THE EFFECT OF WORKLOAD AND COMMUNICATION ON EMPLOYEE WORK PERFORMANCE AT THE DEPARTMENT OF POPULATION AND CIVIL REGISTRATION OF BIMA CITY

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ABSTRACT
The purpose of this study is to determine the effect of Workload and communication on employee performance at the Population and Civil Registration Office of Bima City. The type of research that will be used in this study is Associative research using quantitative data from primary data sources. The instrument in this study used a Likert scale questionnaire sheet with a population of 48 employees consisting of 27 civil servants, 3 PPPK, 14 Regional Honorary employees and 4 voluntary honorary employees. The sample in the study was 30 employees at the Population and Civil Registration Office of Bima City consisting of 27 civil servants and 3 PPPK. The sampling technique was carried out using the purposive sampling method. Data in this research were collected by means of observation, interviews, questionnaires and literature study, then the data obtained were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, multiple correlation coefficients, determination tests, t tests and f tests with SPSS version 26 help. The results of the study show that employee workload and employee work communication have a significant effect on employee work performance at the Population and Civil Registration Service of Bima City.

Keywords:Workload, Work Communication, Work Performance

INTRODUCTION

In the era of globalization and rapid technological developments, the role of civil servants or State Civil Apparatus (ASN) is becoming increasingly important in providing excellent service to the community. One of the government agencies that has a strategic role in public services is the Population and Civil Registration Service (DISDUKCAPIL). Therefore, human resources are a very important element in determining the success of an organization because humans are creatures who have thoughts, feelings, needs and certain expectations. This really requires special attention, because these factors will affect work performance, dedication, and loyalty as well as love for their work and organization (Juliana, 2022). In other words, if the organization's goals are achieved because of the employee's work ability, then the individual is an employee who has achieved, an employee who has a high quality of performance in a concrete way that will bring benefits and progress to the organization, while employees who do not achieve will harm the organization.(Puspitasari & Wulandari, 2022).

Work performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him ((Puspitasari & Wulandari, 2022). According toDewi & Mulyani, (2023)Work performance is a set of work responsibilities for each individual representative because it is part of a series of responsibilities that are expected that the obligations to be carried out by each person are not regulated. Meanwhile, according to Manalu, (2021)stated that work performance is the appearance of the results of human resource work in an organization, both individually and in work groups. There are several factors that can influence the achievement of employee work performance in an organization, including workload, where the better the workload given and implemented effectively or efficiently, of course it can result in maximum work performance.

According to (Hardono et al., 2019)Workload is a number of activities that must be completed by an organizational unit or job holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit. Furthermore, according to (Mawarti, 2021)Workload is something that arises from the interaction between the demands of the work environment tasks where it is used as a workplace, the skills and the employee's performance. So that a high workload can increase employee performance, but excessive workload can cause a decrease in employee performance. This is because the employee's inability to complete the work is caused by the employee's capacity and ability not being in accordance with the demands that must be worked on.(Nasution & Rizky, 2024).

In addition to the workload, communication is also a factor that affects work performance, because communication is very necessary for employees in carrying out each of their activities and activities. With the establishment of good communication between employees, it can lead to better performance so that it wi.ll reduce the level of decline in employee performance in government agencies (Fathoni, 2021). According to (Fatma et al., (2022). Communication is a way of changing or distributing news, current affairs, or knowledge that has meaning from one party (a person or location) to another party (a person or place) to achieve a goal. Therefore, mutual acceptance and maintaining working relationships require strong communication. Building professional connections requires effective communication. The Greatest Showman (2016). Communication in the office is always accompanied by goals that are to be achieved together in groups or society. The culture of communication in an organizational environment needs to be viewed from various perspectives. First, communication that occurs between superiors and subordinates. Second, interaction between fellow employees. Third, communication from employees to superiors. Positive communication between employees and other employees, employees and leaders can be measured through daily life in the organization, the work performance of the organization can be seen from how big the role or contribution of individuals is to development in the organization. Then it will affect the success, goals, and targets that have been previously determined by the organization(Novita Dewi et al., 2023).

The Population and Civil Registration Service (DISPENDUKCAPIL) is a government agency tasked with managing population administration. Dispendukcapil is also tasked with carrying out regional government affairs in the field of civil registration, one of which is in Bima City since 2008 until now. The main task of the Population and Civil Registration Service of Bima City is to carry out the preparation and implementation of regional policies which include carrying out part of the regional government affairs in

the field of population and civil registration and the preparation and implementation of regional policies in the field of population administration in Bima City.

Based on the researcher's initial observations at the Bima City Population and Civil Registration Office, communication between employees encountered obstacles due to different principles. In terms of external communication, the employee's perspective shows that effective connections with the community are hampered by clashing work schedules, making it difficult to handle community complaints routinely. Activities such as attending morning roll call, communicating after roll call, meeting with colleagues once a month, and carrying out tasks in accordance with the functions and responsibilities that have been set at the Bima City Population and Civil Registration Office should have been clear. However, unfortunately, many employees still reject the policy while regarding the workload, some new employees get a lot of workload and old employees get a little workload but work achievement awards are actually received by old employees. In this case, the Bima City Population and Civil Registration Office, the condition is still far from optimal. These obstacles include lack of communication between leaders and subordinates, as well as fellow employees, and unfair distribution of workload so that work is not really completed as expected.

Based on the background description above, the researcher intends to conduct research with the title The Influence of Workload and Communication on Employee Work Performance at the Population and Civil Registration Service of Bima City.

Workload

According to (Abbas & Fadhillah, 2024)workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period of time. The workload given to employees must be balanced with the competence and abilities of the employees themselves, otherwise sooner or later it will cause problems that can disrupt the employee's performance in the future. According to (Romadhon et al., 2024)Workload is a process or activity that is too much and can cause tension in a person. This can cause a decrease in employee performance caused by the level of expertise required being too high, speed being too high, work volume being too much and so on. The intensity of the workload that is too high can create work stress, conversely the intensity of the workload that is too low can cause boredom or saturation. Meanwhile, according to Rolos et al in (Nasution & Rizky, 2024) workload is the amount of work that must be carried out by a position or organizational unit and is the result of the multiplication of work volume and time norms. If the worker's ability is higher than the demands of the job, boredom will arise and vice versa, if the worker's ability is lower than the demands of the job, excessive fatigue will arise.

Based on the explanation above, it can be understood that workload is a job given to employees that is not in accordance with their main tasks and functions, some are too large in volume and some are too small in volume, both of which can trigger a decline in the quality of employee work.The Fragrance & The Curse (2024). states that there are several indicators used to determine how much workload an employee must complete, namely, Work conditions, in this case, what is meant by work conditions is how far an employee understands his work well. For example, to what extent does the employee understand and master the machines used to achieve the set targets, Use of working time, The right use of time in accordance with the established SOP will certainly minimize the employee's workload. However, sometimes an organization does not have a consistent SOP in implementing the SOP, not infrequently the use of time imposed on employees tends to be

narrower, Targets to be achieved, Indirectly the work targets set by the organization will affect the workload received by employees. The imbalance between the time to complete the work target and the volume of workload given, the greater the workload.

Communication

According to (Wangi & Kusumayadi, 2024)communication is the exchange of verbal and nonverbal information between the sender and receiver of information to change behavior. According to (Nasution & Rizky, 2024). Communication is a process in organizational settings to keep management and employees informed about various relevant matters. Meanwhile, according to (Nasution & Rizky, 2024) interpreting communication as an effort to encourage others to interpret opinions as desired by the person who has the opinion. With communication, it is hoped that a common ground and mutual understanding will be obtained. Communication has a broader meaning than just saying or writing something, it also includes an understanding. Based on the explanation above, it can be understood that communication in a government agency is an effort to convey messages, both verbally and nonverbally, in order to reach a mutual agreement for a common goal in an organization or agency. According to (Fathoni, 2021) Several indicators that can be used to measure communication are trust with fellow employees, coworkers can get along well, relationships with colleagues are satisfactory, the organization encourages differences of opinion, and good relationships between employees and leaders.

Work performance

According to (Manalu, 2021)Work performance is the performance of human resource work results in an organization. Work performance can be the performance of individuals or groups of human resource work. According to The Last Supper (2022)Work performance is the work results achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as time. Meanwhile, according to (Hardono et al, 2019)defines work performance as the level of success achieved by a person to determine the extent to which a person achieves the measured or assessed performance.

Based on the above understanding, it can be understood that employee work performance is an individual or group achievement in an organization based on goals or targets that have been determined together. The indicators of employee work performance according to (The Last Supper, 2022)is the quality of work, quantity of work, work discipline, awareness, willingness and readiness of other people to work in order to obey and submit to all applicable regulations and norms, initiative and cooperation.

The Relationship between Workload and Employee Work Performance

According to (The Greatest Showman, 2016) if the achievement of workload efficiency requires requirements to be implemented effectively, economically, accountably, appropriately in dividing tasks according to workload, rationality of authority, and practical work provisions. Mudayana, said that employees will work optimally even though the workload they receive is classified as high or moderate, as long as employees are motivated to continue working (Pariakan et al., 2023). The results of research conducted by (Hardono et al., 2019) shows that workload and work motivation can actually improve employee work performance. Furthermore, research by (Pariakan et

al., (2023) shows that employee workload has an influence and is positively related to employee work performance.

The Relationship between Communication and Employee Work Achievement

According to (Arief & Rhamdani, 2021) that communication is not only important for humans but also important for the management control system which is a tool to direct, motivate, monitor or observe, and evaluate the implementation of company management that tries to direct the goals of the organization in the company. In this case, communication is closely related to the work performance of an organization. Good communication in an organization is the hope of every individual, because it indicates a good work environment and work spirit for employees, in line with the results of the study (Wangi & Kusumayadi,2024)that good communication in an organization is positively related to employee morale. Work morale is an important trigger for work performance, so in other words, communication is related and/or has a positive effect on employee work performance. This is reinforced by researchFathoni, (2021)that communication is positively related to employee performance and work achievement. Research byDewi & Mulyani, (2023)Communication influences work performance in an organization.

The Relationship Between Workload and Communication on Employee Work Performance

Generally, communication is directly related to the work environment, the work environment is closely related to the workload and the workload is also closely related to achievement and vice versa. A company or agency will progress if it pays attention to several aspects. This is in line with the results of research conducted by (Dewi & Mulyani, 2023) that workload and communication have a positive influence on employee work performance.

Hypothesis:

H1: Workload has a significant effect on employee performance in the Department
    Population and Civil Registration of Bima City
H2: Communication has a significant influence on employee work performance at the Department
    Population and Civil Registration of Bma City
H3: Workload and communication have a significant effect on work performance. employee
    at the Population and Civil Registration Service of Bima City

METHOD

This research was conducted at the Population and Civil Registration Service of Bima City. located at Jln. Soekarno Hatta No.2 West Rabadompu, Raba District-Bima City, West Nusa Tenggara and was carried out from March to April 2025. The type of research that will be used in this study is Associative research using quantitative data from primary data sources. The instrument in this study used a Likert scale questionnaire sheet in the form of 30 statements to determine the workload, communication and work performance of employees of the Population and Civil Registration Service of Bima City.

The population in this study were 48 employees of the Population and Civil Registration Office of Bima City consisting of 27 civil servants, 3 PPPK employees, 14 regional honorary employees and 4 voluntary honorary employees. The sample in the study was 30 employees at the Population and Civil Registration Office of Bima City

consisting of 27 civil servants and 3 PPPK employees where the determination of sampling was carried out by determining special characteristics regarding the research objectives so that they can answer the problems studied. The sampling technique was carried out using the purposive sampling method. According to (Sugiyono, 2019). Purposive sampling is a technique for determining samples with certain considerations. The data in this research were collected by means of observation, interviews, questionnaires and literature study, then the data obtained were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression, multiple correlation coefficients, determination tests, t tests and f tests with SPSS version 26 help.

RESULTS AND DISCUSSION
Data Validity Test Results

Table 1. Validity Test Results

Statement	R Table	R Count	Information
X1.1	0.300	0.550	Valid
X1.2	0.300	0.679	Valid
X1.3	0.300	0.496	Valid
X1.4	0.300	0.570	Valid
X1.5	0.300	0.544	Valid
X1.6	0.300	0.505	Valid
X1.7	0.300	0.494	Valid
X1.8	0.300	0.557	Valid
X1.9	0.300	0.516	Valid
X2.1	0.300	0.473	Valid
X2.2	0.300	0.347	Valid
X2.3	0.300	0.769	Valid
X2.4	0.300	0.545	Valid
X2.5	0.300	0.505	Valid
X2.6	0.300	0.663	Valid
X2.7	0.300	0.708	Valid
X2.8	0.300	0.475	Valid
X2.9	0.300	0.468	Valid
X2.10	0.300	0.693	Valid
Y.1	0.300	0.590	Valid
Y.2	0.300	0.689	Valid
Y.3	0.300	0.776	Valid
Y.4	0.300	0.879	Valid
Y.5	0.300	0.807	Valid
Y.6	0.300	0.737	Valid
Y.7	0.300	0.619	Valid
Y.8	0.300	0.604	Valid
Y.9	0.300	0.508	Valid
Y.10	0.300	0.604	Valid
Y.11	0.300	0.606	Valid

Source: Processed data, 2025

The results of the validity test of the variables Employee Workload (X1), Employee Communication (X2) and Employee Work Performance (Y) in table 1 above, show that the correlation coefficient value for each statement item is > 0.300, so it can be concluded that all questionnaire items on the variables Employee Workload (X1), Employee Communication (X2) and Employee Work Performance (Y) in this study are declared "valid".

Reliability Test Results

Table 2. Results of Variable Reliability Test

Variables	Cronbach's Alpha	Information
Employee Workload (X1)	0.665	Reliable
Employee Communication (X2)	0.763	Reliable
Employee Work Performance (Y)	0.878	Reliable

Source: Processed data, 2025.

Based on the analysis results in the table above, it can be concluded that the research instrument for each variable is declared "reliable", because the Cronbach Alpha (a) value is more than 0.600. This means that the statement items in the questionnaire have consistency to measure the research variables.

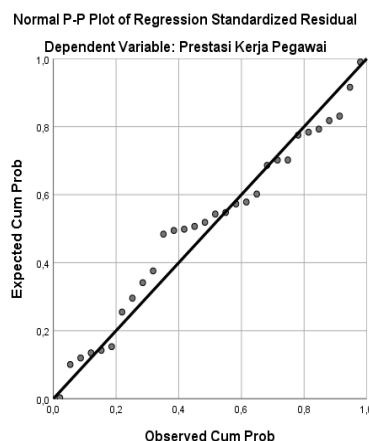**Classical Assumption Test Results**
Normality Test

Figure 1. Normality Test Plot

Based on the Normality Test image, this normally distributed regression model is caused by the plotting data (dots) that depict the actual data following the diagonal line. Based on the image above, there are no symptoms of normality, which means the data is normally distributed. The normality test is strengthened by the Kolmogorov Smirnov test as follows:

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parametersa,b	Mean	,0000000
	Std. Deviation	3.55843528
Most Extreme Differences	Absolute	0,150
	Positive	0,094
	Negative	0,150
Test Statistics		0,150
Asymp. Sig. (2-tailed)		0,083c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed data, 2025.

Based on the SPSS output, the data Normality Test with the Kolmogorov-Smirnov test shows a sig value of 0.083> 0.05. This means that the residual data is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,110	7,856		,905	,373		
Employee Workload	-,111	,171	-,085	-,650	,521	,878	1,139
Employee Communication	1,034	,168	,800	6,151	,000	,878	1,139
a. Dependent Variable: Employee Work Performance							

Source: Processed data, 2025.

Based on the SPSS output, the VIF value <10.00 or tolerance value> 0.10, this indicates that there is no multicollinearity in the regression model.

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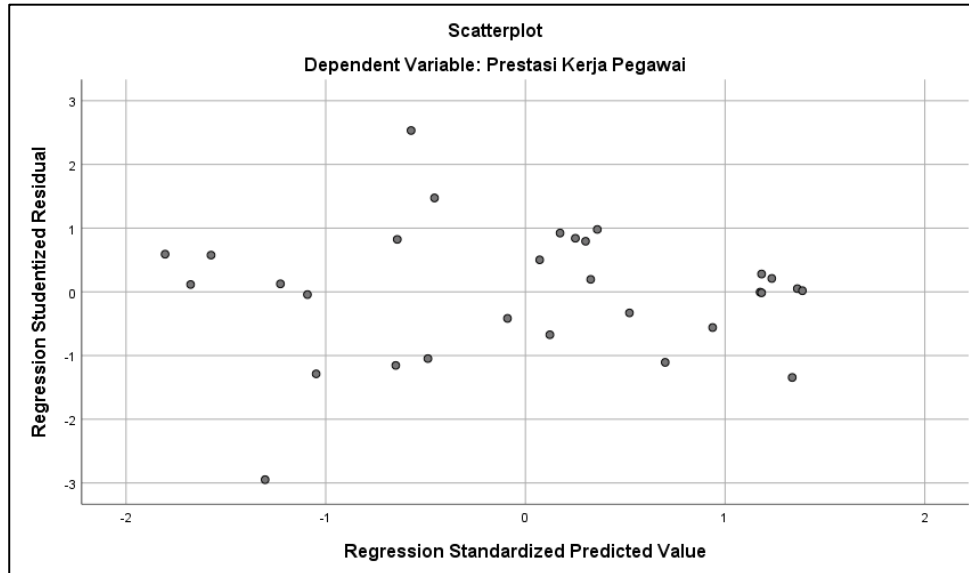
Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Plot
Source: Processed data, 2025.

The results of the heteroscedasticity test in the table above using the graphic method. The results show that the scatter graph does not form a certain pattern and is spread above and below the value 0 on the Y axis. So it can be concluded that there are no symptoms of heteroscedasticity.

Autocorrelation Test

Table 5. Autocorrelation Test

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,774a	00,599	0,570	3,688	**1,885**
a. Predictors: (Constant), Employee Communication, Employee Workload					
b. Dependent Variable: Employee Work Performance					

Source: Processed data, 2025.

Based on the table above in the autocorrelation test, it can be seen that the Durbin-Watson value is 1.885. Furthermore, the value is compared with the Durbin-Watson table value at 5% significance with the formula (k; N). The number of independent variables is 2 or "k" = 2, while the number of samples or "N" = 30, then (k; N) = (2; 30). This number

is then seen in the distribution of the Durbin-Watson table values, then the dL value is found to be 1.2837 and dU is 1.5666.

The Durbin-Watson value (d) of 1.885 is greater than the upper limit (dU), namely 1.885>1.5666 and less than (4-dU) = 4 - 1.5666 = 2.4334, namely 1.885 < 2.4195 or the DW value is between dU and 4-dU, namely 1.5666 < 1.885 < 2.4334, so it can be concluded that there are no autocorrelation symptoms.

Multiple Regression Analysis

Based on the table above, the regression equation can be described as: Y = 7.110-0.111X1 + 1.034X2. So it can be explained as follows:

The constant is 7.110, meaning that if the Workload and Communication values are 0, then employee performance increases by 7.110.

The regression coefficient of the workload variable is -0.111, meaning that if the workload increases by one unit, employee work performance will decrease by -0.111 units, assuming that other independent variables remain constant.

The regression coefficient of the employee communication variable is 1.034, meaning that if employee communication increases by one unit, employee work performance will increase by 1.034 units, assuming that other independent variables remain constant.

Multiple Correlation Coefficient

Based on table 5 above, the sig value is known.*F Change* of 0.000 is less than 0.05, which means that together there is a relationship between the variables of employee workload and communication on employee work performance at the Population and Civil Registration Office of Bima City in 2025. Furthermore, seen from the level of closeness of the relationship between the variables, the R value is known to be 0.774, this shows that the variables of employee workload and communication are "strongly" related to employee work performance.

Coefficient of Determination

Based on table 5 above, the coefficient of determination R square (R^2) is 0.599, which means that the contribution of the influence of employee workload and employee communication on employee work performance at the Population and Civil Registration Service of Bima City is 59.9%, the remaining 40.1% is influenced by other factors that cannot be examined in this study.

Partial Test (T)
H1: Employee Workload Has a Significant Influence on Employee Work Performance at the Population and Civil Registration Service of Bima City.

Based on the results of the analysis in table 4 above, the significance value is 0.521> 0.05, which means that employee workload does not affect employee work performance. It can be concluded that the H1 hypothesis is not proven and is rejected. This can be caused by several unique factors in the work environment of the Bima City Population and Civil Registration Service. One of them could be a management system that is less effective in distributing tasks evenly and fairly among employees. The existence of a good support and communication system among coworkers. Solid collaboration and teamwork can help reduce stress due to workload, so that it does not have a negative impact on individual or collective work performance. This is proven by the fact that increasing the workload actually reduces the work performance of Bima City DUKCAPIL employees by 0.111 or equivalent to 11.1% of work

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performance. The results of this study differ from the results of research conducted by (Hardono et al., 2019) And (Pariakan et al.,2023) which shows the workload can actually improve employee work performance.

H2: Employee Work Communication Has a Significant Influence on Employee Work Performance at the Population and Civil Registration Service of Bima City

Based on the results of the analysis in table 4 above, the significance value obtained is 0.000 <0.05, which means that work communication has a positive and significant effect on employee work performance. So it can be concluded that the H2 hypothesis is proven and accepted. Good communication in an organization is the hope of every individual, According to (Wangi & Kusumayadi, 2024). Good communication in an organization is positively related to employee morale. Morale is an important trigger for work performance, so in other words, communication is related and/or has a positive effect on employee work performance. Furthermore, the results of this study are in line with research (Fathoni, 2021) And Dewi & Mulyani, (2023) that communication is positively related to work performance in an organization.

Simultaneous Test (F)

Table 6. F Test Results

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	549,489	2	274,744	20,201	**,000b**
	Residual	367,211	27	13,600		
	Total	916,700	29			
a. Dependent Variable: Employee Work Performance						
b. Predictors: (Constant), Employee Communication, Employee Workload						

Source: Processed data, 2025

H3: Employee Workload and Employee Work Communication Have a Significant Influence on Employee Work Performance at the Population and Civil Registration Service of Bima City.

Based on the results of the data analysis in the table above, the sig. value is 0.000 <0.05. So it can be concluded that employee workload and employee work communication have a significant effect on employee work performance at the Population and Civil Registration Service of Bima City. So it can be concluded that the H3 hypothesis is proven and accepted. The results of this study are in line with the results of research conducted by (Dewi & Mulyani, 2023) that workload and communication have a positive influence on employee work performance.

CONCLUSION

Based on the results of the hypothesis testing that has been carried out, the conclusions of this study are as follows: Employee workload does not have a significant effect on employee work performance at the Bima City Population and Civil Registration Service, Employee work communication has a significant influence on employee work performance at the Population and Civil Registration Service of Bima City and Employee workload and employee work

communication have a significant influence on employee work performance at the Population and Civil Registration Service of Bima City.

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