

LEADERSHIP APPROACH TO DISTRIBUTE EMPLOYEE WORKLOAD IN THE OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS

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Abstract: Leadership must ensure all employees have equal tasks and responsibilities. This study aimed to explore (1) the workload of employees in the MoRA office and (2) the strategies leaders take to overcome employee work overload. This study employed three methods of data collection: observation, interviews, and documentation. The informants include the Head Section and the staff working at the Ministry of Religious Affairs Office of Gresik Regency. Data were analyzed using the stages offered by Miles and Huberman, including data reduction, data presentation, and conclusion. The results show that the division's staff workload was relatively heavy. The Head Section applied a leadership strategy to overcome work overload by offering work cooperation and mutual assistance among employees. In addition, leadership strategy was applied using an analysis of organizational structures, appropriate leadership styles, and the evaluation process. This study implies that reducing work overload is critical to maintaining employees' ongoing health and strengthening work efficiency and effectiveness.

Keyword: Government Employee, Leadership Strategy, Work-Overload

Introduction

Leadership plays a crucial role in the success of an organization. Influential leaders can inspire and motivate their team members to work towards common goals while making sound decisions and providing guidance in times of uncertainty. On the other

hand, poor leadership can lead to low morale, high turnover rates, and decreased productivity. According to Northouse, leadership is “a process whereby an individual influences a group of individuals to achieve a common goal.”¹ This definition emphasizes the importance of influence and the need for leaders to have a clear vision of what they want to achieve.

On the other hand, organizations are “social units designed to achieve specific objectives.”² These objectives may include maximizing profits, providing high-quality products or services, or fulfilling a social or environmental mission. For organizations to achieve their goals, they need effective leadership to guide and direct their efforts. For organizations to thrive, they must have strong and effective leadership at all levels. Recent studies have explored various aspects of this relationship, including the role of leadership in shaping organizational culture, employee engagement, and overall organizational effectiveness.³

An organization needs to organize employee workload as a job responsibility that must be completed, such as equalization of workload. The equalization of workload can improve the performance of employees and organizations. Burden sharing among staff cannot be separated from a leader managing the workload to remain motivated and work well. Regulation of the Minister of Utilization of State Apparatus and Bureaucratic Reform of the Republic of Indonesia No. 1 of 2020 on guidelines for workload analysis and job analysis in Chapter 1 Article 1 states that workload analysis is a management technique that is carried out systematically to obtain information on the effectiveness and efficiency

¹ Peter G. Northouse, *Leadership: Theory and Practice*, Eighth Edition (Los Angeles: SAGE Publications, 2019).

² Richard L. Daft, *Organization Theory & Design*, 13th ed. (Mason, OH: South-Western Cengage Learning, 2018).

³ Kaimeng Guo, “The Relationship Between Ethical Leadership and Employee Job Satisfaction: The Mediating Role of Media Richness and Perceived Organizational Transparency,” *Frontiers in Psychology* 13 (May 18, 2022): 885515, <https://doi.org/10.3389/fpsyg.2022.885515>; Danni Wang, David A. Waldman, and Zhen Zhang, “A Meta-Analysis of Shared Leadership and Team Effectiveness.,” *Journal of Applied Psychology* 99, no. 2 (2014): 181–98, <https://doi.org/10.1037/a0034531>; Abbas Ali Mohammed and Hadi AL-Abrow, “The Impact of Empowering and Transformational Leadership on Organizational Performance and Innovation: The Mediating Role of Shared Leadership and Moderating Role of Organizational Culture in the Iraqi Healthcare Sector,” *International Journal of Organizational Analysis*, November 9, 2022, <https://doi.org/10.1108/IJOA-08-2022-3380>.

of organizational work based on work volume.⁴

One critical role of leadership is managing work overload in an organization. When employees are overburdened with work, it can lead to stress, burnout, decreased productivity, and even turnover. Recent studies have shown that excessive workload can negatively affect individuals and organizations. Some effects of workload include decreased job satisfaction,⁵ increased stress,⁶ burnout,⁷ and turnover intention.⁸

These findings suggest the importance of organizations recognizing and taking steps to alleviate the potential adverse effects of workload. Resources, support, and training can help employees manage their workload effectively and prevent burnout and turnover. A leadership strategy is a plan to achieve the goals set following existing conditions to realize the organization's goals. Leaders of organizations may apply the approach in managing and overcoming work overload by providing support and motivation to employees in performing tasks, dividing work according to employee abilities, connecting well with all employees and paying particular attention to building organizations, exploring and developing human resources, and improving employee abilities and competencies.⁹

Diniyah education section and boarding school, commonly known as PD Pontren Section, is a unit office at the Office of the Ministry of Religious Affairs (MoRA) that provides services and guidance to three levels of education: Qur'an Education, Madrasah Diniyah, and Pondok Pesantren. The three coverages make the Section very busy because it handles the establishment of institutions, operational permits of institutions, applications for assistance such as Pondok Pesantren Operational Assistance, Smart

⁴ Minister of Utilization of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020.

⁵ A. Siti Wadi'ah et al., "Relationship between Job Satisfaction and Turnover Intention of Nurses at Islamic Hospital Faisal Makassar," *Journal Wetenskap Health* 2, no. 1 (March 12, 2021): 43–49, <https://doi.org/10.48173/jwh.v2i1.73>.

⁶ Serena Barello, Lorenzo Palamenghi, and Guendalina Graffigna, "Stressors and Resources for Healthcare Professionals During the Covid-19 Pandemic: Lesson Learned From Italy," *Frontiers in Psychology* 11 (October 8, 2020): 2179, <https://doi.org/10.3389/fpsyg.2020.02179>.

⁷ Yae Eun Seo et al., "Factors Associated with Burnout among Healthcare Workers during an Outbreak of MERS," *Psychiatry Investigation* 17, no. 7 (July 15, 2020): 674–80, <https://doi.org/10.30773/pi.2020.0056>.

⁸ Rao Tahir Anees et al., "Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover Intention and the Mediating Role of Job Satisfaction at Universities," *European Journal of Business and Management Research* 6, no. 3 (May 3, 2021): 1–8, <https://doi.org/10.24018/ejbm.2021.6.3.849>.

⁹ A.B. Susanto, *Strategic Leadership* (Jakarta: PT Gramedia Utama, 2019), 8.

Indonesia Program (PIP), and managing active aid of students and teachers.¹⁰

Much work with unbalanced human resources causes problems, including delaying the deadline. The selection of a good leadership strategy would affect the work done by employees. Teamwork and helping each other can facilitate employees in working. This study explores employee workload in District MoRA of Gresik and how the leaders distribute workload to minimize work burnout and stress in this office. This study will provide lessons learned for influential leaders, particularly in balancing work distribution to their employees.

Strategic Leadership

A strategy is a plan of action to achieve a long-term or overall goal. It outlines a course of action to perform a specific objective, considering the strengths and weaknesses of the organization and the opportunities and threats present in the environment. A strategy helps organizations allocate resources effectively, make informed decisions, and align the workforce's efforts toward a common goal.

One commonly cited definition of strategy is from Michael Porter, considered one of the foremost experts on business strategy. According to Porter, strategy is “creating a unique and valuable position involving a different set of activities.”¹¹ Another well-known definition of strategy is provided by Henry Mintzberg, who has written extensively on strategic management. According to Mintzberg, strategy is “a pattern in a stream of decisions.”¹² Mintzberg argues that strategy is not just a plan but a pattern of decisions and actions that emerge over time as an organization responds to environmental changes.

Overall, strategy is a critical aspect of organizational success, and it involves choosing where to compete and how to win in the marketplace. A well-designed strategy helps organizations focus efforts, make informed decisions, and allocate resources

¹⁰ Profile Documentation of the Office of the Ministry of Religious Affairs of Gresik Regency year 2019/2020.

¹¹ M.E. Porter, “What Is Strategy?,” *Harvard Business Review*, no. 74 (1996): 61–78, <https://www.hbs.edu/faculty/Pages/item.aspx?num=10698>.

¹² Henry Mintzberg, “The Strategy Concept I: Five Ps for Strategy,” *California Management Review* 30, no. 1 (October 1987): 11–24, <https://doi.org/10.2307/41165263>.

effectively to achieve their goals. This paper defines strategy as an organization's analyses, decisions, and actions to maintain a competitive advantage. In this case, strategy means analyzing the strategic objectives related to the organization's vision, mission, goals, and internal and external conditions to provide strategic decisions.¹³

There are many different perspectives and definitions of leadership, but one clear explanation is provided by Northouse,¹⁴ who defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal." Another influential scholar in leadership is Bass, who developed the concept of transformational leadership. According to Bass (1990), transformational leaders inspire and motivate their followers to achieve exceptional outcomes and reach their full potential by providing vision, intellectual stimulation, individualized consideration, and acting as role models.¹⁵

Leaders affect, motivate, and direct others, individuals, and groups while maintaining control of all pre-set tasks to achieve goals well. According to Griffin, quoted in Tambunan, leadership is someone who can influence the behavior of others without having to rely on violence and be accepted by others as a leader.¹⁶ Generally, leadership has five elements. First, leadership needs knowledge-based expertise to manage all tasks to achieve common goals. Second, leadership must coordinate, motivate and direct employees individually or in groups. Third, the higher the leadership position in the organization, the greater the decisional responsibilities, including values and strategies.

Conversely, the lower the leadership position in the organization, the more decisions operational matters. Fourth, leadership is an activity that requires someone to organize, direct, and influence others in the organization. Fifth, the organization acts as a container, objectives and activities goals in implementing tasks and responsibilities in the organizational environment.¹⁷

From the various explanations above, it can be concluded that leadership strategy

¹³ Nur Kholis, *Manajemen Strategi Pendidikan: Formulasi, Implementasi Dan Pengawasan* (Surabaya: UIN SA Press, 2014), 5.

¹⁴ Northouse, *Leadership*.

¹⁵ Bernard M. Bass, "From Transactional to Transformational Leadership: Learning to Share the Vision," *Organizational Dynamics* 18, no. 3 (December 1990): 19–31, [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S).

¹⁶ Toman Sony Tambunan, *Leaders And Leadership* (Yogyakarta: Graha Ilmu, 2015), 8.

¹⁷ Ahmad Susanto, *Management of Teacher Performance Improvement Concepts, Strategies and Implementation* (Jakarta: Prenadamedia Group, 2016), 6.

is how someone influences others to cooperate in activities to achieve the goals set.

Employee Work Overload

Work overload is when an individual or a team is expected to handle more work than they can realistically complete within the available time frame.¹⁸ Work overload can be caused by various factors, such as unrealistic deadlines, understaffing, inefficient work processes, and unexpected changes in workload.

Work overload can have adverse effects on individuals and organizations. Employees overloaded with work may experience increased stress levels, burnout, and reduced job satisfaction. This condition can lead to decreased productivity, absenteeism, and higher turnover rates. Work overload can also lead to lower-quality work, as individuals may not have the time or resources to perform their tasks to the best of their ability.¹⁹

Organizations can take steps to address work overload and prevent its harmful effects, including providing additional resources or staffing, improving work processes, setting realistic deadlines, and offering training or support to employees to improve their time management and prioritization skills. Effective communication and collaboration among team members and with management can also help to identify and address workload issues before they become unmanageable.

Excessive workload is a condition that occurs when the environment gives demands that exceed the ability of employees. According to Gibson, work overload is too much work that must be completed in a particular time or insufficient to complete a job that requires more energy. Factors that affect work overload are time pressure, working hours, role conflict, noise, information overload, repetitive actions, and responsibilities.²⁰ It can be concluded that an excessive workload is a job that employees must complete in

¹⁸ Paul E. Spector, *Industrial and Organizational Psychology: Research and Practice*, Eighth edition (Hoboken, NJ: Wiley, 2021).

¹⁹ Arnold B. Bakker, Evangelia Demerouti, and Ana Isabel Sanz-Vergel, "Burnout and Work Engagement: The JD-R Approach," *Annual Review of Organizational Psychology and Organizational Behavior* 1, no. 1 (March 21, 2014): 389–411, <https://doi.org/10.1146/annurev-orgpsych-031413-091235>.

²⁰ Riny Chandra and Dody Adriansyah, "The Effect of Workload and Work Stress on Employee Performance on PT. Mega Auto Central Finance Branch in Langsa," *Journal of Management and Finance* Vol. 6, No. 1 (May 2017): 671.

a specific time that requires more or not enough energy to complete the work.

Employee work overload must be considered not to cause adverse effects such as fatigue, headaches, indigestion, and irritability, leading employees to feel less noticed at work, that endangers the work. The work-overload measurements usually take three forms. First, the subjective measure is based on employee assessment and reporting the workload felt in completing the work. It generally uses a rating scale. Second, performance measurement is obtained through observation of aspects of behavior or activities carried out by employees. Third, physiological measurements measure the workload level by knowing some parts of an employee's physiological response in completing a particular job.²¹

Research Method

The research method used is qualitatively descriptive type. Researchers use descriptive approaches because the data generated and studied is descriptive in the form of writing or oral of the person and behavior being observed. The informant of this research is the head of the Section and an employee of The Diniyah Education Section and Pondok Pesantren.²² The data collection used three methods: observation, interviews, and documentation. Direct observation was done to obtain information through direct seeing and senses.²³ We directly observed the activities carried out by the head of the Section in controlling the work overload of officials. The interview method is a process to obtain information through Q&A between the interviewer and the informants.²⁴ Researchers interviewed the head of the Section and employees of the Diniyah Education Section and Pondok Pesantren. The documentation method was used to find data sources by studying notes about something in the form of notices, books, newspapers, and agendas.²⁵ Researchers collect data related to the work overload of employees and leadership strategies to resolve it.

²¹ Kadek Ferrania Paramitadewi, "Effect of Workload and Compensation on The Performance of Employees of the Tabanan District Government Secretariat," *E-Journal of Unud Management* Vol. 6, No. 6 (2017): 3380.

²² Lexy Moleong, *Qualitative Research Methodology* (Bandung: PT Remaja Rosdakarya, 2002), 3.

²³ Burgin, *Qualitative Research: Communication, Public Policy, and Other Social Sciences*, 115.

²⁴ Burhan, *Social Research Methodology : Quantitative and Qualitative Formats*, 133.

²⁵ Suharmi Arikunto, *Research Procedure: A Practical Approach* (Jakarta: PT Rineka Cipta, 2010).

The data source used by researchers is the primary data source and is like secondary data. The primary data were obtained through direct interviews with the head of the Section and employees of the Diniyah Education Section and Pondok Pesantren Office of the Ministry of Religious Affairs of Gresik Regency. Secondary data on this study was obtained indirectly through books, articles, scientific papers, and documents in the Diniyah Education Section and Pondok Pesantren Office of the Ministry of Religious Affairs of Gresik Regency.

Data analysis followed the Miles and Huberman technique, involving three stages: data reduction, data presentation, and conclusion withdrawal. We checked the validity of the data using triangulation, which in qualitative research examines and establishes the truth of various views. It is a technique of checking data validity using something outside the data or comparing the data sources.

Results and Discussion

Strategy is an organization's analysis, decisions, and actions to maintain competitive advantage. Leadership strategies are needed to develop and improve employee performance and must consider employee capabilities. A leader must be able to motivate, direct, move, and influence employees so that the tasks given can be completed promptly. In addition, leaders must also be responsible in making decisions and able to provide solutions to solving problems. Making decisions takes courage because every decision has consequences. In this case, the leadership strategy carried out by the head of the Diniyah Education Section and Pondok Pesantren in controlling work overload through good cooperation between employees and helping each other.²⁶ In addition, the strategy carried out by the Section head was to analyze the situations to overcome employee work overload. The analyses carried out are as follows.

First, an analysis of the organizational structure to facilitate the division of employee work duties, an organizational structure is needed. An organizational structure

²⁶ Kholis, *Manajemen Strategi Pendidikan: Formulasi, Implementasi Dan Pengawasan*; Lukia Zuraida, Dwi Novitasari, and Agus Sudarman, "Pengaruh Kepemimpinan, Tuntutan Tugas, Beban Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional Pada Pegawai PDAM Kota Magelang," *EKBISI* Vol. 8, no. 2 (June 2013): 245–46.

is created to run an organization following each employee's duties, authorities, functions, and responsibilities. A leader can share tasks related to their duties and responsibilities with employees. Organizational structure can affect employee attitudes, where employees will work more productively and understand their job.²⁷

The Head Section divided the duties and functions of each employee that had been established from the beginning. The Head Section participated in completing the task so as not to charge employees. In addition, the Head Section also positively influences employees to work together to overview each other's primary duties. Although Work from Home (WFH) was applied, regular work should be done to help complete the job.

Second, analysis of leadership style. Leadership style is a way for leaders to move and direct their members to complete tasks that are the organization's goals. The Head Section applies a mixed leadership style, namely the democratic leadership style, and laissez-faire. Democratic leadership style can be seen in overcoming excessive workload where the Head Section provides facilities and good training to support the work of his employees. In addition, the Head Section participates in helping the employee's duties so that his work can be completed quickly, considering that the amount of work that must be handled is not proportional to the available human resources. The Head Section allows employees to complete work in their way and always receive input, opinions, ideas, and suggestions from their employees. Good cooperation and mutual understanding between section heads and employees are the fundamental basis for implementing leadership styles so that many jobs can be completed properly.²⁸

In addition, the Head Section also gave the right to employees to make decisions. Giving all decisions to others can be categorized as laissez-faire leadership, where the Head Section is less willing to take responsibility. This leadership seems reasonable, but it can have an impact on employees. In carrying out duties, employees do not need to be supervised but are given the flexibility to complete the task. This employee is considered a solid team and can achieve his duties without being ruled.

²⁷ Vina Puspita and M.M Nilam Widyarini, "Analysis of Organizational Structure Design of the Organizational Development Department in the Human Capital Division of PT. X," *Scientific Journal of Psychology* Vol. 11, No. 01 (2018): 110.

²⁸ Tumbol, Tewal, and Sepang, "Autocratic, Democratic and Laissez Faire Leadership Style Towards Improving Employee Performance in KPP Pratama Manado."

Third, evaluation of strategy. Changes in the system and other elements such as environment, human resources, values, and organization cause strategy failure. An organization needs evaluation as an assessment in implementing a strategy. Strategy evaluation is a strategic management process where the leader ensures the procedure is appropriate and as a reciprocal input of new strategic planning.²⁹

The program evaluation is conducted by the Head Section every month, including the assessment of employee performance, joint evaluation of the building institution, and joint evaluation of the head of the agency. Based on the study results, the review of the strategy carried out by the Head Section was appropriate, as seen from the effects of employee performance evaluation through records made by employees daily, both manual and application. Manual notes are typed in Ms. Word and submitted to the Section Head for signature, and the application Employee Performance System is sent directly to the staffing section. Notices given to the Section Head will be given input regarding deficiencies or work that must be completed quickly.

Evaluation within institutions was conducted through a joint meeting of communication forums represented by each sub-district, such as FKTQ, FKTQ, and FKTP, appointed as the chairman and secretary of each sub-district. During the pandemic, meetings are conducted virtually through Zoom. The joint evaluation of the head sections and the head office is carried out weekly regarding progress in each Section.

Conclusion

Leadership has an essential role in managing an organization's employees' workload. When employees are burdened with too many tasks, this can lead to stress, burnout, decreased productivity, and even employee turnover. Therefore, leaders need to recognize the signs of excessive workload and take steps to reduce them.

One of the primary responsibilities of a leader is setting realistic goals and priorities for their team. When leaders set unattainable goals or assign too many tasks to employees, this can lead to an excessive workload. Leaders must consider their team members'

²⁹ Andri Muhammad Nuroni and Rendi Adiguna, "Evaluation of Strategy at PT. Elco Indonesia Prospers Using Servo Analysis," *Journal of Economic Discourse* Vol. 16, No. 3 (2017): 157.

workload and ensure they have the necessary resources and support to complete their tasks. Another critical aspect of leadership in managing the workload is communication. Leaders should communicate regularly with their team members to understand their workload, provide feedback, and offer support. This communication can help identify potential problems with workloads and allow leaders to take proactive steps to address them.

Leaders can also implement strategies to help their team members manage their workloads effectively. For example, they may encourage time management techniques, such as prioritizing tasks, distributing responsibilities, and taking breaks. Leaders may also provide training or resources to help their employees work more efficiently or provide additional support through hiring temporary staff or redistributing the workload. Overall, leadership has a crucial role in managing the workload. By setting realistic goals, communicating regularly, and implementing effective strategies, leaders can help their team members manage their workloads effectively, reduce stress and burnout, and increase productivity and job satisfaction.

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