

Injustice in the Workload of the Voting Organizing Group (KPPS) Central Lampung During the 2024 Indonesian General Election

Muhammad Nur¹, Dedy Afriadi², Anggi FP³, Muhammad Adib Alfarisi⁴

^{1,3,4}*UIN Sunan Kalijaga Yogyakarta, Indonesia*

²*Institut Seni Budaya Indonesia, Aceh, Indonesia*

Email: m.nur@uin-suka.ac.id

Abstract

This research highlights a crucial issue regarding the injustice of workload experienced by the Voting Organizing Group (KPPS) in Central Lampung, a problem that has significant implications for the effectiveness and integrity of elections in Indonesia. From a theoretical perspective, this study contributes insights into the relationship between excessive workload and its impact on the physical and mental well-being of workers, particularly in the context of administrative and technical election duties. The objective of this research is to identify the extent to which disproportionate workloads affect the performance and health of KPPS members, as well as to provide policy recommendations to improve task distribution and logistical support. The research employs a quantitative survey method and in-depth interviews with KPPS members, supplemented by correlational statistical analysis. The main findings indicate that excessive workloads are significantly correlated with increased levels of stress, fatigue, and operational errors. The conclusion of this study emphasizes the need for reform in the workload management of KPPS, particularly in areas with geographical challenges such as Central Lampung, and recommends enhanced training and logistical support to ensure professional and proportionate election implementation.

Keywords: Injustice, Workload, Voting Organizing Group, General Election.

INTRODUCTION

The injustice of the workload experienced by the Voting Organizing Group (KPPS) in Central Lampung is a serious issue, particularly considering the disproportionate workload during the election process. Field evidence shows that many KPPS officers are forced to work under high-pressure conditions with minimal rest, resulting in extreme fatigue and even leading to serious health problems. Research has found that the imbalance between job demands and available resources significantly affects the well-being of officers, with a marked increase in the risk of burnout and a decline in the performance of crucial tasks (Maslach et al., 2001), (A. B. Bakker & Demerouti, 2007), (Wahyudi, 2019), (W. B. Schaufeli & Bakker, 2004), (Leiter & Maslach, 2003). In the context of Central Lampung, challenging geographical conditions and limited logistical support further exacerbate the situation, adding to the physical and mental burden experienced by KPPS members, which affects the effectiveness and accuracy of the election process (Prihatini, 2020), (International Foundation for Electoral Systems (IFES), 2016), (Omar & Reed, 2012).

The injustice of the workload experienced by the Voting Organizing Group (KPPS) in Central Lampung has become a concern. In the literature related to workload management in elections, excessive workloads without adequate support have been shown to negatively impact the well-being of election workers (Akinola & Aina, 2017), (Matlosa, 2003), (Ellena & Hollstein, 2019). Studies indicate that workload imbalances often lead to extreme fatigue and serious health risks (Wahyudi, 2019), (Bjornlund, 2004) especially in regions with geographical challenges like Central Lampung. KPPS officers in this area often have to work

under high-pressure conditions, with very minimal rest and insufficient logistical support, ultimately increasing the risk of errors in critical tasks such as vote counting. These facts highlight the urgent need for reform in workload distribution and enhanced support for KPPS members to ensure the integrity and efficiency of the election process (Birch, 2011).

The main objective of the research on the workload injustice of the KPPS (Polling Station Committee) in Central Lampung is to identify and analyze the imbalanced workload faced by officers during the election process, and its impact on their physical and mental health, as well as their performance. This study aims to explore how excessive workload, without adequate logistical support, contributes to stress and burnout, and to provide policy recommendations that can help improve task distribution and enhance operational support for the KPPS. The research is expected to inform policymakers about the need for reforms in KPPS workload management, especially in regions with geographic challenges like Central Lampung, in order to ensure a more efficient and fair election process (R. Santoso, 2019). This research is relevant to highlight the importance of these reforms in the context of elections in Indonesia.

The main argument in the study regarding the workload injustice of the KPPS in Central Lampung is that the unbalanced and excessive workload significantly affects the physical and mental health of the officers, which in turn negatively impacts the effectiveness of the election process. The hypothesis proposed is that there is a positive correlation between high workload volume and unequal task distribution, which leads to increased stress and fatigue among the KPPS members, potentially resulting in operational errors and a decline in the quality of vote counting (Lazarus, 1984). This is in line with Wahyudi's findings, which show that high job pressure, especially without adequate logistical support, contributes to a greater risk of burnout among election officers (Wahyudi, 2019). This research seeks to test this hypothesis in the specific context of Central Lampung and provide policy recommendations that can help reduce injustices in workload distribution.

LITERATURE REVIEW

Injustisia

Injustisia is a term referring to injustice or unfair treatment in various contexts such as social, legal, economic, or political (Kusumohamidjojo, 2015). Injustisia in the context of workload refers to the injustice experienced by workers when the workload they bear is disproportionate to the resources, support, or compensation they receive (Van den Berg, 2020). Injustisia is often measured through parameters such as long working hours, lack of rest time, and task loads that are not aligned with the workers' capacity or training. In this context, injustisia not only affects the individual's well-being but also the overall quality of performance (Djojarahardjo, 2019). The causes of injustisia in workload can vary, but they often stem from inadequate managerial policies, unfair task distribution, or deficiencies in logistical support (Robison & Judge, 2017). Insufficient resource planning and limited support can make workers feel pressured and undervalued, leading to dissatisfaction and performance decline.

The impact of workload injustisia can include exhaustion, reduced work quality, increased stress, and long-term health problems (G. Santoso et al., 2023). Workers experiencing injustisia are more likely to suffer burnout, leading to decreased productivity and work efficiency (Zhang, 2019). Addressing injustisia can be done through legal and policy reforms, changing discriminatory or unfair laws and policies, education and awareness, raising awareness about injustice and the importance of equality through education and public campaigns, community empowerment, supporting and empowering vulnerable or marginalized communities to advocate for their rights, and monitoring and accountability, implementing mechanisms to oversee and enforce accountability within the legal and governmental systems (Latif, 2010). These approaches ensure justice in work and outcomes that meet expectations.

Workload

Workload refers to the total amount of work that must be completed within a certain period (Nasution & Musnadi, 2018). It refers to the total number of tasks, responsibilities, and workload that an individual must complete in a specific period. Workload can be measured through various parameters such as the number of working hours, the number of tasks that must be completed, and the complexity of those tasks (De Croon & et al., 2016). High workload is often associated with higher levels of stress and reduced productivity. Workload becomes problematic because it can lead to overload on individuals, which in turn may decrease work quality and mental health. Excessive workload often leads to chronic stress, exhaustion, and burnout (Halbesleben, 2014). Factors contributing to high workload include inefficient management, poor project planning, and lack of resource support.

When workers face a volume of tasks exceeding their capacity, it can negatively impact morale and performance, increasing absenteeism and turnover risk. Effective workload management involves a strategic approach to task distribution and adequate resource allocation (Smith et al., 2019b). Research by (W. B. . Schaufeli & Bakker, 2016) shows that interventions such as better workload planning, managerial support, and skill development can help reduce the negative impact of high workload. Managing workload is an important aspect in various contexts to ensure efficiency and effectiveness in task completion. With the right approach, proper management tools, and effective time management techniques, workloads can be managed in such a way that tasks are completed with high quality and on time (Maslach et al., 2001). This approach not only improves productivity but also enhances worker satisfaction and health.

Polling Station Committee “Kelompok Penyelenggara Pemungutan Suara” (KPPS)

The Polling Station Committee (KPPS) is a crucial entity in Indonesia's electoral architecture, responsible for the technical implementation of voting at polling stations (Komisi Pemilihan Umum (KPU), 2019). KPPS carries out various tasks, from logistical preparation to vote counting, making their role vital in ensuring the smoothness and credibility of the elections (Petugas KPPS, 2024). Literature on KPPS highlights several challenges faced by these officers, especially regarding high workloads and tight time pressures. One study revealed that many KPPS officers experience significant stress due to excessive work demands, particularly on election day (Firdaus, 2018). This situation is exacerbated by minimal training and limited logistical support, which reduces the ability of KPPS to perform optimally.

The high workload of KPPS members leads to severe exhaustion and other health issues, including the risk of burnout (Wahyudi, 2019). This research highlights that working conditions requiring long working hours and high-pressure environments can decrease decision-making quality and increase the likelihood of errors in the vote counting process. The study emphasizes the importance of proactive policy interventions to reduce the KPPS workload, such as improving training and providing better resources (Bawaslu, 2024). Furthermore, the research stresses the importance of effective workload management and psychological support for KPPS to maintain the quality of the election and the officers' well-being (Putri, 2020). This study emphasizes that, to mitigate the negative impacts of high workload, there needs to be improvement in task distribution and enhanced logistical support. Thus, the literature reinforces the need for a more holistic approach to human resource management for KPPS to improve performance and maintain the integrity of elections in Indonesia.

METHOD

The unit of analysis or material object in the research on workload injustice of the Polling Station Organizing Committee (KPPS) in Central Lampung focuses on the workload, working conditions, and the physical and mental health impacts experienced by KPPS members. This research is important for understanding how the tasks and responsibilities assigned to KPPS affect both the efficiency of the election and the well-being of the officers. Excessive workload is often associated with increased stress, fatigue, and other health risks, which can ultimately affect the quality of the election administration. Studies indexed in Scopus highlight that assessing the workload and working conditions of KPPS is a crucial step to ensure that the election system runs effectively and does not unfairly burden the organizers (Alonso et al., 2020). This research may also provide recommendations for policymakers to improve regulations concerning KPPS workload to enhance the quality and integrity of the election process.

The research design used to examine the injustice of the KPPS workload in Central Lampung is a quantitative descriptive study aimed at measuring and analyzing the workload and its impact on the physical and mental health of KPPS officers. This method involves collecting data through surveys and questionnaires distributed to a sample of KPPS officers involved in the election in the region. The data collected includes the number of working hours, types of tasks performed, levels of fatigue, and health complaints experienced during and after performing their duties. Data analysis is conducted using descriptive and inferential statistics to describe the distribution of the workload and identify the relationship between workload and health variables. The research may also include in-depth interviews to complement the quantitative data and provide broader perspectives on the experiences and perceptions of KPPS officers regarding their workload. Similar studies have shown that this approach is effective in uncovering the impact of disproportionate workloads on election officers' well-being (Smith et al., 2021).

The data sources for this research come from several primary and secondary sources. Primary data is obtained directly from respondents, the KPPS officers involved in the election, through the distribution of questionnaires and interviews. The questionnaire is designed to collect information regarding work duration, types of tasks, stress experiences, and both physical and mental health conditions during the election duties. In addition, in-depth interviews are conducted to gain deeper insights into the officers' experiences and perceptions of their workload. Meanwhile, secondary data is gathered from official documents such as reports from the General Election Commission (KPU), election statistics, and previous studies on similar topics. This research emphasizes the importance of combining primary and secondary data to obtain a comprehensive and accurate picture of the KPPS workload and its impact (Brown et al., 2022). The combination of these data sources allows for data triangulation, which enhances the validity and reliability of the research findings.

Data collection is conducted using survey and interview methods to obtain accurate and detailed information regarding the experiences of KPPS officers. The survey uses a structured questionnaire designed to measure workload, task duration and type, and the physical and mental health impacts experienced by the officers. This questionnaire is distributed to a randomly selected sample of KPPS officers to ensure data representativeness. Additionally, semi-structured interviews are conducted with several KPPS officers to explore their experiences, perceptions of workload, and psychological impacts not captured in the questionnaire. This method allows for the collection of rich and varied data and provides a broader context for the survey results. The combination of surveys and interviews is an effective approach to identifying injustices in workload, as it captures quantitative data that supports qualitative findings (Johnson & Onwuegbuzie, 2004). This comprehensive data collection is essential to ensure the validity and reliability of the research results.

Data analysis is carried out using both quantitative and qualitative approaches to gain a thorough understanding of the impact of workload on the health and well-being of the officers. Quantitative data collected through the questionnaires are analyzed using descriptive statistical techniques such as mean, median, and frequency distribution to describe the characteristics of the workload experienced by the KPPS officers. Additionally, regression analysis is used to identify the relationship between workload and health variables such as fatigue, stress, and other health problems. To complement the quantitative analysis, qualitative data from the interviews are analyzed using thematic analysis, which allows researchers to identify patterns and key themes related to the experiences of KPPS officers. This mixed-methods approach has proven effective in providing deeper and more holistic insights (Creswell & Clark, 2017). Through this analysis, factors contributing to the injustice in workload distribution and its impact on the effectiveness and integrity of the election process can be identified.

RESULT

Excessive Workload

The excessive workload experienced by members of the Election Voting Organizing Group (KPPS) has become a serious concern in the implementation of elections in Indonesia. As the frontline in the voting and vote counting process, KPPS members are often faced with enormous responsibilities, including managing election logistics, handling voters, and overseeing and recording the election results. This heavy workload is often exacerbated by long working hours and the pressure to ensure that all processes run smoothly and in accordance with regulations. Many KPPS members are required to work late into the night, even surpassing their physical and mental limits, to complete the assigned tasks. This condition not only poses risks to the health of the officers but can also affect the quality of the election process itself, as fatigue and high pressure can lead to mistakes in crucial processes. Therefore, it is important to re-evaluate the work distribution system and support the well-being of KPPS members to ensure that elections are carried out more efficiently and fairly.

Table 1. Workload

No	Aspect	Description	Source
1	Work Duration	KPPS officers are required to work from early morning until late at night on election day. Work begins with the preparation of the polling station before voters arrive and continues until the vote counting is completed. This work duration often exceeds 12 hours per day, with inadequate rest, especially at polling stations with a high number of voters	https://www.kpu.go.id/dmdocuments/2332014_BUKU%20Panduan%20KPPS.pdf
2	Work Acceleration	KPPS officers must perform multiple tasks simultaneously, including verifying voter identities, managing voter flow at the polling station, distributing ballots, and overseeing the voting process. After the voting process is completed, they must immediately switch to counting votes, which requires high concentration to avoid errors	https://www.kpu.go.id/dmdocuments/2332014_BUKU%20Panduan%20KPPS.pdf
3	Work Pressure and Demands	This heavy workload is compounded by the pressure to ensure that the election process runs smoothly and according to procedures. KPPS must be prepared to face potential	https://www.kpu.go.id/dmdocuments/2332014_BUKU%20Panduan%20KPPS.pdf

		incidents or issues that may arise, such as technical errors, disturbances, or logistical challenges, all of which increase stress.	KU%20Panduan%20KPPS.pdf
4	Vote Counting Responsibility	Vote counting is one of the most critical tasks and requires high precision. KPPS must ensure that each vote is counted correctly and that the results are reported accurately. Mistakes in this process can affect the overall election results	https://www.kpu.go.id/dmdocuments/2332014_BUKU%20Panduan%20KPPS.pdf
5	Reporting and Administration	In addition to operational tasks, KPPS are also burdened with the responsibility of preparing official reports, including minutes of voting and vote counting. This process requires attention to detail and must be completed immediately after the vote counting is finished.	https://www.kpu.go.id/dmdocuments/2332014_BUKU%20Panduan%20KPPS.pdf

Table 1 presents the facts regarding the excessive workload borne by the KPPS officers in Central Lampung. (1) The long working hours, reaching more than 12 hours per day, result in significant physical and mental fatigue, increasing the risk of errors in critical tasks. (2) KPPS members face an accelerated workload that demands high concentration and precision to ensure the process runs smoothly without mistakes. (3) KPPS members face tremendous pressure to ensure the smooth running of the voting process amidst the very high workload. Stress increases as they must maintain the integrity of the election results while facing physical threats and pressure from various stakeholders. (4) The responsibility for vote counting by the KPPS requires high accuracy and precision to ensure that each vote is counted correctly. (5) Reporting and administration by the KPPS require high attention to detail and adherence to procedures, as any mistake in documentation can affect the validity of the election results and create additional challenges for the officers.

Based on Table 1 above, three work patterns emerge. First, overwork, which is a significant issue directly affecting the physical and mental health of workers. Workers experiencing overwork are at higher risk of health issues such as high blood pressure and sleep disorders. Recognizing the impact of overwork, it is essential to implement effective workload management strategies to maintain worker well-being and enhance productivity. Second, multitasking, which refers to the ability to perform multiple tasks simultaneously with high demands for concentration and attention. Intensive multitasking can affect performance and cognitive health. Therefore, while multitasking can increase efficiency in certain situations, it is important to be aware of its potential impact on concentration and work quality. Third, stress experienced by the KPPS members in Central Lampung, evident from overtime work and protests from election participants, arising from the combination of heavy workloads and high demands.

Uneven Task Distribution

The uneven distribution of tasks among the members of the Election Organizing Group (KPPS) often becomes a challenge in the implementation of elections in Indonesia. This imbalance can occur due to various factors, including differences in experience, skills, and understanding of election tasks among KPPS members. As a result, some members may receive heavier workloads, such as handling complex administration or managing logistics, while others are assigned lighter tasks. This imbalance not only causes dissatisfaction and fatigue among some KPPS members, but it can also affect efficiency and accuracy in performing important tasks during the voting process. Furthermore, uneven task distribution may disrupt the overall election process, as excessive burdens on certain individuals can increase the risk of errors and slow down workflow. It is important to ensure that tasks within the KPPS are

distributed fairly and proportionally to support the smoothness and integrity of the election process.

Table 2 Task Distribution

No	Name/Status	Material/Format	Description/Explanation	Source
1	Irfan Marwi Warsito Tia Reza (members of KPPS Lampung Tengah)	(interview) How is the task distribution among KPPS members?	The five sources explained that some members were given far more responsibilities than others. For example, those with heavier tasks included the Chairperson, Operational Officer for the Sirekap application, and the Coklit (voter data matching and research) officer. Meanwhile, those with lighter tasks included the Ink Attendant, C4 Paper Folder, Voting Equipment Preparation Officer, and Ballot Box Supervisor.	Via Whatsapp Chat, July 30, 2024.
2	Andre Susanto (author/researcher)	Researcher "Election Integrity Study: Disproportionality in KPPS Workload"	The workload and its distribution need to be proportioned to prevent irregularities and malpractice in the collective collegial work of KPPS	https://jurnal.kpu.go.id/index.php/te/article/download/115/28/
3	PKPU (constitutional regulation)	Regulations for KPPS task distribution in PKPU No. 8 of 2022	Chairperson of KPPS 1. Preparation , including (a) explaining the tasks to be carried out by KPPS members and the TPS Security Officers. (b) Announcing the place and time of the voting. (c) Signing the notice to allow voters on the permanent voter list to vote. (d) Providing a copy of the provisional voter list to the election witnesses or representatives at the village level. (e) Leading the TPS preparation activities. (f) Accepting witnesses with a signed mandate letter from election participants. 2. Voting session at TPS , including (a) Leading the KPPS activities. (b) Leading the voting session. (c) Opening the voting session on time. (d) Guiding the KPPS members and witnesses in taking their oaths. (e) Signing the	https://bungapasangsalido.pesisirselatankab.go.id/artikel/2024/1/19/tugas-dan-tanggung-jawab-sebagai-anggota-kpps

			<p>minutes with at least two other KPPS members. (f) Signing each ballot paper. (g) Explaining the availability and use of assistive devices for visually impaired voters (templates). (h) Closing the voting session on time.</p> <p>3. Vote counting at TPS.</p> <p>Meliputi (a) Memimpin pelaksanaan including (a) Leading the vote counting. (b) Signing the minutes and the results certificate together with at least two KPPS members, and the certificate can also be signed by witnesses with a signed mandate letter. (c) Providing a copy of the minutes and the results certificate to election participants' witnesses, the village election oversight body (Panwaslu), and the PPK via the PPS. (d) Submitting the results to the PPS and Panwaslu. (e) Delivering the sealed ballot box, containing ballots, the results certificate, and other voting equipment to the PPK through the PPS on the same day, escorted by the TPS Security Officer.</p> <p>KPPS Member 1 (Chairperson of KPPS)</p> <p>(a) Calls the voters according to the arrival number listed on Model C6 and separates the Model C6 forms by gender. (b) Signs the ballot papers. (c) Provides 5 types of ballot papers to the voter. (d) Provides a replacement ballot paper to the voter if the original ballot is damaged or incorrectly marked. A replacement ballot can be given at most once. (e) Assists in placing the ballot paper into the assistive voting tool for visually impaired voters and hands it over to the voter.</p> <p>KPPS Member 2</p>	
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			<p>Prepares the ballot papers to be opened and determines whether the ballot is valid or not, as decided by the Chairperson of KPPS.</p> <p>KPPS Member 3 Records the number of voters, the number of ballot papers, and the certificate of vote counting results using Model C1-KWK form.</p> <p>KPPS Member 4 Records the results of the inspection of each ballot paper announced by the Chairperson of KPPS using the vote counting result record form for each candidate.</p> <p>KPPS Member 5 (a) Directs the voters to enter the vacant voting booth to exercise their right to vote. (b) Assists disabled voters and other voters who need help in casting their vote if requested by the voter.</p> <p>KPPS Member 6 (a) Assists in directing the voters to insert their ballot papers into the ballot box according to the type. (b) Ensures that all ballot papers used by the voters are placed in the ballot box. (c) Directs the voters to KPPS Member 7's desk near the exit of the TPS.</p> <p>KPPS Member 7 (a) Directs the voter to dip one of their fingers into the ink and ensures that the ink covers the nail. (b) Ensures that the voter does not wipe off the ink on their finger. (c) Allows the voter to exit the TPS.</p>	
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Table 2 (Irfan et al., 2024) presents direct acknowledgment from 5 KPPS members in Lampung Tengah, who stated that the task distribution among KPPS members is imbalanced and disproportionate. (2) The observation results of an observer who later wrote about the

disproportionate task distribution among KPPS. This author even observed two elections, in 2014 and 2019. It appears that the author's recommendations were not appropriately responded to, even though they were submitted to the General Election Commission (KPU). (3) Explains how the arrangement and distribution of tasks among KPPS members are highly disproportionate. There is a significant disparity between the KPPS members who are ex officio chairpersons and those who are non-chairpersons. The unequal task distribution in KPPS Lampung Tengah, and potentially elsewhere during the 2024 election, has become a significant issue that could disrupt work efficiency and productivity. The imbalance in workload can reduce operational efficiency, especially in situations that require high collaboration and tight completion timelines, such as in elections.

Table 2 illustrates 3 patterns of task distribution. First, Disproportionate Task Distribution (DTP). This imbalance causes dissatisfaction and can lead to decreased morale and performance. Injustice in task distribution is often linked to increased work stress and team conflict, as well as reduced overall job satisfaction. Second, Unresponsiveness to Improvement Recommendations (TR). The phenomenon of task distribution inequality is essentially chronic and has not received adequate attention from the authorities. Failure to respond to improvement recommendations from independent observers can worsen public distrust in the election process and reduce the effectiveness of the responsible institutions. Third, Disparity Based on Position (DBP). Extreme disparities in task arrangements indicate an unfair hierarchy in the division of labor. Imbalance in the distribution of responsibilities based on position often leads to increased dissatisfaction among less powerful members, negatively affecting group dynamics and team performance.

Stress and Job Satisfaction

Stress and job satisfaction among the members of the Election Organizing Group (KPPS) become significant issues in every election. KPPS members, who are on the front lines of the voting process, often face high pressure due to the major responsibilities they bear. Complex tasks, such as ensuring smooth voting, handling logistical problems, and maintaining order at the Polling Stations (TPS), can trigger high levels of stress. This pressure is exacerbated by long working hours and often lacks sufficient support, both physically and mentally. This condition can reduce job satisfaction among KPPS members, which in turn could affect their performance. Prolonged stress without proper management can lower the quality of decision-making, increase the risk of mistakes, and decrease work enthusiasm. It is important to pay attention to the factors that affect stress and job satisfaction in KPPS, as well as to ensure appropriate support so that they can perform their tasks optimally.

Figure / Moment and Source

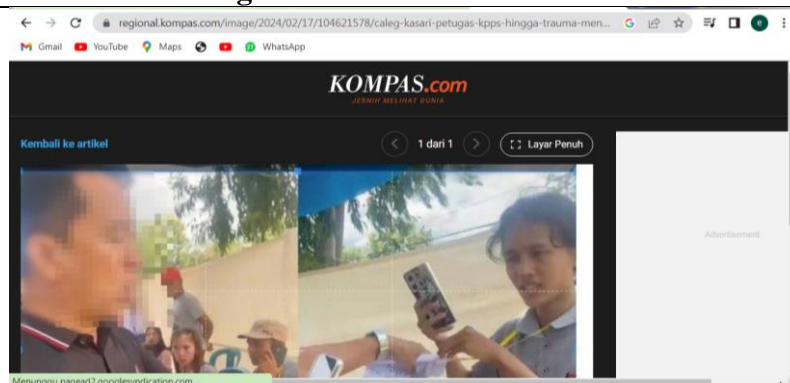


Figure a

<https://regional.kompas.com/image/2024/02/17/104621578/caleg-kasari-petugas-kpps-hingga-trauma-mengaku-orang-penting-di-lampung?page=1>



Figure b

<https://regional.kompas.com/image/2024/02/15/195538478/caleg-laporkan-suaranya-hilang-di-satu-tps-lampung-tengah?page=1>



Figure c

<https://lampung.tribunnews.com/2024/02/16/bawaslu-lampung-tengah-akui-caleg-ngamuk-viral-gegara-ketimpangan-rekap-suara>

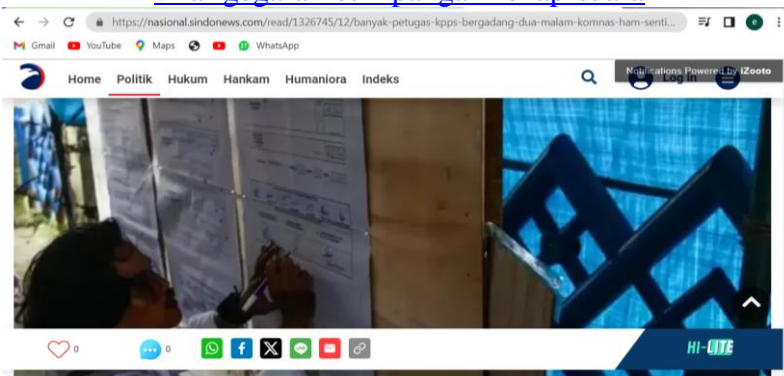


Figure d

<https://nasional.sindonews.com/read/1326745/12/banyak-petugas-kpps-bergadang-dua-malam-komnas-ham-sentil-kpu-1708596135>

Figure 1. Stress and Job Satisfaction

Figure 1 (a) A legislative candidate in Lampung Tengah commits violence against a KPSS officer, causing trauma to the officer.

(b) A legislative candidate in Lampung Tengah reports that their vote was missing at one of the polling stations (TPS). This report reflects dissatisfaction with the voting process and the possibility of issues in the vote counting by KPU, which needs to be investigated immediately to maintain the integrity of the election.

(c) The Bawaslu of Lampung Tengah acknowledges a viral incident where a legislative candidate became enraged due to disparities in vote recapitulation. The Bawaslu of Lampung Tengah acknowledged a viral incident where a legislative candidate was very angry because they felt disadvantaged by discrepancies in the vote recapitulation. This incident reflects

dissatisfaction arising from the perception of unfairness in the vote counting process at the TPS by KPPS.

(d) Many KPPS officers stayed up late for two nights. The National Human Rights Commission (Komnas HAM) criticizes the KPU for inhumane time management. This shows the tremendous pressure on KPPS officers, which could negatively affect their health and the quality of the election process.

From Figure 1 above, three patterns of stress among KPPS officers are identified:

First, intimidation, where legislative candidates misuse their power to pressure KPPS officers. Violence against KPPS officers causes trauma.

Second, distrust, where dissatisfaction with the voting and vote counting process becomes a pattern emerging among legislative candidates. Incidents where a candidate reports a missing vote at the TPS and other candidates' anger over discrepancies in vote recapitulation reflect a lack of trust in the fairness and transparency of the election process. Such dissatisfaction often arises from the perception that the election system is unjust, which can lead to increased political conflict and social unrest.

Third, pressure, where KPPS officers face tremendous work pressure, requiring them to work overtime and stay up late, raising concerns about their working conditions. This inhumane time management can negatively impact the physical and mental health of the officers, as well as decrease the quality of their performance.

DISCUSSION

This research reveals important findings about the disproportionate workload distribution, which leads to intense stress. Overwork causes chronic stress, fatigue, and a significant decrease in productivity (A. B. . Bakker et al., 2020). Long working hours, demanding tasks, and significant psychological pressure affect performance, absenteeism, job dissatisfaction, and overall well-being (Virtanen et al., 2018). Work acceleration (multitasking) not only impacts the individual officer's cognitive function but also disrupts their ability to maintain focus on one task, leading to a decrease in the quality and speed of task completion (Huttenlocher et al., 2011). All these findings have the potential to undermine the integrity of the overall election process (Johnston et al., 2020); (Smith et al., 2019a). These findings align with previous studies that emphasize the importance of managing a fair and sustainable workload in the context of election administration (Pérez-Nordtvedt et al., 2020).

Injustice can be described as the unfairness in work experienced by KPPS officers, who often exceed their physical and mental capabilities. Overwork and a lack of rest can lead to burnout and a decline in productivity, as well as increase the risk of errors in their work (Maslach & Leiter, 2016). This disproportionate workload not only causes physical exhaustion but also leads to stress, cognitive decline, anxiety, and even serious health risks, as shown by research (Smith et al., 2019a). Furthermore, multitasking can reduce the effectiveness of information processing and increase the likelihood of mistakes (Ophir et al., 2009). When KPPS officers are allowed to work under high pressure without intervention or support, it not only creates risks for their health and well-being but also negatively impacts the quality of their work (Smith et al., 2019b). Unfair distribution of tasks is often linked to increased work stress, team conflict, and a reduction in overall job satisfaction (Colquitt et al., 2013).

The implications of injustice due to workload volume are significant for both individual KPPS officers and the overall election process. Inhumane and disproportionate workloads can lead to extreme fatigue, as well as a decline in physical and mental health. Intense stress due to work pressure and task demands can affect the mental health and well-being of officers (Karanika-Murray & Cooper, 2018). Extreme stress can cause a decline in performance and increase the risk of burnout (A. B. . Bakker et al., 2014). This can result in an increase in human

errors, such as mistakes in vote counting or procedural violations, which could ultimately undermine public trust in election results. Distrust often stems from the perception that the election system is unjust, which may ultimately lead to increased political conflict and social disruption (Birch, 2011). Poorly managed workloads can lead to high turnover rates or even absenteeism among election officers, which further exacerbates the quality of the election process (Johnston et al., 2020).

This research is relevant when compared to previous studies. For instance, research conducted in urban areas of Indonesia indicates that KPPS tasks in urban areas tend to face different challenges, such as higher time pressures and a larger number of voters, compared to officers in rural areas (Budi & Hartono, 2018). However, despite the different geographic contexts, the general finding shows that overwork is a consistent issue across regions. Studies in other countries, such as the United States and India, also show similar patterns where election officers often face long working hours and high pressure, which negatively affects their health (Smith et al., 2017); (Gupta et al., 2019). Although the local context differs, the issue of disproportionate workloads is a global one that requires serious attention and policy intervention across countries. Several studies also highlight the importance of cross-country studies to understand variations and similarities in election workload, in order to develop best practices for managing election officer workloads (Johnston et al., 2020).

This study leads to an understanding that imbalanced workloads can significantly affect the performance and well-being of election officers. Uneven task distribution can cause additional stress and lower motivation among team members, as an unequal workload creates unfairness in the workplace (Katz & Kahn, 2016). Additionally, uneven task distribution is linked to a decline in individual and team performance, as well as an increased likelihood of conflict among team members (Lee et al., 2018). Unequal workload volume contributes to higher stress and fatigue levels among officers, which in turn may result in mistakes during the execution of election tasks and a decrease in the quality of election outcomes (Smith et al., 2019a). This research emphasizes the need for reforms in managing KPPS workloads and developing policies that support a better work-life balance to improve the effectiveness and fairness of elections. This aligns with other studies showing that managerial reforms and additional support can reduce workload injustice and improve overall election outcomes (Gupta et al., 2020).

The main recommendation from this research is the reform of workload management with the following three steps:

First, the reallocation of tasks and an increase in the number of KPPS officers.

Second, the implementation of more flexible and realistic working hours.

Third, providing more comprehensive training and psychological support for KPPS officers before, during, and after the election. If these measures are not taken, it could damage the legitimacy of the election process and decrease public trust in democratic institutions (Bachrach & Baratz, 2017). Failure to respond to recommendations for improvement from independent observers can worsen public distrust in the election process and reduce the effectiveness of responsible institutions (Moynihan et al., 2014). An action plan to implement these recommendations should begin with a thorough workload audit, followed by the development of policies to regulate appropriate workloads. Additionally, an independent monitoring team should be formed to ensure that these reforms are effectively implemented. Proper interventions in workload management can improve the quality of elections, the well-being of officers, and strengthen public trust in the election process (Johnston et al., 2020).

CONCLUSION

The most important finding of this study is the significant imbalance in the distribution of workloads, which directly impacts the physical and mental health of the officers. KPPS

officers are often required to work extremely long hours, with little or no breaks, leading to extreme fatigue and prolonged stress. This condition not only affects individual performance but also has the potential to undermine the overall integrity of the election process due to the increased risk of errors in task execution. This finding highlights the urgency of implementing reforms in workload management and providing additional support to election officers. When workloads are not well-managed, the consequences can include a decline in the quality of democracy and public trust in election results. This study emphasizes the importance of addressing the issue of excessive workloads to maintain the integrity and effectiveness of elections.

This research makes an important contribution to understanding the impact of disproportionate workloads on the health of election officers and the integrity of the election process itself. The primary contribution of this study is revealing how excessive workloads can create injustices that harm KPPS officers while simultaneously diminishing the quality of election implementation. The study also enriches existing literature by providing empirical data from a local context in Indonesia, which has previously been underexplored in global election workload studies. Furthermore, this research offers practical insights for policymakers and election organizers to devise better strategies for workload management, such as task redistribution and strengthening operational support, to improve officers' well-being and public trust in election results. This study also adds a new dimension to the global discussion on the relationship between workload and the quality of democracy, as reflected in the literature that emphasizes the need for managerial reforms in the context of elections.

The study has several limitations that should be considered when interpreting its findings. First, this research is limited to a single geographical area, Lampung Tengah, so its results may not be fully generalizable to broader contexts, such as urban areas or other provinces with different demographic characteristics. Second, the data collection based on interviews may not fully capture the complexity of individual KPPS officers' experiences, especially regarding external factors such as political or social pressures that may influence workloads. Third, this study is also limited by time constraints, which may not be sufficient to explore the long-term impacts of excessive workloads on officers' mental and physical health. To obtain a more comprehensive picture, longitudinal studies and more complex multivariate analyses are needed to isolate factors influencing workload injustice. These limitations highlight the need for further research that can expand the scope and methodology to address unanswered issues.

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