete tasks, one of which is by increasing coordination and cooperation in the team. Under these conditions, teamwork becomes important because it allows for more efficient task sharing, faster information exchange, and social support that can reduce work pressure. Thus, high workload does not always have a negative impact, but can encourage increased productivity if balanced with good teamwork.

Teamwork acts as an intervening variable that links workload to employee performance. When employees face heavy workloads, team collaboration allows them to share tasks according to their respective expertise, so that work can be completed more quickly and efficiently. In addition, teamwork creates a more supportive work environment, where each member can help and motivate each other in facing work challenges. With solid cooperation, employees do not feel individually burdened, but are more motivated to work collectively, which ultimately improves their overall performance.

In terms of its impact on performance, high teamwork can improve the quality, quantity and timeliness of work completion. Good collaboration allows employees to produce higher quality output due to feedback from coworkers and the opportunity to share ideas and solutions. In addition, with proper distribution of tasks within the team, the workload can be shared more evenly, allowing employees to complete more work in less time. Effective coordination also ensures that work is completed according to set deadlines, reducing the risk of delays or errors in the work process.

Thus, high workload positively affects employee performance through teamwork as an intervening variable. Without good cooperation, heavy workloads can cause stress and decreased productivity. However, when teams

work synergistically, work pressure can be better managed, so employee performance remains optimal even under high workload conditions. Therefore, organizations need to encourage a strong culture of teamwork so that increased workloads can be turned into opportunities to improve employee productivity and effectiveness.

## CONCLUSIONS AND RECOMMENDATIONS

The results of the research and discussion show that teamwork functions as a link between workload and employee performance. It is recommended that the leadership of the General Election Commission of Tanjung Jabung Timur Regency provide technical training in public communication, create a more comfortable work environment, and establish open and effective communication.

## ADVANCED RESEARCH

Based on the direct experience of researchers in this research process, there are limitations experienced, namely the small sample size. Future research should use a larger sample to strengthen the research results. From this study it was found that workload and teamwork affect employee performance by 85.5%. Therefore, suggestions for future researchers to develop research by expanding research problems, different research objects and other variables.

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