

## THE INFLUENCE OF WORK MOTIVATION, COMMUNICATION, AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT. PEGADAIAN BRANCH NEGARA

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### ABSTRACT

Employee performance is certainly considered crucial for a company because employee performance is a key determinant of a company's success. This study aims to determine the influence of work motivation, communication, and workload on employee performance. The research method used in this study is the quantitative method. Quantitative methods are research methodologies that rely on positivism (concrete data), specifically numerical data that will be measured using statistics as a calculation tool. The population and sample used in this study were all employees of PT. Pegadaian Negara Branch. A questionnaire was distributed to 39 respondents. This study employed a saturated sampling method to determine the sample. The data analysis techniques used were validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, f-tests, and t-tests using SPSS version 22. The results of this study demonstrate that Work Motivation (X1) partially has a positive and significant effect on Employee Performance at PT Pegadaian Negara Branch. The Communication variable (X2) partially has a positive and significant effect on Employee Performance at PT Pegadaian Negara Branch. The Workload variable (X3) partially has a positive and significant effect on Employee Performance at PT Pegadaian Negara Branch. Based on the results of the F-test analysis, it is shown that the variables Work Motivation (X1), Communication (X2), and Workload (X3) simultaneously have a positive and significant effect on Employee Performance at PT Pegadaian Negara Branch. Recommendations for PT Pegadaian Negara Branch include increasing employee motivation through reward programs and career development, improving internal communication by conducting effective communication training and opening feedback channels, and managing workload more optimally by adjusting task distribution and providing adequate resources.

### Introduction

In today's era of technological advancement, both organizations and companies are required to continually develop their businesses by developing several strategies structured into employee performance improvement programs. (Fatika, 2021) states that companies can encourage optimal employee performance by creating supportive conditions and

identifying factors that influence their performance. Employee performance improvement is influenced by various factors, including work motivation, communication, and workload. Work motivation is an internal and external drive that influences employee enthusiasm for achieving organizational goals. Robbins and Judge (2022) emphasize that motivation has dimensions of intensity, direction, and persistence in a person's work behavior. Highly motivated employees tend to be more enthusiastic, responsible, and productive in completing tasks. Furthermore, effective communication plays a crucial role in supporting task implementation and achieving organizational goals. Good communication fosters coordination between work units, reduces misinformation, and enhances teamwork (Kreitner & Kinicki, 2005). Conversely, poor communication can lead to misunderstandings and conflict within an organization. Workload is also a significant factor in determining employee performance. An appropriate workload will increase work efficiency and effectiveness, while an excessive workload can lead to work stress, fatigue, and decreased employee performance (Tarwaka, 2021). Therefore, proper workload management is a crucial strategy for creating a healthy and productive work environment.

PT. Pegadaian Branch Negara is a state-owned financial institution that plays a vital role in providing financial services to the public. Pegadaian's contribution as a financial institution to the Indonesian economy, particularly in the financial services sector through the distribution of loans through the pawn system, significantly assists the public and MSMEs in meeting their funding needs and provides fast, easy, and administratively simple access to funding. Pegadaian offers a variety of products. Its primary focus is providing loans secured by movable property, both through conventional and Sharia systems.

Based on the author's conclusion, employee performance is certainly very important and influences the success of achieving a company's vision and mission. At PT Pegadaian Cabang Negara, there are several employee performance problems. The author found a lack of encouragement or motivation among Pegadaian employees who work at the BRI Banyu Biru unit office. The BRI Banyu Biru unit office is very quiet, resulting in employees who work at the BRI Banyu Biru office outlet being less enthusiastic about working because work targets are not met due to the lack of customers. Over the past six months, customer visit data shows that there were only 22 customers. The lack of customer visits is a type of motivation influenced by external factors, particularly environmental and situational factors (Sutrisno, 2016). In the context of work motivation, external factors include elements outside the individual that can influence their enthusiasm and performance. A workplace with few customers often presents a serious challenge for employees, especially in the service and sales sectors. When the number of customers decreases, employees can feel less motivated due to the lack of social interaction and opportunities to demonstrate their abilities. This situation can create a repetitive and uninteresting work environment, making employees less motivated to achieve set goals or innovate in their approaches. Furthermore, a lack of customers can also reduce a sense of

accomplishment and job satisfaction, which in turn can trigger feelings of frustration and dissatisfaction.

Another problem the author found was the frequent occurrence of miscommunication between coworkers. Miscommunication between coworkers falls under the category of interpersonal communication. Interpersonal communication is an interaction involving the exchange of information, ideas, and emotions between two or more individuals in a social setting. In the workplace, this communication can occur directly through face-to-face conversations, telephone conversations, or through digital media such as email and instant messaging (Adler and Rodman, 2006).

Another problem the author encountered was target achievement, where the targets set for each employee were often not achieved optimally. Companies often demand that their employees complete work on time, but achieving these targets requires time, energy, and various resources. The workload itself is a factor, which inevitably leads to decreased performance. Work overload often poses serious challenges in the workplace, as it can lead to stress, burnout, and decreased employee productivity. When employees are faced with work demands that exceed their capacity, they can feel stressed and unable to meet expectations, which can negatively impact the quality of their work (Tarwaka, 2021).

Referring to previous research conducted by Komang Eny Kasrianti and Ni Luh Sri Kasih (2024) entitled "The Influence of Motivation, Communication, and Workload on Employee Performance at the Central Grosir Buleleng Store," the results showed that motivation did not have a positive or significant impact on employee performance at the Central Grosir Buleleng Store. Another study by Ni Putu Chandra Saharani Putri, Ida Ayu Putu Widani Sugianingrat, and I Gede Aryana Mahayasa (2022) in a study entitled "The Influence of Internal Communication, Workload, and Work Motivation on Employee Performance" revealed that partially, workload has a significant negative effect on employee performance, while work motivation has a significant positive effect on that performance.

Through previous research, the author found differences in findings that became the basis for conducting further research with different objectives, namely regarding "The Influence of Work Motivation, Communication, and Workload on Employee Performance at PT. Pegadaian Negara Branch."

## **Literature Review**

### **Grand Theory (SOR)**

Houland first proposed the S-O-R (Stimulus Organism Response) theory in 1953. This theory is based on the idea that the quality of the stimulus an organism receives determines the reasons behind behavioral change. This implies that the effectiveness of behavioral change in individuals, groups, or communities is greatly influenced by the quality of the communication source, including speaking style, leadership, and credibility. Therefore, the Grand Theory in this study is the S-O-R (Stimulus Organism Response) theory.

### **Work Motivation**

According to (Sudaryo et al., 2018) motivation is an activity that creates, shows, and maintains human attitudes in achieving goals. According to (Muhamamad, 2018), motivation is the drive to exert effort to achieve company goals; entrepreneurial skills are needed to meet certain personal demands. There are three important components in this explanation: needs, goals, and efforts.

To understand the existence of work motivation, it is crucial to recognize several indicators that serve as its measurement. According to Mangkunegara (2017), work motivation indicators include:

1. Hard work means carrying out responsibilities by utilizing one's full potential.
2. Future-oriented, namely the ability to plan and predict possible future situations.
3. High aspirations, namely demonstrating a strong drive to achieve the best.
4. Target orientation, namely prioritizing the achievement of optimal and high-quality work results.
5. Striving for progress, namely taking various actions to achieve specific goals.
6. Perseverance, namely completing tasks with seriousness and diligence.
7. Time utilization, namely maximizing the use of time effectively and according to needs.
8. Coworkers, namely building collaboration with individuals who can support the achievement of shared goals.

### **Communication**

According to (Silviani, 2020), communication is the process of exchanging information between two or more people before they fully understand the message being conveyed. According to Marwansyah (2019), communication is the exchange of messages between individuals with the goal of achieving a shared understanding.

#### **Communication Indicators**

Sutardji (2016) states that communication effectiveness can be assessed based on several specific indicators, as follows:

1. Comprehension: This refers to the extent to which the message conveyed is understood by the recipient. Good comprehension indicates that the information conveyed is clear and well-received by the audience.
2. Enjoyment: This indicator reflects the level of satisfaction or comfort felt by individuals during the communication process. Enjoyment in communication can increase engagement and participation, as well as create a positive atmosphere.

3. Influence on Attitudes: This refers to the extent to which communication can influence an individual's views, beliefs, or attitudes. Effective communication can change a person's attitude toward an issue or idea.
4. Improved Relationships: This indicator shows the improvement in the quality of relationships between individuals or groups as a result of communication. Good communication can strengthen bonds and create mutual trust.
5. Action: This refers to the response or action taken by individuals as a result of communication. This action can be the implementation of an idea, a change in behavior, or a decision made based on the information received.

### **Workload**

In general, workload is the amount of work a person must complete within a specified time period. According to Home Affairs Ministerial Regulation No. 12 of 2008, workload is the number of tasks for which a position or organizational unit is responsible, calculated by multiplying the volume of work by the standard completion time. This burden can stem from task demands, the work environment, or the individual's ability to manage their work (Seran et al., 2022).

#### **Workload Indicators**

According to Putra (2012) in research by Cahyaningsih (2021), workload indicators include:

- 1) Targets to be achieved, Targets to be achieved are specific goals or objectives set for individuals or teams within a specific timeframe. These targets serve as a benchmark for measuring work performance and effectiveness, and provide motivation to achieve desired results.
- 2) Working Conditions, Working conditions refer to the environment and situations in which employees perform their tasks. This includes factors such as facilities, equipment, safety, and workplace comfort. Good working conditions can increase employee productivity and satisfaction, while poor conditions can hinder performance.
- 3) Time Management, Time management is how individuals or teams manage and utilize their time to complete tasks and achieve targets. Efficient time management is crucial to ensuring that work is completed on time and with good quality.
- 4) Work Standard, Work standards are criteria or guidelines established to

determine the quality and quantity of expected work output. These standards serve as a benchmark for assessing employee performance and ensuring that work is carried out in accordance with applicable expectations and regulations.

### **Employee Performance**

Employee performance is a measure of an individual's ability to carry out their duties and responsibilities effectively and efficiently in the workplace. This performance encompasses not only the final results of the work, but also the processes and methods used by employees to achieve those results. According to Saputra (2019), performance is the results or work achievements (output) obtained by human resources with a certain quality within a certain time period while carrying out work according to predetermined tasks.

#### **Employee Performance Indicators**

According to Moehariono (Abdullah, 2014), there are six performance indicators, but each organization can develop their own. These six categories include:

- a. Quality, This measures how well employee performance meets established standards. Quality encompasses aspects of accuracy, reliability, and customer satisfaction with the products or services produced.
- b. Quantity, This refers to the amount of output produced by employees within a specific time period. This indicator assesses how much work employees can complete, whether in the form of product units, services, or tasks completed.
- c. Punctuality, This describes an employee's capacity to complete work and projects on time. This indicator is important to ensure that work is carried out efficiently and does not disrupt other processes.
- d. Effectiveness, This measures the extent to which employees achieve pre-planned goals efficiently. Effectiveness encompasses the ability to optimally utilize resources to achieve desired results.
- e. Independence, This indicates the extent to which employees can work independently without close supervision. Independence reflects an employee's ability to take initiative and make sound decisions when carrying out tasks.
- f. Organizational Commitment, This is the level of employee attachment and loyalty to the organization where they work. This commitment encompasses a sense of responsibility, motivation to contribute, and a desire to see the organization succeed.

### **Hypothesis**

H1 : Work motivation has a positive and significant effect on employee performance at PT. Pegadaian Branch Negara.



H2 : Communication has a positive and significant impact on employee performance at PT. Pegadaian Branch Negara.

H3 : Workload has a positive and significant effect on employee performance at PT. Pegadaian Branch Negara.

H4 : Work Motivation, Communication, and Workload have a positive and significant influence on employee performance at PT. Pegadaian Branch Negara.

## Method

The research design in this study is quantitative descriptive which aims to explain the causal relationship between work motivation variables, communication variables, and workload variables on employee performance variables. The research location was determined at PT Pegadaian Cabang Negara, with the implementation time during April–June 2025. The population in this study were all permanent employees who actively worked at PT Pegadaian Cabang Negara, totaling 39 people. Because the population is relatively small (<100), the sampling technique used was saturated sampling, where all members of the population were sampled as many as 39 people. Data collection methods used in this study were interviews, observations, and questionnaires. Data analysis techniques were carried out with the help of SPSS software version 22 with statistical tests used including: Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple linear regression analysis, F Test, T Test.

**Table 1**  
**Research Indicators**

Variables	Indicator	Source	
Work Motivation (X1)	1. Hard work 2. Future orientation 3. High level of ambition 4. Task or goal orientation 5. Striving for progress 6. Perseverance 7. Time utilization 8. Selected colleagues	<u>Mangkunegara</u> (2017)	
Communication (X2)	1. Understanding 2. Enjoyment 3. Influence on attitudes 4. Improved relationships 5. Action	<u>Sutardji</u> (2016)	
Workload (X3)	1. Targets to be achieved 2. Working conditions 3. Time usage 4. Work standards	Putra (2012:22),	
Employee Performance (Y)	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence 6. Organizational Commitment	<u>Moherino</u> (2014)	

Source: Processed data, 2024

The data collection techniques in this study consisted of observation, interviews, and questionnaires. Scoring was carried out using a 5-point Likert scale, with responses such as "strongly agree" receiving a score of 5, "agree" a score of 4, "somewhat agree" a score of 3, "disagree" a score of 2, and "strongly disagree" a score of 1.

## Results and Discussion

Validity testing aims to ensure that the questionnaire instrument used in the research is truly capable of measuring the intended variables. A questionnaire is considered valid if each question accurately reflects the aspect being studied (Ghozali, 2018).

**Table 2**  
**Validity and Results**

No	Variable	Indicator	R_Count	R Table	Description
1	Work Motivation	X1.1	0.910	0.2673	VALID
2		X1.2	0.799	0.2673	VALID
3		X1.3	0.873	0.2673	VALID
4		X1.4	0.922	0.2673	VALID
5		X1.5	0.896	0.2673	VALID
6		X1.6	0.903	0.2673	VALID
7		X1.7	0.807	0.2673	VALID
8	Communication	X1.8	0.772	0.2673	VALID
9		X2.1	0.852	0.2673	VALID
10		X2.2	0.887	0.2673	VALID
11		X2.3	0.617	0.2673	VALID
12		X2.4	0.785	0.2673	VALID
13	Workload	X2.5	0.710	0.2673	VALID
14		X3.1	0.896	0.2673	VALID
15		X3.2	0.886	0.2673	VALID
16		X3.3	0.860	0.2673	VALID
17	Employee Performance	X3.4	0.919	0.2673	VALID
18		Y.1	0.900	0.2673	VALID
19		Y.2	0.884	0.2673	VALID
20		Y.3	0.931	0.2673	VALID
21		Y.4	0.879	0.2673	VALID
22		Y.5	0.764	0.2673	VALID
23		Y.6	0.856	0.2673	VALID

Source: *Output IBM SPSS Statistics 22* (Processed data, 2025)

The results of the study show that all indicators applied in this study to measure relevant variables exhibit a correlation coefficient higher than the r value of 0.2673 in the table. Thus, it can be said that all indicators, both from the dependent and independent variables, meet the validity criteria.

**Table 3**  
**Validity Test Results**



Variable	Alpha Value	Reliability Standard	Description
Work Motivation (X1)	0.949	0.7	Reliabel
Communication (X2)	0.826	0.7	Reliabel
Workload (X3)	0.911	0.7	Reliabel
Employee Performance (Y)	0.929	0.7	Reliabel

Source: Output IBM SPSS Statistics 22 (Processed data, 2025)

The research results show that Work Motivation (X1), Communication (X2), Workload (X3), and the dependent variable Employee Performance (Y) all showed Cronbach's Alpha values  $> 0.70$ . This indicates that these variables are reliable and can be used in further analysis.

**Table 4**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		39
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.22984660
Most Extreme Differences	Absolute	.079
	Positive	.066
	Negative	-.079
Test Statistic		.079
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Output IBM SPSS Statistics 22 (Processed data, 2025)

The research results show a significance value of 0.200, which exceeds the threshold of 0.05. Therefore, it can be said that the data is normally distributed.

**Table 5**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance VIF
1	(Constant)	-3.386	2.177		-1.555	.129	
	Work Motivation	.305	.051	.445	6.011	.000	.438 2.282
	Communication	.247	.108	.127	2.279	.029	.778 1.286
	Workload	.779	.111	.512	7.004	.000	.448 2.230

a. Dependent Variable: Kinerja Karyawan

Source: Output IBM SPSS Statistics 22 (Processed data, 2025)

The results showed that the tolerance value for the Work Motivation (X1) variable was 0.438, for Communication (X2) 0.778, and for Workload (X3) 0.448, all of which were higher than the minimum threshold of 0.10. Furthermore, the VIF values for these variables were 2.282 for Work Motivation (X1), 1.286 for Communication (X2), and 2.230 for Workload (X3), all of which were below the maximum threshold of 10. Therefore, this model can be considered to be free from multicollinearity.

**Table 6**  
**Heteroscedasticity Test Results**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.223	1.289		.173
	Work Motivation	.014	.030	.113	.652
	Communication	.072	.064	.210	.270
	Workload	-.058	.066	-.215	.387

a. Dependent Variable: ABS\_RES

Source: *Output IBM SPSS Statistics 22* (Processed data, 2025)

The results of the study showed that the significance value of the Work Motivation variable (X1) was recorded at 0.652, for Communication (X2) at 0.270, and for Workload (X3) at 0.387. Since all these values were > the significance limit of 0.05, it can be concluded that there was no indication of heteroscedasticity in the tested data.

**Table 7**  
**Results of Multiple Linear Regression analysis**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-3.386	2.177		-1.555
	Work Motivation	.305	.051	.445	6.011
	Communication	.247	.108	.127	2.279
	Workload	.779	.111	.512	7.004
a. Dependent Variable: Kinerja Karyawan					

Source: *Output IBM SPSS Statistics 22* (Processed data, 2025)

The coefficients in the equation above can be explained as follows:

1. The constructed regression model shows that the dependent variable, Employee Performance (Y), will have a value of -3.386 if all independent variables, namely: Work Motivation (X1), Communication (X2), and Workload (X3), have a value of 0.
2. The regression coefficient for the Work Motivation variable (X1) shows a positive value of 0.305. This indicates that Work Motivation (X1) has a positive or inverse effect on Employee Performance (Y). Therefore, an increase in Work Motivation will be followed by an increase in Employee Performance.
3. The regression coefficient for the Communication variable (X2) has a positive value of 0.247. This indicates that Communication (X2) has a positive or unidirectional influence on Employee Performance (Y). This means that the higher the Communication score, the higher the Employee Performance score.
4. The regression coefficient for the Workload variable (X3) was recorded at 0.779, a positive value. This indicates that Workload (X3) has a positive influence on Employee Performance (Y). Therefore, an increase in Workload is usually followed by an increase in Employee Performance.

**Table 8**  
**Statistical F Test**

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F
1	Regression	627.601	3	209.200	127.393
	Residual	57.476	35	1.642	
	Total	685.077	38		
a. Dependent Variable: Kinerja Karyawan					

Source: *Output IBM SPSS Statistics 22* (Processed data, 2025)

The results of the simultaneous test on the model show a calculated F value of 127.393 with a significance level of 0.000. Because the calculated F value > F table which is 2.87 and the significance value <0.05, so the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. Thus, the variables Work Motivation (X1), Communication (X2), and Workload (X3) together have a significant influence on Employee Performance (Y).

**Table 9**  
**Statistical T Test**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-3.386	2.177		.129
	Work Motivation	.305	.051	.445	.000
	Communication	.247	.108	.127	.029
	Workload	.779	.111	.512	.000

a. Dependent Variable: Kinerja Karyawan.

Source: *Output IBM SPSS Statistics 22* (Processed data, 2025)

The results of hypothesis testing 1 show that the Work Motivation variable (X1) shows a positive and partially significant influence on Employee Performance at PT Pegadaian Branch Negara. The results of hypothesis testing 2 show that the Communication variable (X2) has a positive and partially significant influence on Employee Performance at PT Pegadaian Branch Negara. The results of hypothesis testing 3 show that the Workload variable (X3) is proven to have a positive and partially significant influence on Employee Performance at PT Pegadaian Branch Negara. The results of hypothesis testing 4 show that the F Test results show that the Work Motivation (X1), Communication (X2), and Workload (X3) variables simultaneously have a positive and significant influence on Employee Performance at PT Pegadaian Branch Negara. This finding is in line with the research of Yuliana Fransiska and Zulaspan Tupki (2020), which also shows that these three variables simultaneously influence employee performance.

## Conclusion

### 1. The Influence of Work Motivation on Employee Performance at PT Pegadaian Negara Branch

Based on the analysis results, the Work Motivation variable (X1) shows a positive and partially significant influence on Employee Performance at PT Pegadaian Negara Branch. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This finding aligns with research conducted by Ni Putu Chandra Saharani Putri and team (2022), which also concluded that work motivation has a positive and partially

significant influence on employee performance. Robbins and Judge (2019) define motivation as a process that describes an individual's level of intensity, direction, and persistence in achieving goals. Employees with high motivation tend to demonstrate better performance due to their strong commitment and passion in carrying out their duties. Furthermore, according to Maslow's (1943) theory, motivation arises when an individual's basic needs have been met and continue to develop toward self-actualization, which then increases productivity and work quality.

## 2. The Influence of Communication on Employee Performance at PT Pegadaian Negara Branch

The data analysis revealed that the Communication variable (X2) has a positive and significant partial effect on Employee Performance at PT Pegadaian Negara Branch. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This finding indicates that improved communication among employees can contribute to improved performance, which aligns with the importance of effective communication in the workplace. This finding supports previous research by Komang Eny Kasrianti and Ni Luh Sri Kasih (2024), which also found that communication has a positive and significant impact on employee performance. Clampitt (2016) stated that organizations with effective internal communication systems tend to have more motivated, productive, and high-performing employees because information is conveyed promptly and accurately. In addition, Kreps (1990) stated that open and clear communication between leaders and subordinates creates a transparent work environment, increases job satisfaction, and encourages better performance.

## 3. The Impact of Workload on Employee Performance at PT Pegadaian Negara Branch

Based on data analysis, the Workload variable (X3) was proven to have a positive and partially significant effect on Employee Performance at PT Pegadaian Negara Branch. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This result aligns with research by Fernando Anugrah and Wasiman (2024), which showed that workload has a positive and significant effect on employee performance. A properly managed workload can function as a challenge stressor, namely pressure that encourages employees to work optimally (Bakker & Demerouti, 2007). Meanwhile, according to the theory of Hackman and Oldham (1980), a workload that aligns with individual capacity can increase the importance of the job, sense of responsibility, and the provision of feedback, which ultimately supports overall performance improvement.

## 4. The Influence of Work Motivation, Communication, and Workload on Employee Performance at the State Branch of PT Pegadaian

The F-test results show that the variables Work Motivation (X1), Communication (X2), and Workload (X3) simultaneously have a positive and significant influence on Employee Performance at PT Pegadaian Negara Branch. This finding aligns with research by Yuliana Fransiska and Zulaspan Tupki (2020), which also showed that these three

variables simultaneously influence employee performance. LePine and colleagues (2005) explained that the combination of high motivation, effective communication, and well-managed workload creates a conducive work environment, where employees not only have the ability but also a strong drive to deliver their best performance.

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