

The Effect of Workload, Emotional Intelligence, and Work Communication on Employee Performance at the Secretariat of The Directorate General of Health Personnel of the Republic of Indonesia

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Article Info	ABSTRACT
Keywords: Workload, Emotional Intelligence, Work Communication, Employee Performance.	Employee performance plays a crucial role in supporting the effectiveness of government institutions, especially in the public health sector. Recognizing the importance of maintaining high employee performance, this study aims to examine the influence of workload, emotional intelligence, and work communication on employee performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. Employing a quantitative method with saturated sampling involving 125 employees, data were collected through structured questionnaires and analyzed using multiple linear regression with SPSS software. The results show that workload ($\beta = 0.220$, $p = 0.017$), emotional intelligence ($\beta = 0.230$, $p = 0.020$), and work communication ($\beta = 0.251$, $p = 0.010$) each have a positive and significant effect on employee performance. Furthermore, the model explains 34.4% of the variation in performance ($R^2 = 0.344$). These findings suggest that managing workload balance, strengthening emotional intelligence, and enhancing communication systems are strategic approaches to improving employee performance. This research provides practical insights for public sector human resource development and highlights the need for future studies to explore additional influencing factors such as leadership style, motivation, and organizational culture.
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INTRODUCTION

Human Resource Management (HRM) has become an increasingly critical discipline in navigating complex organizational dynamics, especially within government institutions. Unlike profit-oriented organizations, government agencies prioritize public service delivery, making the role of human resources even more pivotal in achieving institutional missions. Human resources not only execute policies but also actively shape the operational culture and strategic orientation of the organization (Armstrong and Taylor, 2023). The ability of human resources to adapt, innovate, and deliver consistent performance is fundamental to ensuring that government programs achieve their intended impact on society. Thus, HRM

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practices must be continually refined to optimize workforce potential, align employee competencies with organizational needs, and maintain agility in an ever-changing environment.

High employee performance is considered a central determinant of organizational competitiveness and sustainability. Performance is not merely measured through task completion, but also through the value employees add by enhancing efficiency, creativity, and service quality. Organizations with consistently high-performing employees are better positioned to respond to external challenges, implement reforms, and achieve stakeholder satisfaction (Silva, Moreira and Mota, 2023). In addition, exceptional employee performance fosters a positive organizational climate, encouraging peer motivation and collective achievement. However, it must be recognized that performance-driven cultures also risk creating excessive pressure, leading to detrimental outcomes such as chronic stress, health deterioration, and decreased morale if not properly managed.

The pursuit of optimal performance often exposes employees to heightened psychological demands. Prolonged exposure to high expectations without sufficient support mechanisms can result in emotional exhaustion, burnout, and eventually disengagement from work (Priya et al., 2023; Dlamini, Thaba-Nkadamene and Mthiyane, 2024). Organizations that overlook these risks may experience increased turnover, loss of institutional knowledge, and declining public trust. Therefore, there is a growing consensus that managing employee performance requires a holistic approach, balancing productivity targets with efforts to sustain employee well-being, job satisfaction, and work-life harmony.

Workload emerges as a fundamental factor influencing employee performance. When distributed appropriately, workload management can enhance time management skills, prioritize essential tasks, and improve focus among employees (Aliyyah et al., 2021). Effective workload planning also provides data-driven insights for strategic human resource development, such as identifying training needs or succession planning. Conversely, excessive or poorly structured workloads create bottlenecks, increase error rates, and reduce the cognitive capacity necessary for innovation. Employees under continuous high workload conditions often report higher incidences of absenteeism, dissatisfaction, and a propensity to seek employment elsewhere, threatening organizational stability (Adung, Wulandari and Mulyono, 2023; Dwitanti, Murwani and Siswanto, 2023).

Besides workload, emotional intelligence (EI) is increasingly recognized as a key personal resource influencing workplace effectiveness. Emotional intelligence enables employees to perceive, understand, and manage both their own emotions and those of others, facilitating smoother interpersonal interactions and conflict resolution (Drigas and Papoutsis, 2020; Widayati et al., 2021). High EI contributes to the development of cohesive teams, enhances leadership effectiveness, and promotes psychological safety within the workplace. Nevertheless, organizations must be cautious of the potential pitfalls, as excessive emotional involvement can lead to emotional fatigue, impair objectivity, and sometimes create vulnerabilities to manipulation within workplace dynamics (Mozikov et al., 2024; Coleman and Ali, 2025). Thus, cultivating emotional intelligence must be balanced with building emotional resilience and ethical leadership practices.

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Work communication also plays a critical role in shaping employee performance and organizational effectiveness. Communication processes serve as the lifeblood of organizational functioning, ensuring that information flows seamlessly across different units and hierarchical levels. Clear, timely, and transparent communication minimizes misunderstandings, fosters coordination, and strengthens organizational cohesion (Varhelahti and Turnquist, 2021). On the contrary, breakdowns in communication—whether due to cultural misalignments, inadequate feedback mechanisms, or hierarchical rigidity—can severely impair task execution, erode trust, and contribute to workplace conflict (Nordin and Jelani, 2019). Modern public organizations must thus prioritize the development of robust communication frameworks that support collaboration, innovation, and employee engagement.

At the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia, employee performance is crucial to supporting national health policies and programs. As the backbone of health workforce management, the performance quality of Secretariat employees directly affects the efficiency and effectiveness of healthcare delivery nationwide. Preliminary survey results highlight disparities in various performance dimensions such as efficiency, leadership, initiative, and creativity. While certain standards are met, there remain substantial gaps requiring attention through targeted interventions such as skills training, leadership development programs, and performance management reforms. Addressing these performance challenges is critical to strengthening institutional capacity and achieving health sector goals.

Existing research underscores significant gaps in understanding how workload, emotional intelligence, and communication jointly affect employee performance, particularly in public sector settings. For example, (Siswadi et al, 2024) found that physical workload had no significant direct impact on job satisfaction or performance, indicating that traditional metrics of workload may not fully capture employee experiences. (Similarly, Yosiana, Hermawati, and Mas'ud, 2020) emphasized the role of workload-induced stress as a negative mediator of performance among healthcare workers. Furthermore, (Iqbal Suhaeb and Hanisah, 2021) revealed that emotional intelligence did not significantly affect teacher performance, suggesting that contextual and occupational factors might moderate the EI-performance relationship. These findings imply a need for more integrated models that account for multiple determinants simultaneously.

Recognizing these research gaps, it becomes evident that the interaction between workload, emotional intelligence, and work communication requires comprehensive analysis. Particularly within government organizations, where bureaucratic procedures and service mandates intersect, understanding how these factors collectively shape employee performance is crucial for designing effective HRM interventions. Moreover, previous studies have rarely focused on the health sector administrative apparatus, a domain critical for achieving national development agendas yet often overlooked in academic discourse.

Therefore, this research aims to investigate the influence of workload, emotional intelligence, and work communication on employee performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. Specifically, the

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objectives of this study are: (1) to analyze the extent to which workload affects employee performance, (2) to evaluate the role of emotional intelligence in enhancing or impeding performance outcomes, and (3) to assess the impact of work communication on employee effectiveness. The findings are expected to contribute new empirical insights for human resource management theory and offer practical recommendations for strengthening public sector workforce capabilities.

METHODS

This research employs a quantitative approach aimed at examining the influence of workload, emotional intelligence, and work communication on employee performance. The study was conducted at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia, targeting a population of approximately 500 employees. A simple random sampling technique was applied to select 222 respondents, ensuring that the sample represented the diversity within the organization and minimizing potential selection bias. Data were collected through a structured questionnaire, which was developed based on validated indicators from previous research and distributed directly to participants. The collected data were then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software, chosen for its ability to handle complex models with multiple constructs and indicators.

In designing the research instrument, particular attention was given to the operationalization of variables to ensure accurate measurement and theoretical alignment. Table 1 outlines the operationalization of each variable: workload, emotional intelligence, work communication, and employee performance. Each construct was defined through specific, measurable indicators adapted from reputable previous studies. The workload variable, for instance, was measured through task quantity, task complexity, and task deadlines. Emotional intelligence was assessed through dimensions such as self-awareness, emotional regulation, empathy, and social skills. Work communication was gauged through indicators including communication clarity, timeliness, feedback quality, and openness. Meanwhile, employee performance was measured based on quantity of output, quality of work, punctuality, and cooperation among colleagues. Each indicator was translated into items in the questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Operationalization of Variables

Variable	Indicator	Source
Workload	Task quantity, task complexity, task deadlines	Aliyyah et al. (2021); Dwitanti et al. (2023)
Emotional Intelligence	Self-awareness, emotional regulation, empathy, social skills	Drigas & Papoutsis (2020); Widayati et al. (2021)
Work Communication	Clarity of communication, timeliness, feedback, openness	Varhelahti & Turnquist (2021); Nordin & Jelani (2019)
Employee Performance	Quantity of output, quality of work, punctuality, cooperation	Mathis et al. (2017)

The operationalization of variables guided the formulation of questionnaire items and ensured that each hypothesis in the model could be empirically tested. Reliability and validity tests were conducted prior to hypothesis testing, involving an evaluation of factor loadings, composite reliability, average variance extracted (AVE), and Cronbach's alpha for each construct. Only items meeting the validity and reliability thresholds were retained for further analysis.

To strengthen the contextual relevance of the research framework, a preliminary survey was conducted prior to the main data collection. This preliminary survey aimed to capture the existing conditions of employee performance at the Secretariat. Table 2 summarizes the findings from the preliminary survey, focusing on key performance indicators such as the quantity and quality of work, efficiency, discipline, and leadership and initiative. Employees were rated based on a five-point scale, where 5 represented high performance and 1–2 indicated low performance.

Table 2. Preliminary Survey on Employee Performance

No	Employee Performance Indicators	Rating Scale	Number of Employees (%)	Description of Issues
1	Quantity of work according to target	High (5)	10% (3)	Some employees are able to achieve targets well.
		Moderate (3-4)	50% (15)	Most employees achieve targets but sometimes require better time management.
		Low (1-2)	40% (12)	Some employees feel the workload is too high or targets unrealistic, causing difficulties.
2	Quality of work meets standards	High (5)	15% (5)	Employees demonstrate work quality consistent with organizational standards.
		Moderate (3-4)	45% (13)	Most employees sufficiently meet quality standards but still need skill enhancement.
		Low (1-2)	40% (12)	Some employees require additional training to meet quality standards.
3	Efficiency in Task Execution	High (5)	10% (3)	Employees effectively complete tasks on time with good time management.
		Moderate (3-4)	50% (15)	Most employees complete tasks on time but still require support in time management.
		Low (1-2)	40% (12)	Some employees struggle to complete tasks timely, needing effective time management training.
4	Work Discipline	High (5)	10% (3)	Employees effectively achieve targets according to predetermined work plans.
		Moderate (3-4)	50% (15)	Most employees are effective but occasionally face obstacles in consistently meeting targets.
		Low (1-2)	40% (12)	Some employees require further guidance to clearly understand targets and achieve expected effectiveness.

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No	Employee Performance Indicators	Rating Scale	Number of Employees (%)	Description of Issues
5	Accuracy	High (5)	15% (5)	Employees show high consistency in performance according to company standards.
		Moderate (3-4)	45% (13)	Most employees are consistent but still require supervision to align with expected standards.
		Low (1-2)	40% (12)	Some employees struggle maintaining work consistency, needing intensive supervision.
6	Leadership	High (5)	10% (3)	A minority of team-leading employees demonstrate shortcomings in leadership ability, hindering optimal performance.
		Moderate (3-4)	45% (14)	Most employees are adequately effective leaders but still need improvements.
		Low (1-2)	35% (13)	Some employees lack leadership ability, leading to low team motivation and difficulty in achieving goals.
7	Initiative	High (5)	10% (3)	Employees proactively take necessary actions without instructions.
		Moderate (3-4)	50% (15)	Most employees show initiative but occasionally need guidance in specific situations.
		Low (1-2)	40% (12)	Some employees lack initiative, tend to await instructions, indicating a need for greater independence.
8	Honesty	High (5)	10% (3)	Some employees struggle consistently applying honesty, posing risks to work integrity.
		Moderate (3-4)	45% (14)	Most employees work honestly but require stricter supervision.
		Low (1-2)	35% (13)	Some employees are dishonest in work reporting, highlighting a need for ethics training.
9	Creativity	High (5)	10% (3)	Employees show a lack of innovative ideas, impacting the organization's adaptability and growth potential.
		Moderate (3-4)	50% (15)	Most employees are adequately creative but still need support in developing new ideas.
		Low (1-2)	40% (12)	Some employees face difficulty generating innovative solutions, hindering organizational growth.

The preliminary survey results indicated that although a minority of employees demonstrated high performance in certain areas, the majority were rated as moderate, and a significant portion exhibited low ratings in efficiency and leadership indicators. This pattern suggested the presence of issues such as workload imbalances, insufficient emotional regulation capabilities, and communication barriers that hinder optimal performance. These

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findings from the preliminary survey provided strong empirical justification for the selection of workload, emotional intelligence, and work communication as independent variables in the study. By linking real organizational challenges to the theoretical constructs, the research ensured that its model would not only contribute to academic literature but also offer practical insights for improving HRM practices within government agencies.

RESULTS AND DISCUSSION

Respondent Characteristics

The presentation of respondent data in this study was categorized based on demographic characteristics, including gender, age, education level, and years of service of employees at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. Regarding gender distribution, female employees predominated, comprising 56% of respondents, while male employees accounted for 44%. This indicates a relatively balanced gender composition, although there is a slight predominance of female staff.

Age group distribution among respondents showed a fairly even spread. Most respondents fell within the 31 to 40-year age group, accounting for 40%, followed by those aged 41 to 50 at 32%. Employees under 30 years old comprised 16% of respondents, while those aged over 50 represented the smallest proportion at 12%. This demographic suggests that the majority of respondents are within a productive middle-age range, which ideally supports work productivity. Regarding education levels, the majority of respondents held Bachelor's degrees (S1), accounting for 52%, followed by respondents with Diploma degrees (D3) at 28%, and those with Master's degrees (S2) representing 20%. This composition highlights that most employees possess relatively high educational backgrounds, reflecting their academic readiness to perform tasks requiring specific professional competencies.

Concerning length of service, respondents with 6 to 10 years of employment had the highest percentage at 36%, closely followed by those with over 10 years of service, accounting for 32%. Additionally, respondents with 1 to 5 years of service represented 24%, while the smallest group was employees with less than 1 year of service at 8%. This distribution suggests that most employees possess substantial work experience, contributing to their thorough understanding of duties and organizational culture within the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia.

With these demographic characteristics clearly outlined, the study effectively presents an accurate representation of the employees' actual conditions, providing relevant insights into the relationships among research variables such as workload, emotional intelligence, work communication, and employee performance. This clarity strengthens the validity and generalizability of the research findings.

Validity Test

Table 2. Validity Test Results for Workload Variable

Statement	Validity Test		Remarks
	r_{count}	r_{table}	

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Validity Test			
Statement 1	0,648	0,1757	Valid
Statement 2	0,599	0,1757	Valid
Statement 3	0,690	0,1757	Valid
Statement 4	0,688	0,1757	Valid
Statement 5	0,614	0,1757	Valid
Statement 6	0,708	0,1757	Valid
Statement 7	0,763	0,1757	Valid
Statement 8	0,657	0,1757	Valid
Statement 9	0,631	0,1757	Valid

Table 2 presents the validity test results for the Workload variable, where all item indicators demonstrated correlation coefficients (r_{count}) greater than the critical value of r_{table} (0.1757). This finding confirms that each item used to measure workload has a strong and significant relationship with the total score, thereby meeting the criteria for construct validity. The results indicate that the questionnaire items for workload accurately capture the underlying concept intended to be measured, ensuring the integrity of data collection for this variable.

Table 3. Validity Test Results for Emotional Intelligence Variable

Validity Test			
Statement	r_{count}	r_{table}	Remarks
Statement 1	0.642	0,1757	Valid
Statement 2	0,633	0,1757	Valid
Statement 3	0.550	0,1757	Valid
Statement 4	0.741	0,1757	Valid
Statement 5	0.575	0,1757	Valid
Statement 6	.0,540	0,1757	Valid
Statement 7	0.661	0,1757	Valid
Statement 8	0.462	0,1757	Valid
Statement 9	0.722	0,1757	Valid
Statement 10	0,745	0,1757	Valid
Statement 11	0,485	0,1757	Valid
Statement 12	0.621	0,1757	Valid
Statement 13	0,652	0,1757	Valid
Statement 14	0,777	0,1757	Valid
Statement 15	0.625	0,1757	Valid

Table 3 displays the validity test results for the Emotional Intelligence variable. All item indicators recorded correlation coefficients (r_{count}) exceeding the critical r_{table} value of 0.1757, thus fulfilling the criteria for validity. These results indicate that each statement measuring emotional intelligence is significantly correlated with the overall construct, demonstrating that the indicators effectively represent the dimensions of emotional intelligence. Consequently, the measurement tool for emotional intelligence is confirmed to

have strong construct validity, ensuring that subsequent data analyses will be based on accurate and reliable representations of this psychological attribute.

Table 4. Validity Test Results for Communication Variable

Statement	Validity Test		Remarks
	r_{count}	r_{table}	
Statement 1	0,536	0,1757	Valid
Statement 2	0,594	0,1757	Valid
Statement 3	0,677	0,1757	Valid
Statement 4	0,610	0,1757	Valid
Statement 5	0,636	0,1757	Valid
Statement 6	0,708	0,1757	Valid
Statement 7	0,646	0,1757	Valid
Statement 8	0,712	0,1757	Valid
Statement 9	0,629	0,1757	Valid
Statement 10	0,619	0,1757	Valid

Table 4 summarizes the validity test results for the Work Communication variable. All item indicators achieved correlation coefficients (r_{count}) above the critical threshold of r_{table} (0.1757), thereby confirming their validity. These findings suggest that each item successfully captures critical aspects of work communication within the organization, including clarity, timeliness, feedback, and openness. The strong correlation between individual items and the overall construct ensures that the measurement instrument accurately reflects the communication behaviors intended to be studied, thus supporting the robustness of further analyses related to this variable.

Table 5. Validity Test Results for Employee Performance Variable

Statement	Validity Test		Remarks
	r_{count}	r_{table}	
Statement 1	0,362	0,1757	Valid
Statement 2	0,409	0,1757	Valid
Statement 3	0,519	0,1757	Valid
Statement 4	0,571	0,1757	Valid
Statement 5	0,640	0,1757	Valid
Statement 6	0,636	0,1757	Valid
Statement 7	0,672	0,1757	Valid
Statement 8	0,666	0,1757	Valid
Statement 9	0,743	0,1757	Valid
Statement 10	0,635	0,1757	Valid
Statement 11	0,649	0,1757	Valid
Statement 12	0,559	0,1757	Valid
Statement 13	0,599	0,1757	Valid
Statement 14	0,615	0,1757	Valid
Statement 15	0,662	0,1757	Valid
Statement 16	0,553	0,1757	Valid
Statement 17	0,457	0,1757	Valid
Statement 18	0,472	0,1757	Valid

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Table 5 presents the validity test results for the Employee Performance variable. Similar to previous constructs, all item indicators produced rcount values greater than rtable (0.1757), indicating strong item validity. This confirms that the indicators — including output quantity, work quality, punctuality, and cooperation — are valid measures of employee performance. Consequently, the construct of employee performance in this study is well-defined and reliable, ensuring that any statistical relationships observed with other variables will be meaningful and based on accurately measured performance dimensions.

Reliability Test

Table 6. Reliability Test

Variable	Cronbach Alpha	N of Item	Remarks
Workload	0.837	9	Reliable
Emotional Intelligence	0.889	15	Reliable
Communication	0.835	10	Reliable
Employee Performance	0.882	18	Reliable

Based on Table 6, the reliability test results indicate that all variables in the study—Workload, Emotional Intelligence, Communication, and Employee Performance—are considered reliable. This is evidenced by the Cronbach's Alpha values for each variable, all of which exceed the accepted reliability threshold of 0.70. Specifically, Workload scored 0.837 with 9 items, Emotional Intelligence scored 0.889 with 15 items, Communication scored 0.835 with 10 items, and Employee Performance scored 0.882 with 18 items. These results confirm that the questionnaire items used to measure each variable consistently reflect the constructs being studied.

Classical Assumption Test

Normality Test

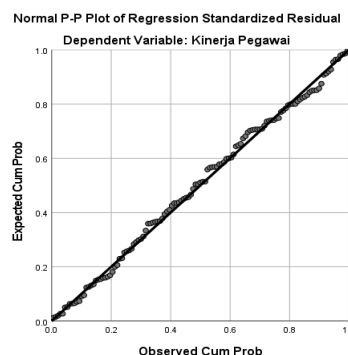


Figure 1. Normality Test Result with Probability Plot

Based on Figure 1, The distribution of points follows the direction of the diagonal line, indicating that the data is normally distributed and the normality assumption has been met by the regression model.

Multicollinearity Test

Table 7. Multicollinearity Test

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Workload	.657	1.522
	Emotional Intelligence	.566	1.766
	Communication	.593	1.686

a. Dependent Variable: Employee Performance

Based on Table 7, the results of the multicollinearity test show that all independent variables, Workload, Emotional Intelligence, and Communication, have tolerance values greater than 0.10 and VIF (Variance Inflation Factor) values below 10. Specifically, the tolerance values range from 0.566 to 0.657, while the VIF values range from 1.522 to 1.766. These results indicate that there is no multicollinearity problem among the independent variables in this study, and thus, the regression model is considered valid and stable for further analysis.

Heteroscedasticity Test

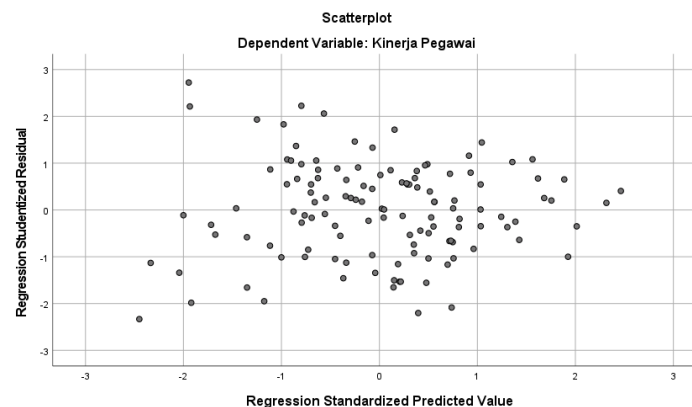


Figure 2. Heteroscedasticity Test Result

The scatterplot shows no signs of heteroscedasticity, as the points are evenly distributed both below and above the Y-axis.

Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.448	5.367		6.605	.000
	Workload	.354	.146	.220	2.418	.017

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Emotional Intelligence	.246	.104	.230	2.350	.020
Communication	.366	.140	.251	2.626	.010

a. Dependent Variable: Employee Performance

The regression equation in this study is as follows:

$$Y = 35.448 + 0.354 BK + 0.246 KE + 0.366 KOM$$

The results of the regression equation are as follows:

1. The constant value is 35.448, which means that the regression value for Employee Performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia is 35.448 when not influenced by the variables Workload, Emotional Intelligence, and Communication.
2. The regression coefficient for the Workload variable is 0.354 with a positive sign (+). This indicates that an increase of one unit in the Workload variable will result in an increase in Employee Performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia by 0.354, assuming the other independent variables remain constant. Workload has a t-value of 2.418 with a significance level (p-value) of 0.017. Since the p-value is less than 0.05, it indicates that workload has a positive and significant effect on employee performance. This means that as workload increases, employee performance also tends to increase, assuming other variables remain constant.
3. The regression coefficient for the Emotional Intelligence variable is 0.246 with a positive sign (+). This shows that an increase of one unit in the Emotional Intelligence variable will lead to an increase in Employee Performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia by 0.246, assuming the other independent variables remain constant. Emotional Intelligence shows a t-value of 2.350 and a significance level of 0.020, which is also less than 0.05. This result implies that emotional intelligence has a positive and significant influence on employee performance. Employees with higher emotional intelligence are more likely to perform better in the organization.
4. The regression coefficient for the Communication variable is 0.366 with a positive sign (+). This implies that an increase of one unit in the Communication variable will lead to an increase in Employee Performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia by 0.366, assuming the other independent variables remain constant. Communication yields a t-value of 2.626 and a significance level of 0.010, confirming a positive and significant impact on employee performance. Effective communication contributes significantly to better coordination, fewer misunderstandings, and improved overall performance.

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Table 9. Results of Determination Coefficient Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.586 ^a	.344	.327	5.68451	1.685
Predictors: (Constant), Work Communication, Workload, Emotional Intelligence					
Dependent Variable: Employee Performance					

Based on Table 9, the results of the coefficient of determination test show that the R Square value is 0.344. This indicates that 34.4% of the variation in employee performance can be explained by the independent variables: Work Communication, Workload, and Emotional Intelligence. The remaining 65.6% is influenced by other factors not included in the model. The Adjusted R Square value of 0.327 confirms that the model remains fairly stable even when adjusted for the number of predictors.

Table 10. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2047.853	3	682.618	21.125	.000 ^b
	Residual	3909.955	121	32.314		
	Total	5957.808	124			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Communication, Workload, Emotional Intelligence

Based on Table 10, the results of the F test (ANOVA) indicate that the regression model is statistically significant. The F value is 21.125 with a significance level (p-value) of 0.000, which is far below the threshold of 0.05. This means that the independent variables—Work Communication, Workload, and Emotional Intelligence—jointly have a significant effect on the dependent variable, Employee Performance.

Discussion

The Effect of Workload on Employee Performance

Based on the data testing results, it can be seen that Workload has a positive and significant effect on the Performance of Employees at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. This indicates that an increase in Workload can improve Employee Performance. The standardized coefficient beta value for Workload (β) is 0.220 or 22%, which falls under the moderate category. This means that Workload explains 22% of the Employee Performance variable, while the remaining 78% is explained by other factors not examined in this study. This implies that a controlled and proportional increase in Workload can be one of the factors driving improvement in Employee Performance. However, there are still 78% of other influencing factors. Therefore, it is important for management not to focus solely on workload management but also consider other factors that can support the overall optimization of employee performance. This is

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supported by previous research conducted by (Tossa et al, 2023), (Oktavio & Indrawati, 2023), (Kurnia & Sitorus, 2022), (Kurniawan & Al Rizki, 2022), and (Farhana & Rani, 2025), which stated that there is a significant effect of Workload on Employee Performance.

The Effect of Emotional Intelligence on Employee Performance

Based on the data testing results, it is known that Emotional Intelligence has a positive and significant effect on the Performance of Employees at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. This shows that an increase in Emotional Intelligence can improve Employee Performance. The standardized coefficient beta value for Emotional Intelligence (β) is 0.23 or 23%, which is categorized as moderate. This means that Emotional Intelligence explains 23% of the Employee Performance variable, and the remaining 77% is explained by other factors not examined in this study. This indicates that Emotional Intelligence has a fairly important contribution to enhancing Employee Performance. Improving employees' ability to understand, manage, and regulate emotions—both their own and others'—can positively contribute to their work outcomes. Nevertheless, there are still 77% of other factors that influence Employee Performance. This finding is supported by previous studies conducted by (Haksanggulawan et al, 2023), (Bayhaqi, 2021), (Nani et al, 2021), and (Setiawan et al, 2021), which stated that Emotional Intelligence affects performance.

The Effect of Communication on Employee Performance

Based on the data testing results, it can be concluded that Communication has a positive and significant effect on Employee Performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. This indicates that improved Communication can lead to enhanced Employee Performance. The standardized coefficient beta (β) value is 0.251 or 25.1%, which falls within the moderate category. This means that Communication explains 25.1% of the Employee Performance variable, while the remaining 74.9% is explained by other factors not studied in this research. This implies that effective communication plays a vital role in supporting employee performance enhancement. With a contribution value of 25.1%, communication demonstrates a significant influence in explaining variations in employee performance. This includes the ability to convey information clearly, listen actively, and create open and transparent communication channels between leaders, employees, and colleagues. This is supported by previous studies conducted by (Misrania & Maryadi, 2022), (Putri & Mani, 2023), (Sam, Suardi and Adil, 2023), (Sari & Evyanto, 2023), and (Joni & Hikmah, 2022), which found that Communication has a positive and significant effect on performance.

The Effect of Workload, Emotional Intelligence, and Communication Simultaneously on Employee Performance

Based on the ANOVA F Test results, the F value is 13.580 with a significance value (p-value) of 0.000. This significance value is below the 0.05 threshold, indicating that the result is statistically significant. Thus, there is sufficient evidence to conclude that the variables

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Workload (X1), Emotional Intelligence (X2), and Communication (X3) jointly have a significant effect on the Employee Performance variable (Y). In other words, changes in the combination of these three independent variables significantly affect Employee Performance. These results indicate that the regression model involving Workload, Emotional Intelligence, and Communication as predictors is a valid model for predicting Employee Performance.

CONCLUSION

Workload, emotional intelligence, and work communication each demonstrate a positive and significant influence on employee performance at the Secretariat of the Directorate General of Health Personnel of the Republic of Indonesia. A balanced and well-managed workload supports enhanced productivity, emotional intelligence fosters resilience and effective interpersonal relationships, and strong communication practices significantly strengthen coordination and work outcomes. Collectively, these three factors validate the proposed research model and highlight that employee performance is shaped by multidimensional influences. Organizations are encouraged to implement integrated strategies that balance task distribution, enhance emotional competencies, and cultivate transparent communication systems to sustain high performance. Future research should expand the model by incorporating additional variables such as motivation, leadership behavior, organizational climate, and digital adaptation to provide a more comprehensive framework for optimizing employee performance in public sector institutions.

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