



The Impact of Workload on Job Satisfaction Mediated by Employee Work Stress at the Bali Provincial Election Supervisory Agency

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Abstract, As an institution that has a crucial role in election supervision, Bawaslu Bali Province, it is important to pay attention to employee job satisfaction can affect the quality of supervision and efficiency of the work process. Employees who have greater satisfaction with their work tend to provide healthy and positive results for the organization. The existence of problems encountered related to the satisfaction of Bawaslu Bali Province employees in working, it is necessary to identify factors that contribute to employee job satisfaction. The purpose of this study was to determine Work Stress in Mediating the Impact of Workload on Job Satisfaction of Bawaslu Bali Province Employees. This research will be conducted at the Bali Province Election Supervisory Agency. The objects of research are workload, job satisfaction, and job stress. The population in this study were 35 employees of the Bali Province Election Supervisory Agency (Bawaslu). The sample in this study used the entire population, namely 35 employees of Bawaslu Bali Province. The data collection technique used was the survey method by distributing statements given to all employees. The data analysis technique used was Partial Least Square using SmartPLS software. The results of the hypothesis testing that had been carried out obtained the results that workload had a negative effect on job satisfaction. Workload has a positive and significant effect on work stress. Work stress has a negative effect on job satisfaction. Work stress mediates the effect of workload on job satisfaction. The agency can pay attention to the balance between workload, work stress management in order to increase employee satisfaction.

Keywords: Job Satisfaction, Workload and Work Stress

1. INTRODUCTION

Employees are one of the important elements to achieve company goals, employees as human resources become managers of other supporting resources (Imbron & Pamungkas, 22:2021). Without human resources, it is certain that the goals of the organization that have been set will not be realized (Cahyadi et al., 2023). Employees as an important source in the success of a company should be considered, especially regarding their satisfaction in working or what is commonly known as job satisfaction (Fujiansyah, 2020).

Every government and private organization is required to be able to optimize human resources and manage HR well. Government organizations that are tasked with protecting the community require qualified HR quality to serve the community and organize government. The demands of the community for the implementation of good governance can be realized with good HR management. One thing that institutions can do is pay attention to employee job satisfaction (Janus, et al. 2022).

Indonesia as a democratic country holds general elections to elect representatives of the community and its leaders (Adiarsa, 2023). The election held on February 24, 2024 is an important momentum for Indonesian democracy, the Election Supervisory Body (Bawaslu) has

an important role, Bawaslu has the responsibility to oversee the entire election process, starting from the candidate registration stage to the implementation of voting and vote counting (Purnomo & Shalahuddin, 2023).

The implementation of the election requires a lot of preparation from Bawaslu as the institution tasked with overseeing the election. This preparation has increased the number of tasks that must be carried out by Bawaslu employees of Bali Province. Based on the results of interviews with 11 employees, the researcher suspects that the workload of employees has increased and can cause stress and interfere with employee job satisfaction. This is shown in Table 1.

Table 1. Results of Pre-Survey Interviews on Employee Job Satisfaction of Bali Province Bawaslu Employees

No.	Pernyataan	Jawaban					Total
		STS	TS	N	S	SS	
1	Saya puas dengan tugas yang diberikan	5	1	5			11
2	Saya puas dengan gaji yang saya terima	2	5	3	1		11
3	Saya puas dengan hubungan atau relasi dengan rekan kerja			2	5	4	11
4	Saya puas dengan jenjang karir di lembaga ini		6	3	2		11

Sumber: Data diolah, 2024

The pre-survey results showed that there were problems with job satisfaction as indicated in the statements above. In the first statement, Bawaslu Bali Province employees were less satisfied with the work delegated to them as shown by the number of employees who strongly disagreed with the statement I am satisfied with the work given. In the second statement, Bawaslu Bali Province employees were dissatisfied with the salary received as seen from more employees who answered disagree than agree. The third statement stated that Bawaslu Bali Province employees were satisfied with the relationship and cooperation between co-workers. The fourth statement showed that Bawaslu Bali Province employees were not satisfied with the career ladder at Bawaslu as indicated by the answers of employees who disagreed with the statement.

Job satisfaction is a feeling that supports or does not support an employee related to his work or his condition (Mangkunegara, 2015:117). People who express high satisfaction in their work tend to be more productive, have high involvement and are less likely to resign compared to employees who feel less satisfied (Sowmya and Panchanatham, 2011). Employees in an

organization are the most dominant factor in determining the success or failure of organizational activities (Yasa and Dewi, 2019). Employee job satisfaction must be created as well as possible so that work morale, dedication, love and work discipline are high (Hasibuan, 2014:202). Employees will feel comfortable at work if they get job satisfaction as expected (Koesmono, 2005).

Employees who have greater satisfaction with their jobs tend to provide healthy and positive results for the organization (Tonnisen and Ie, 2020). According to Robbins and Judge (2015) someone with a high level of job satisfaction has positive feelings about their work, while if the level of job satisfaction is low, a person's feelings will be negative about their work. Factors that may influence job satisfaction also provide meaningful and necessary information for managers to take wiser interventions and decisions to improve employee job satisfaction (Haque et al., 2018). Job satisfaction is an employee's pleasant or unpleasant opinion about their work, this feeling can be seen from the employee's good behavior towards work and all things experienced in the work environment (Handoko, 2008).

The theory underlying this research is the job demand-resource theory. The job demand-resource theory is a theory that is divided into two general categories, namely job demands and job resources (Demerouti, et al., 2001). Job demands or job demands are employee conditions based on workload (Bakker, et al., 2003). Job resources or work resources are resources that function to help employees in dealing with job demands and all consequences that occur, as well as triggering learning, personal development and growth (Demerouti, et al., 2001). Bakker, et al., (2003) explained that the second proposition in the JD-R model is that job characteristics can trigger two different processes, namely job demands that can drain employees' mental and physical resources and cause health problems or stress, and poor or inadequate job resources can hinder the achievement of actual goals, which are likely to cause failure and frustration. Job demands as a workload that when it exceeds individual capacity and is not supported by adequate job resources will cause work stress which in turn will reduce job satisfaction which is in line with the research of Yulistiana and Satrya (2022) and as a result this study discusses employee job satisfaction with the job demand-resource theory as its basis.

An employee experiencing great stress can interfere with the employee's ability to deal with their environment and the work they do (Andika & Irmayanti, 2021). Stress causes damage to the psychological health of employees such as dissatisfaction, depression, and lack of concentration (Gareni & Heryanda, 2021). Stress can cause dissatisfaction in terms of its psychological impact (Gofur, 2018).

Kanayo (2017) found empirical evidence that work stress can cause physical disorders, such as stomach ulcers, heart disease, asthma, high blood pressure, insomnia, constant fatigue, and cancer. Stress is generally divided into two main types, the first is stress that is interpreted as constructive or valid stress that is likely to increase employee personal productivity (Kairiša & Lapiņa, 2019). According to (Handoko, 2008) the factors that cause employee stress are difficult and excessive workloads, unfair and unreasonable pressure and attitudes from leaders, inadequate work time and equipment, interpersonal conflicts, too low rewards, frustration, and differences between organizational values and employees. The high workload increases the risk of stress that has a negative impact and also affects individuals constructively (Chienwattanasook & Jermstittiparsert, 2019).

Workload is a condition of work with a description of its duties that must be completed within a certain time limit (Tarwaka, 2011:106). According to Hasyim (2020) the workload given by superiors to employees that is not appropriate will have an impact on employee satisfaction itself. Employees who feel dissatisfied can cause losses to the company, both in the short and long term (Hasyim, 2020). Workload is one of the elements that must be considered by a worker to get harmony and high work productivity in addition to additional burden elements due to the work environment and work capacity (Febrina, et al., 2020).

Saefullah (2017) stated that a person's workload is determined by the type of work in the form of strict work standards. The demands of the workload given if it is too high or inadequate will be ineffective (Yuridha, 2020). Pramesti & Piartrini (2020) revealed that excessive workload causes increased stress, mental and physical problems and dissatisfaction. Based on this, the workload is determined from the demands of the work given if the work demands are high it will also cause excessive workload which can increase the risk of work stress.

This study was conducted on Employees of the Bali Provincial Election Supervisory Agency, with a focus on examining the impact of workload on job satisfaction mediated by work stress. The Election Supervisory Body (Bawaslu) is an election organizing institution that oversees the implementation of elections throughout the territory of the Republic of Indonesia. Bawaslu has broad authority not only as a supervisor but also as an executor of the judge deciding cases based on the mandate in Law Number 7 of 2017 concerning General Elections (Pemilu). Elections are major activities carried out by Bawaslu so that many things must be prepared in organizing elections. This year is the year of the election, so Bawaslu employees will be very busy with all activities in preparation for the election. This phenomenon attracts the author's attention to make Bawaslu employees the object of research.

2. RESEARCH METHODS

The research design uses an associative quantitative approach. According to Sugiyono (2019:72) quantitative research is defined as a research method for researching a specific population or sample. Data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis (Yusuf, 2019:84). This research will be conducted at the Bali Provincial Election Supervisory Agency located at Jalan Moh, Yamin, Number 17-19, Renon, Denpasar. The researcher chose this location because problems related to employee job satisfaction were found at the Bali Provincial Bawaslu.

The population in this study were 35 employees of the Bali Provincial Election Supervisory Agency (Bawaslu). Bawaslu employees were chosen as the research population because of the problem of job satisfaction of Bali Bawaslu employees. In determining the number of samples used, Sugiyono, (2017:91) suggested that the sample size for research that was feasible in the study was between 30 and 500. Thus, a population of 35 people was able to meet the minimum sample size requirements. The sample in this study used the entire population, namely 35 employees of the Bali Province Bawaslu. The sampling determination method used in this study was saturated sampling. Saturated sampling is a sampling determination technique if all members of the population are used (Sugiyono. 2022: 85).

In conducting data analysis in this study, descriptive analysis techniques were used. According to Sugiyono (2022: 147), descriptive statistical analysis is a statistic used to analyze data by describing or depicting the data that has been collected to draw conclusions. Descriptive analysis is intended to describe the characteristics of respondents and respondents' responses to statements related to workload variables, job satisfaction, and job stress.

3. RESULTS AND DISCUSSION

Results of Validity and Reliability Test of Research Instruments

Before the data is analyzed, the initial step that must be taken is to conduct a validity and reliability test on the data obtained through the research instrument. Validity aims to ensure that the instrument actually measures what should be measured. Meanwhile, reliability functions to assess the consistency and stability of the measurement results of the instrument. If the test results show that the research instrument is valid and reliable, then the instrument is considered qualified and suitable for use in research. With valid and reliable instruments, researchers can be sure that the data collected will be accurate and reliable to measure the variables that have been set. This is important to ensure that the research results will later

provide an accurate picture and can be used to make decisions or make relevant recommendations.

Results of the Validity Test of Research Instruments

Table 2. Validity Test of Research Instruments

Variabel	Item Pernyataan	Koefisien Korelasi	standar	Keterangan
Y (Kepuasan Kerja)	Y 01	0, 808	0,30	Valid
	Y 02	0, 857	0,30	Valid
	Y 03	0, 745	0,30	Valid
	Y 04	0, 774	0,30	Valid
	Y 05	0, 870	0,30	Valid
	Y 06	0, 840	0,30	Valid
	Y 07	0, 846	0,30	Valid
	Y 08	0, 791	0,30	Valid
Z (Stres Kerja)	Z 01	0, 755	0,30	Valid
	Z 02	0, 793	0,30	Valid
	Z 03	0, 789	0,30	Valid
	Z 04	0, 756	0,30	Valid
	Z 05	0, 852	0,30	Valid
	Z 06	0, 662	0,30	Valid
	Z 07	0, 790	0,30	Valid
	Z 08	0, 741	0,30	Valid
	Z 09	0, 782	0,30	Valid
X (Beban Kerja)	X 01	0, 753	0,30	Valid
	X 02	0, 749	0,30	Valid
	X 03	0, 838	0,30	Valid
	X 04	0, 879	0,30	Valid
	X 05	0, 787	0,30	Valid
	X 06	0, 715	0,30	Valid
	X 07	0, 808	0,30	Valid
	X 08	0, 733	0,30	Valid
	X 09	0, 765	0,30	Valid

Sumber: Data diolah, 2024

Based on table 2, it is known that all items in each variable in this study show a correlation coefficient value greater than the standard value (0.30). This means that all indicators of each variable in this study are declared valid.

Results of Research Instrument Reliability Test

Table 3. Research Instrument Reliability Test

Variabel	Jumlah Instrumen	Cronbac h Alpa	Standa r	Keteranga n
Kepuasan Kerja (Y)	8	0,928	0,60	Reliabel
Stres Kerja (Z)	9	0,909	0,60	Reliabel
Beban Kerja (X)	9	0,906	0,60	Reliabel

Sumber: Data diolah (2024)

Based on table 3, it can be seen that the Cronbach Alpha value for all variables in this study has a value greater than 0.60. This means that all variables in this study are declared reliable.

Data Analysis Results

Outer Model Analysis Results

a. Convergent Validity

This measurement aims to determine the validity of each relationship between indicators and their constructs or latent variables. According to Ghozali (2021:68) individual indicators with correlation values above 0.7 then convergent validity has been met. The achieved convergent validity is important to ensure that the research results are reliable and represent actual conditions.

Tabl3 4. Outer Loading

Variabel	Indikator	Nilai Outer loading
Beban Kerja (X)	X_01	0.723
	X_02	0.739
	X_03	0.807
	X_04	0.859
	X_05	0.796
	X_06	0.734
	X_07	0.792

	X_08	0.768
	X_09	0.797
Stres Kerja (M)	M_01	0.741
	M_02	0.765
	M_03	0.784
	M_04	0.729
	M_05	0.863
	M_06	0.703
	M_07	0.822
	M_08	0.730
	M_09	0.786
Kepuasan Kerja (Y)	Y_01	0.795
	Y_02	0.847
	Y_03	0.737
	Y_04	0.779
	Y_05	0.875
	Y_06	0.850
	Y_07	0.850
	Y_08	0.798

Sumber: Data diolah, 2024

Based on Table 4, it can be seen that all correlation values between each construct and each indicator have values greater than 0.7. These results indicate that each construct has good convergent validity. Good convergent validity indicates that the indicators used to measure a construct truly reflect the construct adequately.

b. Discriminant Validity

Table 5. Fornell-Larcker Criterion

	Beban Kerja	Kepuasan Kerja	Stres Kerja
Beban Kerja	0.781		
Kepuasan Kerja	-0.610	0.817	
Stres Kerja	0.494	-0.705	0.771

Sumber: Data diolah, 2024

Based on the table above, it can be seen that all variables have a higher \sqrt{AVE} value compared to other variables in the same column or row. When observed in the table above, workload has a \sqrt{AVE} value of 0.781 which is higher than other variables in the same column or row. Job Satisfaction has a \sqrt{AVE} value of 0.817 which is higher than other variables in the same column or row. Job stress has a \sqrt{AVE} value of 0.771 which is higher than other variables in the same column or row.

C. Composite Reliability

Table 6. Composite Reliability dan Cronbach's Alpha

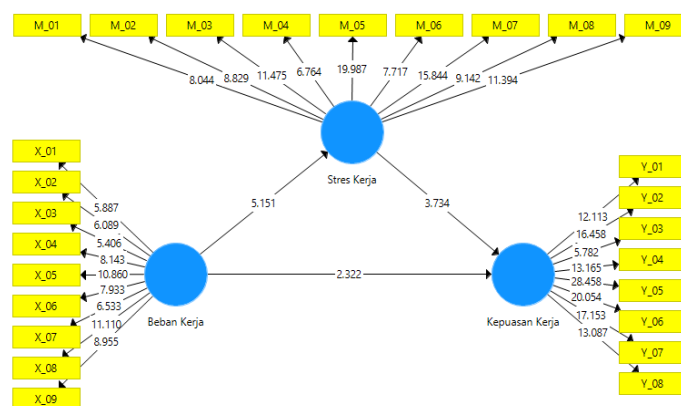
	Cronbach's Alpha	rho_A	Composite Reliability
Beban Kerja	0.920	0.927	0.933
Kepuasan Kerja	0.929	0.932	0.941
Stres Kerja	0.914	0.920	0.929

Sumber: Data diolah, 2024

Based on Table 6 shows that, the composite reliability value for all constructs is: 0.933, 0.941, 0.929 which has a value of more than 0.7. Thus in the research model, each research construct meets good reliability.

Inner Model Analysis Results

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The results of the inner model testing are shown in the following figure:



Sumber: Data diolah, 2024

Figure 1. Inner Model

Determination Coefficient (R2)

Table 7. R-Square Test Results

	R Square	R Square Adjusted
Kepuasan Kerja	0.588	0.562
Stres Kerja	0.244	0.221

Sumber: Data diolah, 2024

In table 7, the R-square value of the Job Satisfaction variable can be seen as 0.588. This can be interpreted that 58.8% of the variability of the job satisfaction construct is explained by the variables of work stress and workload, while 41.2% of the job satisfaction variable is explained by variables outside the model. The R-square value of the work stress variable is 0.244. This can be interpreted that 24.4% of the variability of the work stress construct is explained by the workload variable, while the remaining 75.6% of the work stress variable is explained by variables outside the model.

Predictive Relevance (Q2)

Table 8. Construct Cross Validated Redundancy

	SSO	SSE	Q² (=1-SSE/SSO)
Beban Kerja	315.000	315.000	
Kepuasan Kerja			0.366
Stres Kerja	315.000	273.914	0.130

Sumber: Data diolah, 2024

From table 8 above, it can be seen that the Q2 value of the job satisfaction variable, namely 0.366 and work stress, namely 0.130, meets the requirements for the model to be said to have predictive relevance because the Q2 value produced is greater than 0 (zero), which indicates the model's ability to predict these variables adequately.

Goodness of fit (Gof)

Table 9. AVE and R Square values

Variabel	Average Variance Extracted (AVE)	R Square
Kepuasan Kerja	0,668	0,588
Beban Kerja	0,609	
Stres Kerja	0,594	0,244

Average	0,624	0,416
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Sumber: Data diolah, 2024

Table 9 shows the average value of AVE and R Square. The results of the Goodness of Fit calculation of this study are:

$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2} = \sqrt{0,624 \times 0,416} = \sqrt{0,259584} = 0,5095$$

The Goodness of Fit (GoF) value obtained in the data processing of this study is 0.5095 where the value is more than 0.38 which is included in the GoF large which indicates a high level of suitability. This model has a very good fit with the data and is able to explain most of the variability in the data. Therefore, all the indexes required in the inner model test have met the requirements, so the proposed model structure is feasible to predict all the hypotheses proposed in this study.

Hypothesis Testing

Hypothesis testing in this study was conducted using the bootstrapping method to assess the direct effect and indirect effect between variables. The hypothesis can be accepted if the t-statistic value is greater than 1.96 and the p value is less than 0.05 ($p < 0.05$) at a significance level of 5%. Thus, bootstrapping results that meet these criteria indicate a significant relationship between the variables tested, thus supporting the hypothesis proposed in this study.

Direct Effect Testing

The hypotheses tested in the direct effect test are H1, H2, and H3. The results of the hypothesis testing are presented in the following table:

Table 10. Results of Direct Influence Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Beban Kerja -> Kepuasan					
Kerja	-0.347	-0.362	0.149	2.322	0.021
Beban Kerja -> Stres					
Kerja	0.494	0.518	0.096	5.151	0.000
Stres Kerja -> Kepuasan					
Kerja	-0.534	-0.533	0.143	3.734	0.000

Sumber: Data diolah, 2024

Table 10 shows the results of the hypothesis test with the following results:

1. Hypothesis 1 states that Workload has a negative effect on Job Satisfaction. The results of the PLS calculation show that workload has a negative effect on job satisfaction as evidenced by the original sample value (O) which is negative (-0.347), T-Statistics (2.322 > 1.96) and P-Values (0.021 < 0.05). (H1 is accepted).
2. Hypothesis 2 states that workload has a positive and significant effect on job stress. The results of the PLS calculation show that workload has a positive effect on job stress as evidenced by the original sample value (O) which is positive (0.494), T-Statistics (5.151 > 1.96) and P-Values (0.000 < 0.05). (H2 is accepted).
3. Hypothesis 3 states that job stress has a negative effect on job satisfaction. The results of the PLS calculation show that work stress has a negative effect on job satisfaction as evidenced by the negative original sample (O) value (-0.534), T-Statistics (3.734 > 1.96) and P-Values (0.000 < 0.05). (H3 is accepted).

Indirect Effect Testing

Table 11. Results of Indirect Effect Testing

	Original Sample (O)	Sample Mean (M)	Standar d Deviasi n (STDEV)	T Statistics (O/STDEV)	P Value s
Beban Kerja -> Stres					
Kerja -> Kepuasan Kerja	-0.264	-0.277	0.096	2.760	0.006

Sumber: Data diolah, 2024

Hypothesis 4 states that Job Stress mediates the effect of workload on job satisfaction. The results of the PLS calculation show that job stress mediates the effect of workload on job satisfaction as evidenced by T-Statistics (2.760 > 1.96) and P-Values (0.006 < 0.05). (H4 is accepted).

Mediation Testing

Based on the results of the tests that have been carried out, the following results were obtained:

1. The influence of (a), (b) is significant where the results obtained are that workload has a positive and significant effect on work stress and work stress has a negative and significant effect on job satisfaction.
2. The direct influence (c) is significant where the results obtained are that workload has a negative and significant effect on job satisfaction.
3. The influence of (a), (b), (c) is not unidirectional where (a) is positive while (b) and (c) are negative.

Based on these stages, it can be concluded that the role of work stress in mediating the influence of workload on job satisfaction is called competitive partial mediation. Workload has a positive and significant influence on work stress, which then negatively and significantly affects job satisfaction. On the other hand, workload also directly has a negative and significant effect on job satisfaction without going through work stress. Because the direction of the influence of workload on work stress is positive, while work stress on job satisfaction is negative, this dynamic creates a non-unidirectional mediation, where one relationship is positive and the other is negative. Therefore, work stress partially mediates the relationship between workload and job satisfaction, and because of the opposite direction of influence, this is called competitive partial mediation.

Discussion

Impact of Workload on Job Satisfaction

Based on the results of the hypothesis testing that has been carried out, the results obtained are that workload has a negative effect on job satisfaction. This finding means that the higher the workload given to employees, this will cause a decrease in employee satisfaction in working.

According to Munandar (2011), workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. Workload is the volume of work assigned to the workforce, both physically and mentally, and is their responsibility (Budiman, et al. (2016). A workload that is in accordance with the employee's capacity will certainly create a balance between the demands of the job and the individual's ability to complete it. This balance is important because it can increase job satisfaction. However, if there is an imbalance in the form of an excessive workload, this will lead to fatigue and feeling excessively burdened. This will certainly contribute to a decrease in employee satisfaction at work. The results of this study are in line with the research of Azhar (2023), Sudiarditha and Margaretha (2019), Safitri and Astutik (2019), Sari and Rahyuda (2019) and

Purnama and Widjajani (2022), which found that workload has a negative effect on employee job satisfaction.

The Impact of Workload on Work Stress

Based on the results of the hypothesis testing that has been carried out, the results obtained are that workload has a positive and significant effect on work stress. These results prove that the higher the workload given to employees, the more it will cause an increase in employee work stress.

Workload refers to the number of tasks a person has to do and thus acts as one of the important stressors (Goldschmied & Spitznagel, 2020). Excessive workload can cause tension in a person, resulting in stress (Maharani and Budianto 2019). Excessive workload can significantly increase the intensity of work stress in employees. When the tasks given exceed capacity, employees will often feel pressured to complete the work within a tight deadline, which can trigger feelings of anxiety and overwhelm. This pressure can interfere with concentration and reduce the quality of work, which in turn increases work stress. These results are in line with research by Maharani and Budianto (2019), Raharja and Heryanda (2021), Nafs (2020), Ginting and Hardi (2022), Paramitha and Rahyuda (2023) which state that workload has a positive and significant effect on employee work stress.

Impact of Work Stress on Job Satisfaction

Based on the results of the hypothesis testing that has been carried out, the results obtained are that work stress has a negative effect on job satisfaction. This result means that the higher the work stress felt by employees when working, the lower the level of employee satisfaction at work.

Job Stress Mediates the Impact of Workload on Job Satisfaction

Based on the results of the hypothesis testing that has been carried out, the results obtained are that job stress mediates the effect of workload on job satisfaction. This finding means that job stress acts as a significant mediating variable in the relationship between workload and job satisfaction. This means that high workloads tend to increase job stress, which in turn reduces employee job satisfaction.

Afandi (2018:73) states that job satisfaction is an effectiveness or emotion towards various aspects of work. Job satisfaction is defined as an employee's feelings about how enjoyable the job is. Workload has a contribution in influencing job stress. A balanced workload will make employees feel able to complete their tasks without feeling excessively burdened. However, the opposite happens if an excessive workload will make employees feel

stressed and overwhelmed, which can significantly increase job stress. When the workload exceeds the employee's capacity or resources, employees will have difficulty completing tasks properly. The stress that continues to increase due to this excessive workload ultimately reduces job satisfaction. Research by Sari and Rahyuda (2019), Purnama, et al. (2022), Yulistiana and Satrya (2022), Safitri and Astutik (2019) found that work stress mediates the relationship between workload and job satisfaction through work stress.

4. CONCLUSION

This study examines the impact of workload on job satisfaction mediated by employee work stress at the Bali Provincial Election Supervisory Agency. Based on the results of the tests conducted, several things can be concluded as follows:

1. Workload has a negative effect on job satisfaction. This finding means that the higher the workload given to employees, the lower the employee satisfaction at work.
2. Workload has a positive and significant effect on job stress. This result proves that the higher the workload given to employees, the higher the employee work stress.
3. Job stress has a negative effect on job satisfaction. This result means that the higher the work stress felt by employees when working, the lower the employee satisfaction level at work.
4. Job stress mediates the effect of workload on job satisfaction. This finding means that job stress acts as a significant mediating variable in the relationship between workload and job satisfaction. This means that a high workload tends to increase work stress, which in turn lowers employee job satisfaction.

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