

Research Article

The Effect of Workload and Organizational Culture on Employee Performance at the Bawaslu of North Toraja Regency

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Abstract. The purpose of this study was to examine the effect of workload and organizational culture on the performance of Bawaslu employees in North Toraja Regency. This research employs a quantitative approach to analyze the relationships among the variables. Workload is defined as the amount of tasks, responsibilities, and time pressure experienced by employees, while organizational culture encompasses shared values, norms, and practices that shape employee behavior within the organization. Employee performance refers to the ability of employees to achieve organizational goals effectively and efficiently. The results of this study indicate that workload has a positive and significant effect on employee performance, with a Tcount value of 3.146, which is greater than the Ttable value of 2.131, and a significance level of 0.002, which is less than 0.05. This suggests that an optimal workload can enhance employee performance by motivating employees and improving task management. Similarly, organizational culture positively and significantly influences employee performance, with a Tcount value of 2.692 > Ttable 2.131 and a significance level of 0.008 < 0.05. A supportive organizational culture fosters collaboration, communication, and commitment, which in turn improves individual and team performance. Furthermore, workload and organizational culture together have a significant combined effect on employee performance, as evidenced by an Fcount value of 12.487 > Ftable 3.68 and a significance level of 0.001 < 0.05. These findings highlight the importance of managing employee workload appropriately while cultivating a positive and supportive organizational culture to optimize employee performance. The study provides practical insights for policymakers and managers in Bawaslu and similar institutions to enhance productivity and achieve organizational objectives effectively.

Keywords: Culture; Employee; Performance; Workload; Workplace

1. Introduction

People within an organization are invaluable assets, so human resource (HR) management must be carried out appropriately and efficiently. To achieve goals, companies require various resources. One key resource is human resources. The Role of Human Resources: Human resources hold a crucial and strategic position within an organization, as they play a vital role in achieving company targets. When human resources are properly managed and empowered, this can accelerate the achievement of company goals, enabling HR to function productively. Therefore, organizations must continuously strive to encourage employees to improve their performance. It is hoped that if employees perform their jobs well, their work results will also be good, for example, in carrying out assigned tasks according to their responsibilities (Afandi, 2018). In a company, employee performance significantly impacts the company's productivity. Poor employee performance will undoubtedly negatively impact the company, and vice versa. Good performance will positively impact the company's goals. One factor that influences employee performance is workload. Workload is part of the employee's process of carrying out their responsibilities within the company. Workload can be positive or negative depending on the variables experienced by the employee. If an employee is able to complete and adapt to various tasks, it will not be a burden. However, if the employee experiences difficulties, the task can become a heavy burden. Addressing workload is something that every organization needs to pay attention to, as it can contribute to improving employee performance (Mudayana, 2016). Besides workload, another factor that influences employee

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performance is organizational culture. Organizational culture can be defined as a system of shared understanding recognized by members, which distinguishes the organization from others. Organizational culture serves as a guide for the organization's direction and actions, and sets boundaries for what is and is not allowed. Employees who implement organizational culture well will certainly build better performance within the organization. Conversely, if organizational culture is not effectively implemented by members, this can have a negative impact on the organization (Wahyudi and Tupti, 2019). Despite its importance, some organizations still pay little attention to aspects of workload and organizational culture. Based on researchers' initial observations at the Election Supervisory Agency (Bawaslu) of North Toraja Regency, it was revealed that the high workload in the implementation of elections can be a factor that has the potential to cause problems. This is evident in the complexity of the duties, authorities, and responsibilities of election supervisors, who play a crucial role. To support management and interaction patterns, the North Toraja Regency Bawaslu established an ad hoc institution called the District Panwaslu. Specifically, the North Toraja Regency Election Supervisory Agency (Bawaslu) has established 21 Election Supervisory Committees (Panwaslu) across every sub-district in the regency. Bawaslu also conducts various educational activities, such as training and discussions on general elections, to better understand sound, democratic elections. Although the workload is substantial and varied, this is not matched by adequate human resources and annual performance evaluations. Researchers also discovered another problem after conducting initial research: many Bawaslu staff in regencies and sub-districts have educational backgrounds that do not meet Bawaslu's criteria, which prioritizes hiring staff with legal or social humanities degrees. Many staff voluntarily seek to study law and government, which they have not previously studied, to support their work. Furthermore, longer working hours as the election season approaches require employees to be flexible and available whenever needed. According to information from the Bawaslu website (www.bawaslu.co.id), approximately 894 election officials died during the 2019 simultaneous elections. Of course, this is not without contributing factors, as low-performing employees typically face inconsistent workloads. However, if the workload can be maintained consistently, employee performance tends to improve. This aligns with the opinion of Siburian et al. (2021) who stated that when the workload is balanced with employee capabilities, it will result in sustainable performance. Furthermore, the decline in organizational culture among employees in the organization is also evident in their delays in completing assigned tasks, as some employees still consider this normal. Employees tend to ignore instructions from superiors, and those who are present do not record attendance properly according to the specified workdays in a month, due to the perception that attendance lists are not very important. Employees with a low organizational culture usually have low performance. Based on this background, this study aims to determine "The Effect of Workload and Organizational Culture on the Performance of Bawaslu Employees in North Toraja Regency."

2. Preliminaries or Related Work or Literature Review

Definition of Workload Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a specific timeframe. The workload assigned to employees must be balanced with their competencies and abilities; otherwise, sooner or later, problems will arise that could disrupt their future performance (Rohman & Ichsan, 2021). According to Abdullah (2016), workload is the number of processes or activities that must be completed by an employee within a specific timeframe. Workload includes physical workload and psychological workload. Physical workload can be the weight of the task, such as lifting and pushing, while psychological workload can be the extent to which one person's skill level compares with others. Workloads that are considered burdensome and consistently cause fatigue will increase the likelihood of employees leaving the company. Based on the expert opinions above, researchers conclude that workload is the amount of work that must be completed within a specified timeframe.

Workload Indicators According to Emy Wakhyuni (2021), workload indicators include the following:

- a. Targets to be Achieved Targets set by the company will directly affect the workload received by employees. The shorter the time allocated to carry out a particular task, or the imbalance between the completion time of the target and the volume of work assigned, the greater the workload perceived and perceived by employees. Therefore, it is necessary to determine the time required to complete a specific

- volume of work in each organization, which varies from organization to organization.
- b. **Working Conditions** Working conditions refer to the level of endurance capacity to perform the work and the level of physical fatigue experienced while performing the task. 3. **Standard Work** The length of work time in a routine is one form of workload. Working hours that comply with Standard Operating Procedures (SOPs) will certainly minimize employee workload. However, sometimes an organization does not have SOPs or is inconsistent in implementing them, and the use of working hours imposed on employees tends to be excessive or too limited. A poor work environment has the potential to...
 - c. **Standard Work** The length of working hours in a routine is a form of workload. Working hours that comply with SOPs will certainly minimize employee workload. However, sometimes an organization lacks SOPs or is inconsistent in implementing them, resulting in excessive or very limited working hours. A poor work environment can potentially lead to employee illness, stress, difficulty concentrating, and decreased work productivity. Working conditions refer to how well an employee understands the job and meets job standards, which require sufficient knowledge of the field and high quality work.

Understanding Organizational Culture Organizational culture is the values that guide human resources in carrying out their obligations and behavior within an organization (Hari, 2019:4). Meanwhile, according to Edy Sutrisno (2019:1-2), organizational culture is defined as a system of values, beliefs, assumptions, or norms that have long been agreed upon and followed by members as guidelines for behavior and problem-solving in the organization. Based on the expert opinions above, the researcher concludes that organizational culture is a tool or system containing values that must be agreed upon by its members and that members are obligated to implement them. 2. **Indicators of Organizational Culture** According to Hari (2019:14), the indicators of organizational culture are as follows: 1. **Innovative and Risk-Accounting** Each employee will pay sensitive attention to any issues that may pose a risk of loss to the organization as a whole. 2. **Paying Attention to Every Problem in Detail** Demonstrates the employee's thoroughness and meticulousness in carrying out their duties. 3. **Oriented to Results** A manager's supervision of subordinates is one way for managers to direct and empower them. Through this supervision, the goals of the organization, the group, and its members can be clarified. 4. **Oriented to the Interests of All Employees** Organizational success or performance is determined, in part, by teamwork. Teamwork can be fostered if managers effectively supervise their subordinates. 5. **Aggressive at Work** High productivity can be achieved if employee performance meets the standards required to perform their duties. Good performance includes skills and qualifications that meet productivity requirements and must be accompanied by high levels of discipline and diligence. 6. **Maintaining and Safeguarding Job Stability** Employees must be able to maintain their optimal health. This can only be achieved by regularly consuming nutritious food based on the advice of a nutritionist.

Employee Performance 1. **Definition of Performance** Performance is the results achieved by an organization, whether for-profit or non-profit, over a period of time. Performance is the outcome of work that is strongly linked to the organization's strategic goals, customer satisfaction, and economic contribution (Irham Fahmi, 2019). Performance is the outcome of a person's job function or activities within an organization, influenced by various factors to achieve organizational goals within a specific time period (Sinaga, 2020). Employee performance is the results produced by a specific job function or activities within a specific job over a specific time period, demonstrating the quality and quantity of that work (Adhari, 2020). Employee performance is work achievement that reflects the comparison between work results and established standards. To achieve optimal employee performance, human resource management is necessary, relating to compensation, the work environment, and leadership (Hamdiyah, 2016). From the above opinion, the researcher concludes that employee performance is the ability to achieve job requirements, namely when work targets can be completed on time or within the allotted deadline, thereby aligning with the company's morals and ethics. 2. **Performance Indicators** Employee performance indicators or criteria can be assessed and measured individually (Irfan Fahmi, 2016), including: 1) **Quantity of Work** Quantity of work indicates the number of types of work performed at a given time, ensuring efficiency and effectiveness in accordance with company goals. Indicators of work quantity include: a) **Speed** b) **Ability** 2) **Quality of Work** Quality of work demonstrates neatness, accuracy, and relevance to results, while maintaining the volume of work. Good work quality can reduce errors in completing tasks, which can be beneficial for company progress. Indicators of work

quality include: a) Neatness b) Accuracy c) Work Results 3) Cooperation Cooperation is an employee's willingness to participate with other employees vertically and horizontally, both within and outside the company. If cooperation is well-established, work results will improve. Indicators of cooperation include: a) Collaborative Network b) Solidarity 4) Responsibility This indicates the extent to which employees accept and carry out their work, are accountable for the results, the facilities and infrastructure used, and their daily work behavior. Indicators of work responsibility include: a) Collaborative Results b) Decision-Making 5) Initiative This is the employee's ability to take personal initiative in carrying out tasks without being instructed by superiors. Indicators of the initiative dimension are: a) Positive Thinking b) Demonstrating Creativity c) Achieving Success.

3. Proposed Method

This study adopted a quantitative research method. Sugiyono (2020) explains that quantitative research methods refer to an approach based on the philosophy of positivism, which is used for research on specific populations or samples. Data collection is conducted using research instruments, and data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses.

3.1 Types and Sources of Data The following are the types and sources of data used in this study:

- 1. Primary Data** Primary data is information obtained directly from the object being studied to obtain answers to the research problem (Sugiyono, 2017). In this study, primary data was collected from employees of the North Toraja Regency Election Supervisory Agency (Bawaslu), the focus of the study. This data was collected by directly distributing questionnaires to employees to gauge their views on the workload and organizational culture they experience.
- 2. Secondary Data** Sugiyono (2019) states that secondary data is information not directly obtained from data sources. In this study, secondary data comes from internal company documents such as employee profiles, as well as supporting literature sources, including books, journals, and articles discussing workload theory and organizational culture.

3.3 Population and Sample In determining the research object, the author defined the population and sample as follows:

- 1. Population** A population is a generalized area consisting of objects or subjects with certain qualifications and characteristics that have been determined by the researcher to be studied and conclusions drawn (Sugiyono, 2015). In this study, the population in question is all 21 employees of the North Toraja Regency Election Supervisory Agency (Bawaslu), including leaders and executive staff who were active during the research period.
- 2. Sample** A sample is a subset of the characteristics possessed by the population (Sugiyono, 2019). According to Sugiyono (2018:285), if the number of subjects is less than 100, then all should be taken. Therefore, the sampling technique used for purposive sampling is purposive sampling, where the entire sample is taken. Therefore, the sample in this study consisted of all 18 employees of the North Toraja Regency Bawaslu, comprising all executive staff at the North Toraja Regency Bawaslu. Three leaders were excluded from the sample because their structural positions were deemed to influence objectivity in answering the questionnaire.

4. Results and Discussion

The Election Supervisory Agency (Bawaslu) in North Toraja Regency is the institution responsible for overseeing all stages of the general election in the region. Bawaslu is located at Jalan Olahraga No. 22, Rantepao, North Toraja Regency, South Sulawesi Province. As a supervisory agency, Bawaslu plays a crucial role in ensuring that elections are conducted in a fair, honest, and democratic manner. Currently, Bawaslu North Toraja Regency has 21 employees, consisting of leadership and secretariat staff. With a limited staff and complex duties, they must work efficiently in carrying out their supervisory responsibilities, prosecuting violations, and conducting outreach and education to the public about the election. The challenge faced by Bawaslu employees is the workload, especially leading up to and during the election. High workloads have the potential to cause physical and mental stress, which can reduce work quality and productivity. Therefore, it is crucial to analyze the extent to which workload impacts employee performance. Furthermore, the organizational culture within Bawaslu also plays a crucial role in shaping employee behavior. A positive organizational culture, characterized by effective communication, teamwork, integrity, and supportive leadership, can increase employee motivation and loyalty, which in turn positively impacts their performance. The purpose of this study is to understand how workload and organizational culture influence the performance of Bawaslu employees in North Toraja Regency.

Data Description

Table .1
Respondents by Gender

Jenis Kelamin		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	10	55.6	55.6	55.6
	Perempuan	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

The data

above shows that 10 respondents were male, representing 55.6%, and 8 were female, representing 44.4%.

Table 2.
Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	4	22.2	22.2	22.2
	36-40	7	38.9	38.9	61.1
	> 40	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

The data above shows that 4 respondents were aged between 25 and 35, representing 22.2%. Seven respondents were aged between 36 and 40, representing 38.9%, and seven respondents were aged over 40, representing 38.9%. It can be concluded that the largest age group of respondents in this study was 7 respondents aged 36 to 40 (38.9%), and 7 respondents aged over 40 (38.9%).

Table 3.
Respondents by Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤ 1 Tahun	3	16.7	16.7	16.7
	1-3 Tahun	2	11.1	11.1	27.8
	4-6 Tahun	8	44.4	44.4	72.2
	≥ 6 Tahun	5	27.8	27.8	100.0
	Total	18	100.0	100.0	

The data above shows that 3 respondents had worked for less than one year, representing 16.7%. Two respondents had worked for one to three years, representing 11.1%. Eight respondents (44.4%) had four to six years of service, and five (27.8%) had more than six years of service. It can be concluded that nine respondents (42.9%) had the highest tenure of four to six years.

Table 4.
Respondents by Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PNS Organik Bawaslu	2	11.1	11.1	11.1
	PNS Diperbantukan dari PEMDA	2	11.1	11.1	22.2
	PPPK	6	33.3	33.3	55.6

	PPNPN	4	22.2	22.2	77.8
	Tenaga Pendukung	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Based on the data above, it is known that the respondents in this study held positions as Organic Civil Servants (PNS) at Bawaslu (Elections Supervisory Agency), amounting to 2 (11.1%). There were also 2 (11.1%) assigned civil servants from the local government. There were 6 (33.3%) assigned PPPK (Employee Personnel), amounting to 4 (22.2%), and 4 (22.2%) supporting staff. It can be concluded that the most common position was PPPK (Employee Personnel), with 6 (33.3%).

2. Descriptive Analysis of Respondents' Responses

2. Descriptive Analysis of Respondent Responses

The description of the variables used in this study consists of the independent variable, namely Workload (X1), Organizational Culture (X2), and the dependent variable, Employee Performance (Y). To determine the distribution of respondents' responses for each variable, the following is explained:

a. Descriptive Workload (X1)

Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a specific time period. The workload assigned to employees must be balanced with their competencies and abilities. Otherwise, sooner or later, problems will arise that could disrupt their future performance (Rohman & Ichsan, 2021). The indicators of workload in this study were targets to be achieved, working conditions, and standard work. Respondents' responses to workload are shown in the following table:

Test Results

Validity Test Results

Table 5.

Validity Test Results

Variabel	Pernyataan	R _{hitung}	R _{tabel}	Keterangan
Beban Kerja (X1)	X1.1	0.762	0.468	Valid
	X1.2	0.836	0.468	Valid
	X1.3	0.828	0.468	Valid
	X1.4	0.836	0.468	Valid
	X1.5	0.720	0.468	Valid
	X1.6	0.633	0.468	Valid
	X1.7	0.735	0.468	Valid
	X1.8	0.633	0.468	Valid
	X1.9	0.762	0.468	Valid
	X1.10	0.633	0.468	Valid
	X1.11	0.828	0.468	Valid
	X1.12	0.836	0.468	Valid
Budaya Organisasi (X2)	X2.1	0.762	0.468	Valid
	X2.2	0.643	0.468	Valid
	X2.3	0.670	0.468	Valid
	X2.4	0.643	0.468	Valid
	X2.5	0.850	0.468	Valid
	X2.6	0.833	0.468	Valid
	X2.7	0.833	0.468	Valid
	X2.8	0.850	0.468	Valid
	X2.9	0.833	0.468	Valid
	X2.10	0.762	0.468	Valid
	X2.11	0.643	0.468	Valid
	X2.12	0.643	0.468	Valid

Kinerja Pegawai (Y)	Y.1	0.816	0.468	Valid
	Y.2	0.506	0.468	Valid
	Y.3	0.535	0.468	Valid
	Y.4	0.701	0.468	Valid
	Y.5	0.816	0.468	Valid
	Y.6	0.734	0.468	Valid
	Y.7	0.782	0.468	Valid
	Y.8	0.535	0.468	Valid
	Y.9	0.872	0.468	Valid
	Y.10	0.535	0.468	Valid

Based on the data above, it is known that two respondents in this study held positions as Bawaslu Organic Civil Servants (PNS) representing 11.1%. Two were seconded by the regional government (PEMDA) with 11.1%. Six were assigned as PPPK (PPPK) with 33.3%. Four were assigned as PPNP (PPNP) with 22.2%, and four were assigned as support staff with 22.2%. It can be concluded that the most common position was PPPK (PPPK), with 6 (33.3%).

2. Descriptive Analysis of Respondent Responses The variables used in this study consist of the independent variables, namely Workload (X1), Organizational Culture (X2), and the dependent variable, Employee Performance (Y). The distribution of respondents' responses for each variable is described as follows:

Tabel 6.**Workload Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
.931	12

Based on the SPSS output results, it shows that of the 12 workload statement items (X1), the Cronbach's Alpha value is $0.931 > 0.60$. Therefore, it can be concluded that the workload variable in this study is declared reliable.

Tabel 7.**Results of the Organizational Culture Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.929	12

The SPSS output shows that the Cronbach's Alpha value for the 12 organizational culture statement items (X2) is $0.929 > 0.60$. Therefore, it can be concluded that the organizational culture variable in this study is reliable.

Table 8.**Employee Performance Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
.868	10

Based on the SPSS output, the Cronbach's Alpha value of $0.868 > 0.60$ for the 10 employee performance statement items (Y) indicates that the employee performance variable in this study is reliable.

3. Classical Assumption Test Results

1) Normality Test

Tabel 9.**Hasil Uji Normalitas**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		18
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	8.87994306
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.084
Test Statistic		.094
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The normality test using the Kolomongorov-Smirnov statistic was conducted by observing the sig. value > 0.05 , indicating that the data is normally distributed. Based on the results of the normality test analysis using the Kolomongorov-Smirnov Test, the sig. value is $0.200 > \alpha 0.05$, indicating that the data is normally distributed. 2) Multicollinearity Test

Tabel 10**Multicollinearity Test Results**

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.350	5.362		3.609	.001		
	Beban Kerja	.325	.103	.324	3.146	.002	.905	1.105
	Budaya Organisasi	.239	.089	.289	2.692	.008	.834	1.193
a. Dependent Variable: Kinerja Pegawai								

Based on the results of the multicollinearity test above, the workload and organizational culture variables show a tolerance value > 0.10 and a VIF value < 10.00 , thus concluding that the regression does not exhibit multicollinearity. 3) Heteroscedasticity Test

Tabel 11**Heterokedastisitas Test Results**

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.957	3.738		.524
					.608

	Beban Kerja	-.135	.462	-.485	-.292	.774
	Budaya Organisasi	.153	.462	.549	.330	.746
a. Dependent Variable: Kinerja Pegawai						

Based on the Glejser test analysis, the workload variable's sig. value is 0.608 > alpha 0.05, indicating that it is not affected by heteroscedasticity. The organizational culture variable's sig. value is 0.746 > 0.05, indicating that the regression model is not affected by heteroscedasticity. 4. Hypothesis Test Results The hypothesis in this study uses multiple linear regression analysis, which is a linear relationship between two or more independent variables and a dependent variable. This analysis is used to determine the direction of the relationship between the independent and dependent variables, whether it is positive or negative, and to predict the value of the dependent variable if the independent variable increases or decreases.

Table 12.

. Results of Multiple Linear Regression Equation Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.345	3.210		3.609	.001
	Beban kerja	.708	.073	.324	3.146	.002
	Budaya Organisasi	.212	.087	.202	2.692	.008
a. Dependent Variable: Kinerja Pegawai						

Based on the results of the Regression Equation Test above, it shows that: $Y = 12.345 + 0.708X_1 + 0.212X_2 + e$. The constant value of 12.345 indicates that if the workload and organizational culture variables are assumed to be zero, then employee performance at the North Toraja Bawaslu is at its baseline value of 12.345. 2. The regression coefficient value of 0.708 indicates that every one-unit increase in workload will increase employee performance at the North Toraja Bawaslu by 0.708 units, assuming the other independent variables are held constant. 3. The regression coefficient value of 0.212 indicates that every one-unit increase in organizational culture will increase employee performance at the North Toraja Bawaslu by 0.212 units, assuming the other independent variables are held constant. 1) T-Test Results Based on Table 4.15, the T-test results are obtained by comparing the 95% significance value or 0.05 and comparing the calculated t value with the t table. To find the t table: $df = n - k - 1 = 18 - 2 - 1 = 15$ ($\alpha = 5\% = 0.05$) Therefore, with $df = 15$ and $\alpha = 0.05$, the t table is 2.131. a. The calculated t value for the workload variable is 3.146, which is greater than the t table value of 2.131. Therefore, it can be concluded that workload has a partial effect on employee performance.

The calculated t value for the organizational culture variable is 2.692, which is greater than the t table value of 2.131, indicating that organizational culture has a partial effect on employee performance. Using significance figures (95% significance level) a. The workload variable's sig. value of 0.002 is smaller than the alpha value of 0.05, thus concluding that workload has a partial effect on employee performance. b. The organizational culture variable's sig. value of 0.008 is smaller than the alpha value of 0.05, indicating that organizational culture has a partial effect on employee performance.

F-Test Results

Tabel 13

Tabel Annova

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
Regression	154.321	2	77.160	12.487	.001 ^b	
Residual	79.456	15	5.297			
Total	233.777	17				
a. Dependent Variable: Kinerja Pegawai						
b. Predictors: (Constant), Beban Kerja, Budaya Organisasi						

Based on the table above, the calculated F is 12.487 and the significance value is 0.001. Furthermore, to determine the results of the F-test, we compare the significance values and compare the calculated F with the F-table. $F\text{-table} = (k; n - k) = (2; 18 - 3) = (2; 15) = 3.68$. The calculated F value of 12.487 is greater than the F-table of 3.68, and the significance value of 0.001 is less than 0.05. Therefore, based on the decision-making process, H3 can be accepted. Thus, the study shows that workload and organizational culture simultaneously have a positive influence on employee performance at the North Toraja Regency Election Supervisory Agency (Bawaslu). 5. Correlation Coefficient Test

Tabel 14.

Correlation Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.624	2.487
a. Predictors: (Constant), Beban Kerja, Budaya Organisasi				

The table above shows a coefficient (R) of 0.812, thus concluding that the correlation between variables X and Y is positive. Based on the decision-making framework in Table 3.3, the guidelines for interpreting correlation coefficients indicate that a coefficient of 0.812 is considered very strong. 6. Coefficient of Determination (R²) Test Based on Table 4.17, the coefficient test results in the R-square column, or the coefficient of determination (R²), show a value of 0.659, or 65.9%. This means that the dependent variable on employee performance can be explained by the independent variables, namely workload and organizational culture. The remaining 34.1% is explained by other variables outside those used in this study. 1.2 Discussion Based on the research findings, the discussion in this study can be explained as follows: 1.2.1 The Effect of Workload on Employee Performance at the North Toraja Regency Bawaslu Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a specific time period. The workload assigned to employees must be balanced with their competencies and abilities. Otherwise, problems will arise that could disrupt their future performance (Rohman & Ichsan, 2021). The T-test results show that the workload variable, with a calculated T value of 3.146 > T table 2.131 and a significant value of 0.002 < alpha value of 0.05, significantly impacts employee performance. This is supported by respondents' responses to aspects such as target indicators to be achieved, work conditions, time utilization, and work standards. The highest number of respondents responded with a 52% agree response, followed by a 40% strongly agree response, while the remaining 7% disagreed. Based on these results, this study concludes that the workload variable impacts the performance of Bawaslu employees in North Toraja Regency. Therefore, in accordance with the basis for the decision-making hypothesis, H0 is rejected and H1 is accepted. The results of this study align with the research conducted by Miftahul Chair et al. (2024) entitled "The Influence of Workload on the Performance of Bawaslu Employees in Maros Regency." The results indicate that workload can have implications or influence employee performance. Workload can be created by influencing indicators, such as working conditions, use of working hours, and targets to be achieved.

The Influence of Organizational Culture on the Performance of Bawaslu Employees in North Toraja Regency

Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization (Hari, 2019:4). Organizational culture is defined as a set of long-standing values, beliefs, assumptions, or norms agreed upon and followed by members as guidelines for behavior and problem-solving within the organization (Edy, 2019:1-2). The T-test results indicate that the organizational culture variable has a calculated T value of $2.692 > T \text{ table } 2.131$ and a significance value of $0.008 < \alpha \text{ value of } 0.05$. This is supported by the results of respondents' responses to the indicators of innovativeness, taking risks into account, paying attention to every problem in detail, being results-oriented, oriented towards all employee interests, being aggressive in work, and maintaining and preserving job stability. The highest number of respondents were in the agree category (53%) and strongly agree (38%), while the remaining 7% disagreed. From the above results, this study concludes that organizational culture influences the performance of Bawaslu employees in North Toraja Regency. Therefore, based on the hypothesis, H0 is rejected and H2 is accepted. These results align with research conducted by Tarwijo (2021) entitled "The Influence of Organizational Culture on Employee Performance at PT. Langgeng Kencana in Jakarta," which showed that organizational culture has a positive and significant effect on employee performance, with 55.1% of the variation in performance explained by the organizational culture implemented in the company.

1.2.3 The Influence of Workload and Organizational Culture on the Performance of Bawaslu Employees in North Toraja Regency

Workload and organizational culture simultaneously influence the performance of Bawaslu employees in North Toraja Regency. Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a specific timeframe. The workload must be balanced among employees.

The lack of alignment with the competencies and abilities of the employees themselves will, if not, sooner or later create problems that could disrupt their future performance (Rohman & Ichsan, 2021). Organizational culture, on the other hand, is the values that guide human resources in carrying out their obligations and behavior within the organization (Hari, 2019:4). The F-test shows that the calculated F-value of 12.487 is greater than the F-table of 3.68, with a significance value of $0.001 < 0.05$. Therefore, based on the decision-making process, H3 can be accepted. Therefore, the study indicates that workload and organizational culture simultaneously influence the performance of Bawaslu employees in North Toraja Regency. Furthermore, the coefficient (R) value of 0.812 indicates a positive and very strong relationship between variables X1, X2, and Y. Meanwhile, the coefficient of determination (R²) value was 0.659, or 65.9%. This indicates that the dependent variable, employee performance, can be explained by the independent variables, namely workload and organizational culture. The results of this study align with the research conducted by Azizah & Alya Nur (2022) entitled "The Influence of Organizational Culture and Workload on Employee Performance at the South Sulawesi National Road Implementation Center Office," which showed that organizational culture and workload jointly have a positive and significant effect on employee performance.

5. Conclusion

Based on the results of hypothesis testing using multiple linear regression, the following conclusions can be drawn:

- a. Workload influences the performance of Bawaslu employees in North Toraja Regency, with a calculated T value of $3.146 > T \text{ table of } 2.131$, with a significance value of $0.002 < 0.05$, thus H1 is accepted.
2. Organizational Culture
- b. Organizational Culture Influences the Performance of Bawaslu Employees in North Toraja Regency

Workload and Organizational Culture Jointly Influence the Performance of Bawaslu Employees in Toraja Regency

Research Limitations

This study has several limitations that interfere with and limit the results. These limitations include the following: 1. Time, cost, and personnel limitations, which make this research less than optimal. 2. The limitations of the data used in this study contribute to less than optimal results. Some supporting data, such as internal organizational reports, previous employee performance evaluation data, or other historical data, are not fully available due to confidentiality or limited documentation from the relevant agencies.

This limits the depth of analysis that can be conducted. The author's limited knowledge in writing and compiling this paper requires further examination of its reliability in the future.

Recommendations Based on the conclusions above, the researcher offers the following recommendations: 1. The North Toraja Regency Election Supervisory Agency (Bawaslu) is advised to conduct evaluations and distribute workloads more evenly according to the capacity and competency of each employee. 2. Efforts are needed to strengthen organizational cultural values such as teamwork, open communication, integrity, and responsibility. Internal activities such as training, regular discussions, or community activities can build better work morale and increase employee loyalty to the organization. 3. The organization needs to conduct regular and objective performance evaluations to identify obstacles and develop sustainable improvement strategies to enhance the effectiveness of election oversight.

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Comparison with state-of-the-art is an important part. This section can provide a more measurable illustration of your research contribution. This section can also be added to a brief discussion. If you feel that this section is insufficient and unsuitable to be a separate section, the author(s) can integrate this section with section four (Results and Discussion).

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