

THE EFFECT OF WORKLOAD ON THE PERFORMANCE OF CORRECTIONAL OFFICERS AT THE CLASS IIA LANGKAT NARCOTICS CORRECTIONAL INSTITUTION AND THE CLASS III LANGKAT YOUTH CORRECTIONAL INSTITUTION



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ABSTRACT

This study aims to examine the effect of workload on the performance of correctional officers at Class IIA Langkat Narcotics Correctional Institution and Class III Langkat Youth Correctional Institution. The research is motivated by overcrowding conditions in both institutions, which increase work intensity and potentially affect officers' performance. The population consists of all employees working in the two correctional institutions, and data were collected through online questionnaires. The study applies a quantitative approach, with data analyzed using simple linear regression with the assistance of statistical software. The results show that workload has a negative effect on the performance of correctional officers in both institutions. This means that higher levels of workload tend to reduce officers' performance. The findings indicate that excessive duties and work pressure caused by overcrowding can affect officers' productivity and effectiveness in carrying out their responsibilities. Therefore, this study recommends that prison management improve the task distribution system and work scheduling, while also providing training and psychological support for officers. These efforts are important to maintain officer performance, productivity, and well-being in a sustainable manner.

Keywords: *Workload; Performance; Correctional Officers; Narcotics Correctional Institution; Youth Correctional Institution*

INTRODUCTION

Humans are an essential element for organizations and play a crucial role in supporting progress and achieving the organization's goals. Systematic and structured human resource management is an important aspect to ensure that human resources contribute optimally to the realization of the organization's vision and mission. Flippo (1984) defines human resource management as the stages of planning, organizing, directing, and controlling human resources. This process contains various factors that collaborate to achieve human, organizational, and social goals, including growth, compensation, integration, maintenance, and termination of employment (Nuryanta, 2008). Institutions or organizations provide space for people to reach their full potential, which fosters teamwork to achieve set goals. As a result, everyone is expected to do their best according to their abilities when fulfilling their organizational roles and responsibilities. The performance of an organization's human resources, including their capacity to complete tasks and the extent to which work outcomes align with organizational goals, can be used to measure how effective those resources are.

Mangkunegara (2017) defines performance as the output, both in terms of quantity and quality, achieved by an individual after completing assigned tasks and obligations (Rivai, 2021). Based on the above description, performance is the result of an individual's work in carrying out the tasks assigned to them to achieve organizational obligations. Individual performance within a company is crucial for achieving organizational goals. The organization will struggle to achieve its goals if everyone involved doesn't contribute to the fullest extent possible. Workload is just one factor that can affect a person's effectiveness within an organization. Utomo (2008) defines workload as the level of activity of a group in completing tasks within a specific time frame (Nabawi, 2019). Munandar (2011) defines workload as all tasks assigned to workers that must be completed within a specific time frame by optimizing their abilities and potential (Aprilia et al., 2016). These various definitions lead to the conclusion that workload is the total number of tasks a worker can complete within a given timeframe by maximizing their abilities and potential to achieve optimal results.

Correctional institutions are one of the government organizations responsible for providing services to the public. Correctional facilities are designed to help inmates become better people. Thus, to achieve this goal, a coaching program is implemented in correctional institutions so that inmates can improve themselves, be accepted by society, and adhere to existing norms. Overcapacity is one of the most serious challenges faced by prisons in Indonesia. Almost all prisons in Indonesia are overcrowded, which poses various challenges to the correctional system. Based on data obtained from sdppublik.ditjenpas.go.id, the overcrowding rate in correctional institutions in Indonesia reaches 89.85%, with a total number of inmates of 279,980 people. Based on the data obtained, the Class IIA Narcotics Penitentiary in Langkat and the Class III Youth Penitentiary in Langkat are among the correctional institutions with a high number of inmates within the North Sumatra Regional Office of the Directorate General of Corrections.

Langkat Class IIA Narcotics Prison has a maximum capacity of 915 people. However, according to data collected by researchers as of July 1, 2025, the number of inmates has reached 1,556 detainees and prisoners. Langkat Class III Youth Penitentiary also has a capacity of only 480, but the number of inmates is 935. Correctional officers currently have the responsibility of implementing rehabilitation programs for inmates, especially at the Langkat Class IIA Narcotics Penitentiary and the Langkat Class III Youth Penitentiary. Generally, the overcrowded conditions of prisons affect the burden that

officers have to bear. Overall, the total number of correctional officers in both prisons is 176. Based on the number of inmates and detainees, there is a very significant difference. According to the author, this has the potential to hinder the performance of correctional officers. Furthermore, if officers assigned to the prisoner guidance, security, or personnel departments are assigned to assist other areas. This condition causes correctional officers to experience an overload of roles. According to Duxbury et al. (2008), role overload is defined as having too much work to do in a limited amount of time, leaving officers with insufficient time to function effectively. This excessive workload can lead to physical and emotional stress, feelings of being rushed, fatigue, and reduced time for oneself. Ultimately, this condition can impact the performance of correctional officers.

Each officer is responsible for an average of 106 inmates, and their responsibilities include supervision, documenting progress and development, noting good behavior improvements, and monitoring their interactions with family, community, and prison regulations. This additional task has the potential to increase fatigue and stress levels for officers, as they will have to take on greater roles and responsibilities. Excessive workload can also impact their productivity and mental health. Furthermore, correctional officers are responsible for receiving complaints, consulting with inmates who are having difficulty getting along with other inmates and officers, and participating in rehabilitation programs. They must also coordinate with relevant law enforcement agencies for the purpose of prison supervision, security, and the integration of inmates into society.

The security and order section at the Class IIA Narcotics Penitentiary in Langkat is not only responsible for security and order administration but also for maintaining firearms, which serve as supporting tools in maintaining the stability of the penitentiary. However, to date, officers in the kamtib section have not received special training related to firearm maintenance. As a result, firearm maintenance at the penitentiary is rarely performed optimally. Additionally, under certain conditions when the security guard team members are unable to be present, security officers are also assigned to replace the guard duty. With a limited number of personnel, only six people, this becomes an additional workload for the security officers.

On the other hand, the administrative section, which includes personnel, finance, and general affairs, also experienced an increased workload due to the overcapacity conditions in the prison. This overcapacity impacted budget preparation, which had to cover various operational activities of the prison. Specifically in the field of general affairs, officers are responsible for providing and managing facilities and infrastructure to support the rehabilitation programs in the prison. In addition, they must also oversee the state assets owned by the prison. As the number of inmates increases, the need for rehabilitation facilities also grows, leading to an increased workload for the administrative section. The total number of officers working in the administrative section is 11. Excessive workload can lead to a decrease in the officers' performance level in carrying out their duties.

One way to measure the performance level of officers is thru the Employee Work Performance Assessment (PPK), which includes two main components: the Employee Performance Target (SKP) score and Work Behavior, which encompasses service orientation, integrity, commitment, discipline, and cooperation. Based on the displayed graph, the average SKP score for officers at the Class IIA Narcotics Penitentiary in Langkat shows a downward trend over the past three years, from 86.6 in 2022 to 84.5 in 2023, and further decreasing to 82.5 in 2024. A similar decline is also observed at the Class III Youth Penitentiary in Langkat, with an average SKP score of 85.5 in 2022, dropping to 83.1 in 2023, and decreasing again to 82 in 2024. An organization needs to understand

the strengths, weaknesses, and characteristics of each employee in order to assess how well they can adapt to the work environment. This understanding is important to ensure that organizations can achieve their initial goals by optimizing the performance of their officers. To achieve this, organizations must conduct performance appraisals that serve as a benchmark for evaluating the performance of personnel within the organization (Sari, 2022).

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Workload

Workload is defined as the performance of a task that must be in line with expectations and available capacity at work (Ghoper & Donchin in Cain, 2004). This capacity includes an individual's physical and mental ability to produce energy in completing work at a certain intensity and duration. When job demands exceed an individual's capacity, fatigue and decreased performance occur (Maslach et al., 2001). Workload is not only quantitative but also qualitative, encompassing an imbalance between task load and individual ability, as well as weak skills or work attitudes toward a job (Glaser et al., 1999). In addition, task demands, individual skills, behavior, and work attitudes interact to form perceptions of workload (Harputlu, 2014). In this thesis, workload is measured through three dimensions, namely employee's time, which reflects the time required for officers to complete their work, including additional working hours; energy, which describes the level of energy or strength of officers to carry out their duties; and employee's resources, which indicate the resources and commitment required to complete work outside of their main responsibilities.

Performance

Employee performance in an organizational context is the result of work in terms of both quality and quantity achieved by an individual in accordance with the responsibilities assigned to them (Mangkunegara, 2015). Performance appraisal does not only emphasize the final result, but also includes behavior, attitude, and abilities demonstrated during the work process. The performance of correctional officers in this thesis is measured through eight dimensions, namely quality of work, which assesses the quality of work and responsibility for tasks; quantity of work, which measures the amount and timeliness of work completion; dependability, which describes the involvement and reliability of officers; knowledge of work, which refers to an understanding of work functions; judgment and common sense, which measures decision-making abilities; ability to learn, which indicates the ability to improve work quality, initiative, which describes the willingness to motivate colleagues, and industry and application, which measures contributions to ideas, innovation, and work application.

The Relationship Between Workload and Performance

Workload, both physical and mental, is a factor that influences employee performance. Workload management is an important component of an organization because it determines how much of an employee's maximum capacity is used and how this affects the effectiveness of the organization. Employees who do not make optimal use of their break time are likely to experience an increase in the amount of work they have to complete, which can lead to delays in completing assigned tasks. Excessive workload can cause physical and mental stress, which can lead to stress and emotional distress.

Kissi et al. (2019) revealed that workload is a major factor causing physical and emotional fatigue. Initially, employees may show high levels of productivity, but with an

increase in workload over the long term, there is a significant decline in output due to lack of focus, mental blocks, and decreased performance in decision-making. The accumulation of these conditions can lead to an overall decline in efficiency and productivity.

Research Framework

Based on the theoretical developments and research results described above, this study defines workload as an independent variable (X) that affects employee performance as a dependent variable (Y).

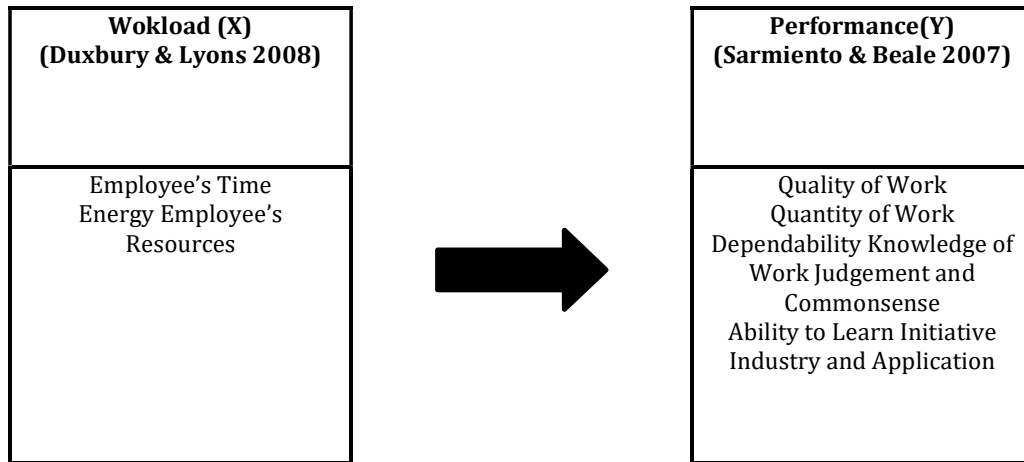


Figure 1
Research Framework

Hypothesis

From this topic, a preliminary assumption known as a hypothesis was found. The researchers formulated the following hypothesis:

- Ho : There is no negative impact of workload on the performance of officers at the Langkat Class IIA Narcotics Correctional Institution and the Langkat Class III Youth Correctional Institution.*
- Ha : There is a negative impact of workload on the performance of officers at the Langkat Class IIA Narcotics Correctional Institution and the Langkat Class III Youth Correctional Institution.*

METHOD

This research uses a quantitative approach. According to Creswell (2016), quantitative research aims to explore the relationship between variables thru relevant theory, with instruments developed according to the dimensions of the variables and statistically analyzed to obtain objective results. Quantitative research focuses on investigating a specific topic that is the source of the problem, which is then formulated into variables analyzed based on underlying theory (Wahyuniardi et al., 2018). This study adopts a causal research design to evaluate the cause-and-effect relationship between the independent variable (workload) and the dependent variable (officer performance) (Samsu, 2017; Cresswell, 2016). Data were obtained thru primary and secondary data sources. Primary data were collected directly from respondents by distributing questionnaires based on the research variable indicators, which were distributed digitally

via Google Forms for efficient data collection. Meanwhile, secondary data were gathered from books, journals, articles, and other relevant publications to supplement and strengthen the research findings (Wekke, 2019). The data collection techniques used included questionnaires, literature reviews, and documentation. Questionnaires served to collect data on respondents' views, experiences, and information related to the research variables systematically (Taraporevala et al., 2017). Literature reviews gathered and analyzed various relevant literature sources (Ismafitri et al., 2022), while documentation was used to review records or documents related to the research.

RESULTS AND DISCUSSION

Data Normality Test

Normality testing is conducted to determine whether a sample from a population is normally distributed or not. Normally distributed data is required as a prerequisite for performing regression testing. This study uses the One Sample Kolmogorov-Smirnov Test with the help of IBM SPSS 26 software to determine the data distribution. The test uses a significance level (α) of 5% or 0.05. The conclusion of the normality test is that if the significance value or Asymp. Sig. (2-tailed) is greater than 0.05, it can be concluded that the tested data is normally distributed. Conversely, if the significance value or Asymp. Sig. (2-tailed) is less than 0.05, it can be concluded that the tested data is not normally distributed.

Table 1
Data Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		Unstandardized Residual
N		69
Normal Parameters ^{ab}	Mean	.0000000
	Std. Deviation	1.01889298
Most Extreme Differences	Absolute	.078
	Positive	.055
	Negative	-.078
Test Statistic		.078
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.
- Source: data analyzed, 2025

Based on the results of the data normality test using the One Sample Kolmogorov-Smirnov Test method, it is known that the significance value of the data produced is 0.200. In accordance with the normality test requirements, a significance value of $0.200 > 0.05$ indicates that the data is normally distributed because it has a significance greater than 0.05. Therefore, this study can be used in further analysis.

Simple Linear Regression Test

Simple linear regression tests were conducted to predict and determine the level of influence of the independent variable, in this case workload, on the dependent variable, in this case employee performance.

Table 2
Simple Linear Regression Test Results

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		
1	(Constant)	41.964	1.434		29.267	.000
	Workload	-.356	.028	-.836	-12.494	.000

a. Dependent Variable: Performance
 Source: data analyzed, 2025

Based on Table 2, the regression direction coefficient can be seen in the Unstandardized Coefficients column and the b sub-column. This column has a constant value of 41.964 and a regression direction coefficient value of -0.356. Based on these values, the regression equation formula can be obtained as follows:

$$Y = a + bX$$

$$Y = 41.964 - 0.356X$$

Explanation:

X = Workload Variable

Y = Employee Performance Variable

A = Constant

B = Regression Coefficient

Based on the equation, the value of coefficient b shows the average change in the employee performance variable (Y) for every one-unit change in the workload variable (X). If the value of the coefficient b is positive, there will be a change that is directly proportional. For example, when the value of variable X increases, the value of variable Y will also increase, and vice versa, if variable X decreases in value, variable Y will also decrease in value. If the result of the coefficient b is negative, there will be a change that is inversely proportional. If variable X increases in value, variable Y will decrease in value, and vice versa. Looking at the equation in this study, there is a regression equation with a constant value for the workload variable of 41.964 and a regression direction coefficient value of -0.356. Therefore, it can be seen that the value of the coefficient b in the equation is negative.

Significance Test

A significance test or t-test is conducted to determine whether the workload variable as an independent variable has an effect on the employee performance variable as a dependent variable.

Table 3
Significance Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.479	1	164.479	156.106	.000 ^b
	Residual	70.594	67	1.054		
	Total	235.072	68			

a. Dependent Variable: Performance

b. Predictors: (Constant), Workload

Source: data analyzed, 2025

Based on the table, the results of the significance test between the workload variable and the performance of officers at the Langkat Class III Youth Detention Center can be seen. The significance column shows a value of 0.000, which in a significance test indicates a value less than 0.05, meaning that H_0 is rejected and H_a is accepted. The table shows that $0.000 < 0.05$, indicating that there is an influence between the workload variable and the performance variable of officers at the Langkat Class III Youth Detention Center.

Determination Test

A determination test is conducted to determine the extent of the influence of independent variables on dependent variables in the study. The author conducted a determination test to determine the extent of the influence of workload on employee performance.

Table 4
Determination Test Results

Model Summary ^b				
		Adjusted R Square		Std. Error of the Estimate
Model	R	R Square		
1	.836 ^a	.700	.695	1.026

a. Predictors: (Constant), Workload

b. Dependent Variable: Performance

Source: data analyzed, 2025

Based on the table, the correlation value (R) is 0.836. This indicates a strong correlation between the Workload variable (X) and the Officer Performance variable (Y). From the determination test table above, it can be seen that the coefficient of determination (KD) or R square (R²) value is 0.700. This shows that the influence of the workload variable as an independent variable has an effect of 70% on the employee performance variable as a dependent variable. The remaining 30% is explained by other variables outside this study, which can affect employee performance variables other than the workload variable.

Discussion

A study entitled The Effect of Workload on the Performance of Officers at the Langkat Class III Youth Detention Center was conducted by the author and obtained research

results in the form of respondent answers through the distribution of research questionnaires to all 69 officers at the Langkat Class III Youth Detention Center regarding the variables studied, namely workload as the independent variable and officer performance as the dependent variable, which were then translated into statement items from each dimension using a 5-point Likert scale. This study explains how officers at the Langkat Class III Youth Detention Center perceive the effect of workload on officer performance. The explanation and discussion of the respondents' perceptions were then analyzed using descriptive analysis based on the data obtained and processed by the author.

The results of the study show that the high workload experienced by correctional officers not only affects physical aspects such as fatigue and lack of energy, but also affects psychological conditions such as motivation, initiative, and learning ability. High work pressure, situations that require quick reactions, and busy shift schedules drain physical and mental energy, making it difficult for officers to recover adequately. Workloads that exceed capacity also trigger feelings of overwhelm and decreased work enthusiasm. This condition is not a sign of weak discipline, but a signal that the work system has exceeded individual tolerance limits. If left unaddressed, this can lead to disengagement or emotional alienation from work, increased absenteeism and turnover, and the risk of burnout that disrupts the overall performance of the institution. In addition, officers are often forced to handle tasks outside their primary responsibilities, such as resolving interpersonal conflicts among inmates or performing administrative work, which can potentially reduce motivation and create dissatisfaction with the organization. This imbalance in task distribution also triggers feelings of injustice and friction between officers, thereby weakening the team solidarity that is essential in high-risk work environments such as prisons.

Excessive time pressure also results in rushed work, lack of attention to detail, increased administrative and operational errors, and a decline in the professional image of officers. Thus, workloads that demand excessive speed become one of the main obstacles to achieving effective and accountable performance. These findings confirm that high workloads have a systemic impact on the performance of correctional officers at the Langkat Class IIA Narcotics Prison and the Langkat Class III Youth Prison. The significant level of influence—74.5% at the Narcotics Prison and 70% at the Youth Prison—indicates the need for strategic management measures to address this issue. The imbalance between work and personal life creates psychological tension, worsens social relationships, and weakens teamwork. Management needs to pay special attention to restoring officers' energy through psychosocial support, allocation of adequate rest time, and creation of a work environment that supports mental and emotional balance. Other concrete strategies include the fair reallocation of workloads, the addition of human resources to reduce the burden on officers, and the provision of time management and stress management training so that officers can carry out their duties carefully without rushing. It is also important to provide counseling services or support resources that enable officers to balance their work responsibilities and personal needs.

CONCLUSION AND SUGGESTION

The research results indicate that workload has a significant negative influence on the performance of correctional officers at the Class IIA Narcotics Penitentiary in Langkat and the Class III Youth Penitentiary in Langkat. The significant percentage of influence (74.5% at the Narcotics Penitentiary and 70% at the Youth Penitentiary) indicates that the majority of the variation in officer performance can be explained by their workload. High

time demands, limited energy, and a lack of supporting resources cause physical and psychological fatigue for officers, ultimately impacting the quality, quantity, reliability, and initiative of their work. This condition is also reinforced by the phenomenon of delays, the high burden of additional tasks outside of the core function, and the low SKP scores found over the past three years. Another conclusion is that workload factors not only affect work outcomes but also the behavior and work attitudes of officers. Excessive workload reduces motivation, learning ability, proper decision-making, and the willingness to take initiative. This aligns with previous theories and research confirming that excessive workload can increase stress, burnout, and disengagement, leading to decreased performance. Therefore, comprehensive steps are needed to manage workloads so that the performance of correctional officers remains optimal despite facing overcrowding and limited resources.

Based on these findings, correctional institutions are advised to evaluate their task distribution system and duty schedule management to make them more proportional. Fairly reallocating workloads and adding personnel to units with heavy workloads can help reduce officer work pressure. Management can also optimize the use of information technology to streamline administration, allowing officers to focus more on core coaching and security functions. These efforts are important for maintaining the effectiveness of services and the quality of guidance for inmates. Additionally, management needs to strengthen psychological support and improve human resource capacity. Providing training on time management, coping with work pressure, and mental health counselling and wellness programs can help officers manage stress and maintain a work-life balance. Programs for rewarding or recognizing performance are also important for maintaining motivation. With a combination of managerial strategies and psychosocial support, it is hoped that the productivity and well-being of officers will increase, allowing the performance of correctional institutions to be maintained despite facing challenges of overcapacity and high task dynamics.

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