

## THE EFFECT OF COMMUNICATION AND WORKLOAD ON EMPLOYEE PERFORMANCE WITH WORK SPIRIT AS A MEDIATION VARIABLE

Evelyne Wulan Ayu HW<sup>1</sup>, Adrie Frans Assa<sup>2</sup>, Eka Desy Purnama<sup>3</sup>

<sup>1,2,3</sup> Program Studi Magister Manajemen, Fakultas Ekonomi & Bisnis UKRIDA

Email: [evelyne.012022122@civitas.ukrida.ac.id](mailto:evelyne.012022122@civitas.ukrida.ac.id), [adrie.assa@ukrida.ac.id](mailto:adrie.assa@ukrida.ac.id), [ekadesy@ukrida.ac.id](mailto:ekadesy@ukrida.ac.id)

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### Abstract

In today's modern era, many companies are required to be able to develop and improve human resources so that their performance can increase optimally. Companies need more high-quality human resources to be able to keep up with the tight competition in the beauty industry today. The development of technology and the growth of technology lately as well as the rapidly moving economic sector have an impact on the growth and development of many business worlds. Research on human resources has been widely conducted, especially on communication, workload and work spirit. This study aims to examine the factors that influence employee performance. The method used in this study is descriptive quantitative which discusses several variables that influence employee performance, namely work stress and workload and the role of work conflict as mediation. The formulation of the problem of this study is whether communication, workload and work spirit affect employee performance mediated by work conflict. The purpose of this study is to analyze the effect of communication and workload on employee performance mediated by work spirit. The sample in this study amounted to 179 respondents. Data were collected using a questionnaire on respondents. The data analysis technique used is the Structural Equation Model (SEM) with the SmartPLS Version 3 program. The analysis method uses a measurement model (validity and reliability test), structural model (R-Square), t-test, and mediation effect test. Significant influence between variables on t-Statistics, namely: (1) Communication affects employee performance (2.762), (2) Workload affects employee performance (6.624), (3) Work Spirit affects employee performance (4.879), (4) Communication affects work spirit (6.794), (5) Workload affects Work Spirit (4.554), (6) Work spirit significantly mediates communication on employee performance (3.562), (7) Work spirit significantly mediates partially work load on employee performance (3.930). Suggestions for the company are input for HRD or company owners so that they can complete communication, workload, and work spirit provided by the company to improve employee performance so that employees can work comfortably.

**Keywords:** *communication, workload, work morale and employee performance*

## I. INTRODUCTION

### 1.1 Research Background

Human Resource Management is the most important thing in the world of work and also in the Company. The work industry that has recently grown rapidly is the cosmetics industry and this industry is also very popular with the community, both local cosmetics and foreign cosmetics. Many foreign cosmetic industries open businesses in Indonesia because they see a very big opportunity to be able to gain profits and as many consumers as possible. The role of human resources and company goals must be able to collaborate and work together to achieve maximum results. Employee performance is one of the most important factors for the success of a company. All organizations definitely want employees to be able to work according to the results expected by the company and employees to have good performance. Companies need to pay attention to employee performance as well as possible and require more attention because employee performance is very much needed to be able to increase work productivity and good employee performance that can be used to measure related to the results of the work of the employees concerned, their behavior and attitude at work, their absence or attendance level.

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There are many things that affect employee performance in a company including communication, workload, benefits, and many more. In this case, the author takes two variables in dealing with performance problems in this company, namely communication and workload. Researchers for this see that there are several factors that still lack good communication between employees and management due to changes in management restructuring to the central Chinese party so that many employees have difficulty communicating with the central party due to language limitations. In moving all operations and production in a company, communication is needed, good and smooth communication is needed and required in everything. Communication is very important not only in carrying out operational or production activities but is needed in daily activities so that whatever is run can run well and smoothly and create a conducive and comfortable work situation.

Good communication can have a positive impact on the company because employees can understand the work to be done clearly and also with good communication can improve employee performance, motivation and work enthusiasm. To obtain quality and active employees, work enthusiasm, smooth and good communication is needed if there is no good communication, it will be difficult to get quality and active human resources. With good communication between employees, company leaders and company management, a harmonious and family working relationship will be created, while poor communication can cause misunderstandings, conflicts and even divisions. Communication aims to improve the organization and important delivery between leaders to employees or employees to employees to avoid miscommunication. Comfort and performance that is in line with what is expected can be created if there is good communication in daily activities. Rialmi & Morsen (2020).

According to Susiarty (2019), workload arises from the interaction of task requirements, work environment, employee skills, employee attitudes and perceptions. The workload given by a company to employees. Total overtime in 2023 is 22,466 hours and 2024 is 28,942 hours. For the average total employee work in a month should be around 13,440 hours with a working day of 5 days a week and 40 hours during the week and during the month but there is an increase in overtime hours every month and there is an increase in overtime in 2024 of around 29% from 2023. With the workload on these employees, some employees complain that their physical condition is becoming less fit so that it is feared that employee performance will decrease.

Many factors affect employee performance, not only communication, workload is one of the most important factors that affect employee performance. In this study, the author describes three factors that affect employee performance, namely communication and workload. According to Susiarty (2019), workload arises from the interaction of task requirements, work environment, employee skills, employee attitudes and perceptions. The workload given by a company to employees According to Suci (2017) workload is a process that employees need to do their jobs by setting their working hours. A job can pose a risk to workers both in the short and long term because it is called a workload because its impact can be felt because of daily work activities, therefore if the workload exceeds the normal limit it will have a bad impact on workers, namely they can experience work stress both psychologically and physically and if the workload is felt for a moment it will result in boredom at work. If the workload is felt to be heavy, the company can carry out activities that can make workers feel relaxed such as outing activities, holding competitions or games and so on which can make workers momentarily relieve boredom and work stress. One factor to complement employee work motivation is work enthusiasm, because with the work motivation that someone has, it will spur the employee's work enthusiasm. A person's performance will be good if they have a work enthusiasm in it.

Work enthusiasm is the main basis for someone to enter an organization. Work enthusiasm is a psychological state of a person to work hard, quickly and work better according to Basri and Rauf (2022). Work enthusiasm greatly affects employee performance and many things affect work enthusiasm including work productivity, attendance rate, and calmness at work according to Laksirini (2018). Researchers want to see if there is an effect of decreased performance on employee work enthusiasm. Based on previous research by Lailan, Syahril and Syaiful (2022) which stated that communication and workload have a significant effect on employee performance and the author also wants to know whether communication and workload have an effect on work enthusiasm. Based on the above, the researcher is interested in conducting research entitled "The Effect of Communication and Workload on Employee Performance with Work Spirit as a Mediating Variable.

## **II. LITERATURE REVIEW**

### **Communication**

#### **Definition of Communication**

According to the researcher's view, communication is a means or media of delivering information either directly or indirectly to provide information to the recipient of information so that there is no misunderstanding and to avoid conflict, communication can be face to face and also through social media, telephone, mobile phones and other media. With good communication, family relationships, society will be better established, familial and free from conflict so that a harmonious environment is created. Communication is a process of sending information from one party to another party which can be done through several media such as social media, telephone, mobile phone and several other communication tools, Ginting (2019)

#### **Understanding Workload**

Workload is a collection of tasks that must be completed immediately within a certain time period and if they can be completed according to the specified time, work productivity can be maintained so that analysis and determination of balanced resources and time must be carried out to determine it. Workload is the amount of burden that is carried out by a number of workers to achieve the company's target with the targeted time and must be completed according to the targeted time. Thus, workload is not only a matter of tasks or work but also includes the mobilization of resources and the determination of time periods according to Hutabarat (2017).

#### **Understanding Employee Performance**

Performance refers to the results of employee work in carrying out their duties and responsibilities according to the direction given by the employer, the company assesses employee performance to be used as evaluation material as well as the potential of the employee himself. According to Mangkunegara (2017), performance is the result of what he has done so far in accordance with the performance carried out with results in accordance with the quality and quantity of work.

#### **Understanding Work Spirit**

Work enthusiasm is a person's action to do a job more diligently and enthusiastically to get good and fast work results. According to Nurmansyah (2015) work enthusiasm is the act of completing all work with high enthusiasm so that the work can be completed well and quickly. While the meaning of work enthusiasm itself means doing work with a happy heart and without burden.

## **2. Hypothesis Development**

### **The Influence of Workload on Employee Performance**

Taken based on previous research from c which was taken from the Krida Wacana Christian University Journal with the title The Influence of Job Satisfaction and Workload on Employee Performance at PT Airmas Perkasa, the results of this study indicate that Job Satisfaction has an effect on employee performance and workload has a negative effect on employee performance.

H2: Workload has a negative effect on employee performance.

### **The Influence of Work Morale on Employee Performance**

Taken based on previous research from Surya Kelana Basri (2020) which was taken from the Journal of Management (YUME) with the title The Influence of Work Spirit and Job Satisfaction on Employee Performance at the Food Security Service of Mamasa Regency and the results of this study indicate that work spirit has an effect on employee performance, job satisfaction does not have an effect on employee performance, job satisfaction does not have an effect on employee performance and work spirit and job satisfaction have an effect on employee performance

H3: Work enthusiasm has a positive effect on employee performance.

### **The Influence of Communication on Work Morale**

Taken based on previous research from Dafrida Jenunut (2021) which was taken from the Arthaniti Studies journal with the title The Influence of Communication and Work Environment on Employee Work

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Spirit at PT. Dewata Spartindo Utama in Denpasar in 2021 and the results of this study indicate that communication has an effect on work spirit and the work environment has an effect on work spirit and communication and the work environment have a significant effect on employee work spirit at PT. Dewata Spartindo Utama in Denpasar

H4: Communication has a positive effect on employee work enthusiasm.

## The Effect of Workload on Work Morale

Taken based on previous research from Kaharuddin (2023) which was taken from the journal of Economics, Business and Management Vol 1, No 2 April 2023 with the title The Influence of Work Ethic and Workload on Work Spirit in the Sibolga City District Government and the results of this study show that work ethic and workload have a positive effect on work spirit.

H5: Workload has a positive effect on employee work enthusiasm.

## Work Spirit Mediates the Influence of Communication on Employee Performance

Overall, effective communication serves as a tool for conveying information, building relationships, and solving problems. When communicating well, the work spirit and performance of individuals or groups will increase because they feel more connected to each other and are also motivated and feel appreciated. Taken based on previous research from Arum Astari, et al. (2022) which was taken from the journal Economics and Business Vol 3 with the title Compensation and Communication on Employee Performance Mediated by Work Spirit and The results of this study indicate that compensation, communication have a significant effect on performance through work spirit.

H6: Work enthusiasm mediates the influence of communication on employee performance.

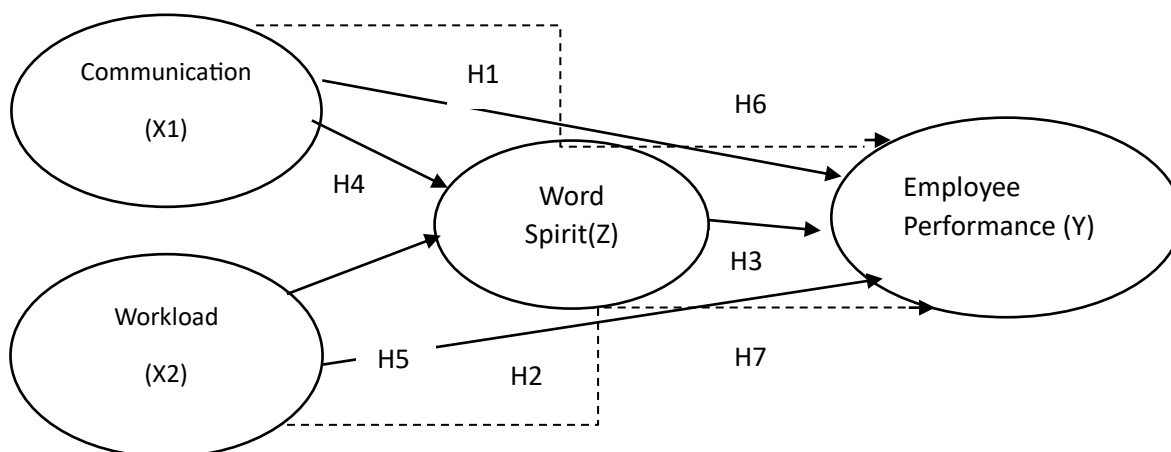
## Work Spirit Mediates the Effect of Workload on Employee Performance

One factor in increasing work enthusiasm is with a workload that is in accordance with employee abilities. Taken based on previous research from Astuti Lusya Ndari Ndara, et al. (2024) which was taken from the World of Education Journal with the title The Effect of Workload and Compensation on Employee Performance Through Work Spirit at CV Surya Pratama Indonesia and the results of this study show that workload and compensation have a significant effect on employee performance through work spirit.

H7: Work enthusiasm mediates the effect of workload on employee performance.

## Conceptual Framework

### Research Framework



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- Hipotesis 1 : Komunikasi berpengaruh positif terhadap kinerja karyawan
- Hypothesis 1: Communication has a positive effect on employee performance.
- Hypothesis 2: workload has a positive effect on employee performance.
- Hypothesis 3: Work enthusiasm has a positive effect on employee performance.
- Hypothesis 4: Communication has a positive effect on work enthusiasm.
- Hypothesis 5: workload has a positive effect on work enthusiasm
- Hypothesis 6: Communication has a positive effect on employee performance which is mediated by work enthusiasm.
- Hypothesis 7: workload has a positive effect on employee performance which is mediated by work enthusiasm.

### III. RESEARCH METHODS

This study uses a quantitative approach because the data used to analyze the influence between variables is expressed in numbers with an emphasis on hypothesis testing in producing a conclusion. This study will explain the relationship of influencing and being influenced by the variables to be studied, namely the influence of workload variables and work discipline variables mediated by performance on job satisfaction variables.

#### Research Object

The object of the research will be conducted at the office and warehouse of PT Multi Cemerlang. The subjects of the research are employees of PT Multi Cemerlang.

#### Population and Sample

According to Sugiyono (2020), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was 179 employees.

#### Method of collecting data

According to Sugiyono (2017), data collection techniques are methods used by researchers to obtain data and information needed for research. The data collection techniques used in this study are:

- a. Field Research  
Field research can be obtained through direct data from the source.
- b. Observation  
It is a data collection technique by observing the object to be studied directly. In this study, observations were conducted at PT. Multi Cemerlang
- c. Questionnaire  
It is a data collection technique by making a list of written questions to respondents regarding the object being studied. In this study, researchers distributed questionnaires in the form of a list of questions that had been provided with alternative answers for respondents to answer. The answers were then measured using a Likert scale.

### IV. DISCUSSION

The number of questionnaires distributed was 179 employees, of which 132 employees filled in, the questionnaires that were not filled in were 47 employees because some employees worked out of town and at the same time some employees were also doing overtime activities because there was a campaign event, therefore the total number of questionnaires processed was 74%.

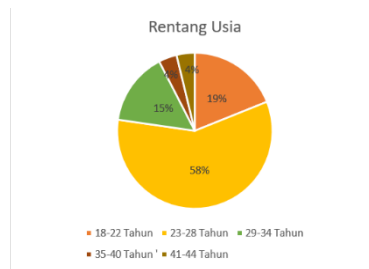
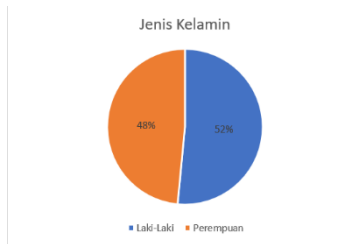
Table 4.1 Research Sample

No	Information	Amount	Percentage (%)
1	Number of questionnaires distributed	179	100%
2	Number of Returned Questionnaires	132	74%

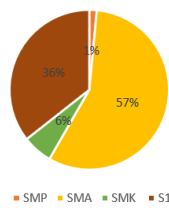
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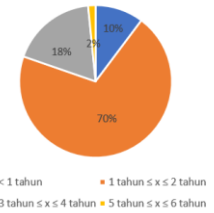
3	Uncompleted questionnaire	47	26%
4	Processable questionnaire	132	74%



Jenjang Pendidikan

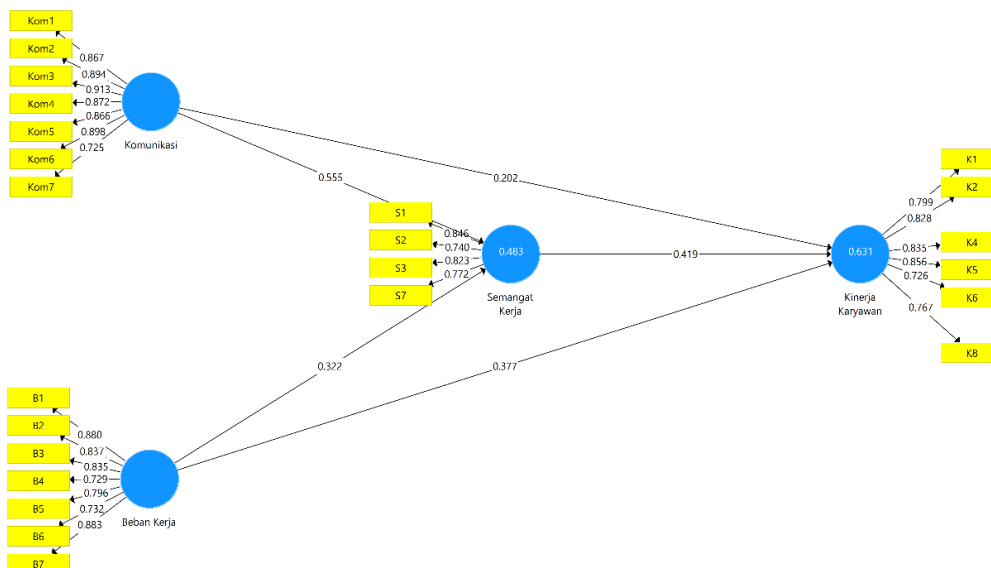


Masa Bekerja



Based on the data above, from a total of 132 respondents, 13 respondents (10%) worked for <1 year, 94 respondents (70%) worked for 1 year ≤ x ≤ 2 years, 23 respondents (18%) worked for 3 years ≤ x ≤ 4 years, and 2 respondents (2%) worked for 5 years ≤ x ≤ 6 years.

## Evaluation of Measurement Model (Outer Model)



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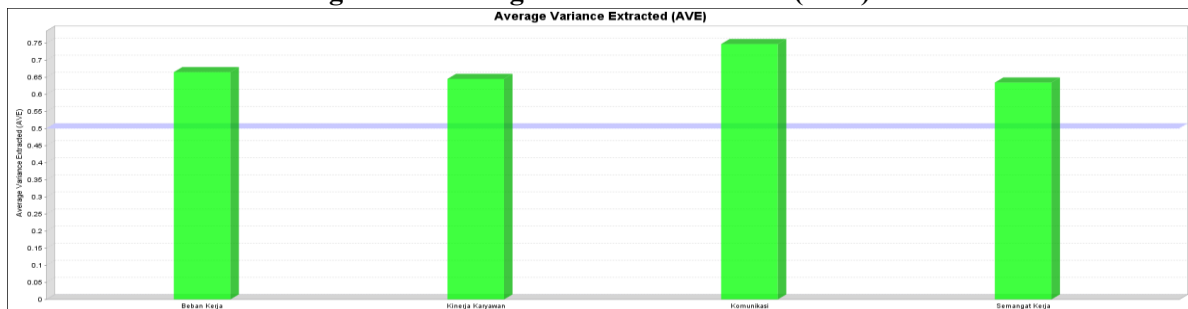
	Communication (X1)	Workload (X2)	Work Spirit ( Z )	Employee Performance (Y)
Com1	0.867			
Com2	0.894			
Com3	0.913			
Com4	0.872			
Kom5	0.866			
Kom6	0.898			
Kom7	0.725			
B1		0.880		
B2		0.837		
B3		0.835		
B4		0.729		
B5		0.796		
B6		0.732		
B7		0.833		
S1			0.846	
S2			0.740	
S3			0.823	
S7			0.772	
K1				0.799
K2				0.828
K4				0.835
K5				0.856
K6				0.726
K8				0.767

Source: PLS Output, 2024

Validity testing for reflective indicators uses the correlation between item scores and variable scores. Measurement with reflective indicators shows a change in an indicator in a variable if other indicators in the same variable change (or are removed from the model). Reflective indicators are suitable for measuring perceptions so this study uses reflective indicators. The table above shows that the loading factor provides a value above the recommended value. The smallest value is 0.725 for the KOM7 indicator, meaning that the indicator used in this study is valid or has met convergent validity.

**AVE Results**

**Figure 4.7 Average Variance Extracted (AVE)**



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**Table 4.5 Average Variance Extracted (AVE)  
Construct Reliability and Validity**

Variables	Average Variance Extracted (AVE)
Communication (X1)	0.747
Workload (X2)	0.665
Work Spirit (Z)	0.634
Employee Performance (Y)	0.645

**Source: PLS Output, 2024**

From Table 4.5 and Figure 4.7 above, it can be seen that the AVE value generated by several reflective constructs is above 0.5, thus fulfilling the requirements of convergent validity and reliability. The lowest AVE value is 0.634, namely in the Work Spirit construct.

**Composite Reliability and Cronbach Alpha**

Composite reliability is part of testing the reliability value of indicators on a variable. If the composite reliability value of a variable is greater than 0.7, then the variable is considered to meet composite reliability. The composite reliability values for each variable tested in this study are shown below:

**Table 4.6 Composite Reliability**

	Composite Reliability
Workload	0.932
Employee performance	0.916
Communication	0.954
Spirit at work	0.874

**Source: PLS Output, 2024**

Based on the table above, it can be seen that each of the composite reliability meets the reliability value of 0.7 for the variables Communication, Workload, Work Morale, and Employee Performance. Thus, it can be concluded that overall, the composite reliability is reliable overall. Cronbach's alpha test strengthens the combined reliability test above. A variable is considered reliable if its Cronbach's alpha value is greater than 0.7. The Cronbach's alpha value of each variable is presented below:

**Table 4.7 Cronbach Alpha**

	Cronbach's Alpha
Workload	0.915
Employee performance	0.889
Communication	0.943
Spirit at work	0.806

**Source: PLS Output, 2024**

Based on the table above, we can see that the Cronbach's alpha value for each variable has a greater value of 0.7. Therefore, we can conclude that each variable has met the requirements of Cronbach's alpha value or that they are fairly consistent in their size.

**Table 4.8 R-Square**

	R Square	R Square Adjusted
Employee Performance (Y)	0.631	0.622
Work Spirit (Z)	0.483	0.475

**Source: PLS Output, 2024**

Based on Table 4.8 above, the R-Square value of the work spirit construct is 0.483. This means that it is able to explain that communication, workload and employee performance are able to contribute 48.3% while the rest is explained by other variables. While the employee performance construct of 0.631 means that communication, workload and work spirit contribute 63.1% and the rest is explained by other variables. To measure how well the observations are generated by the model and its estimates can be seen using Q-square predictive relevance. The calculation of Q-Square is explained as follows:



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$$\begin{aligned}
 Q^2 &= 1 - (1-R^2)(1-R^2) \\
 &= 1 - (1-0.631)(1-0.483) \\
 &= 1 - 0.191 = 0.809
 \end{aligned}$$

The Q-Square value is 0.809, which is in the interval  $>0.75-0.99$ : a very strong correlation, according to the calculation results. Therefore, based on these findings, it can be said that this research model has a very strong fit. Path coefficients are estimates of path coefficients which are estimated values for path relationships in a structural model using statistical t-tests obtained by bootstrapping procedures. The following are estimates of the path coefficient for each variable:

**Table 4.9 Path Coefficient**

	Employee performance	Spirit at work
Workload	0.377	0.322
Communication	0.202	0.555
Spirit at work	0.419	

The results of partial hypothesis testing are as follows:

**Table 4.9 partial hypothesis testing results**

Hypothesis	Influence	T-Statistics	T-Table	P-Values	Conclusion
H1	Communication (X1) -> Employee Performance (Y)	2,762	1.96	0.006	Accepted
H2	Workload (X) -> Employee Performance (Y)	6,624	1.96	0.000	Accepted
H3	Work Spirit (Z) -> Employee Performance (Y)	4,879	1.96	0.000	Accepted
H4	Communication (X1) -> Work Spirit (Z)	6,794	1.96	0.000	Accepted
H5	Workload (X2) -> Work Morale (Z)	4,554	1.96	0.000	Accepted

Source: PLS Output, 2024

The presence or absence of the influence of the independent variable on the dependent variable is assessed through the use of hypothesis testing. The test criteria indicate that there is an influence of the independent variable on the dependent variable if the T statistic value is greater than the T table value (1.96) or the P value is less than the significant alpha value of 5% or 0.05. According to the explanation of the results, all variables in this model have positive path coefficients. This shows that the greater the value of the path coefficient on the exogenous variable compared to the endogenous variable, the greater the influence between the exogenous and endogenous variables. The results of data processing can be used to answer the research hypothesis. The T statistic value and the P value are used to test the research hypothesis. The research hypothesis is considered accepted if the P value  $<0.05$ .

**Table 5.0 Results of testing the Indirect Effect hypothesis**

Hypothesis	Influence	T-Statistics	T-Table	P-Values	Conclusion
H6	Communication (X1) -> Work Spirit (Z) -> Employee Performance (Y)	3,562	1.96	0.000	Accepted
H7	Workload (X) -> Work Morale (Z) -> Employee Performance (Y)	3.930	1.96	0.000	Accepted

Based on the table above, it is explained as follows:

**1. The Influence of Communication on Employee Performance Through Work Morale**

The sixth hypothesis tests whether there is an influence between communication and employee performance through work enthusiasm. The results of the path coefficient test show a P-Value of 0.000 with a T-statistics value of 3,562. From these results it is stated that the sixth hypothesis is accepted because the T-Statistics is greater than the T-Table which is 1.96 and the P-Values are less than 0.05. This proves that work enthusiasm is able to mediate the influence of communication or it can be said that the sixth hypothesis (H6) is accepted.

**2. The Influence of Workload on Employee Performance Through Work Morale**

The seventh hypothesis tests whether there is an influence between Workload on employee performance through work spirit. The results of the path coefficient test show a P-Value of 0.000 with a T-statistics value of 3,930. From these results it is stated that the seventh hypothesis is accepted because the T-Statistics is greater than the T-Table which is 1.96 and the P-Values are less than 0.05. This proves that work enthusiasm is able to mediate the influence of workload on employee performance or it can be said that the seventh hypothesis (H7) is accepted.

The seven hypotheses are accepted, indicating that there is an influence between endogenous and exogenous variables, as shown by the results of data processing carried out to answer the proposed hypotheses. The following is an analysis of the influence between variables according to the proposed hypotheses:

**1. The Influence of Communication on Employee Performance**

This test shows that communication has an impact on employee performance; Hypothesis I states that there is an influence of communication on employee performance. In this study, a positive and significant relationship was obtained, meaning that the results of this study are supported by previous research from Islami, Palupi, Romadhan (2021) which showed that communication had a significant effect on employee performance at PT. Feva Indonesia. If communication improves, employee performance will improve. Communication is essential in working, so that work runs smoothly, management needs good communication so that employee performance improves. In this case, although each employee has different desires in terms of character, language and nature, communication is important in carrying out a job so that it can run well and smoothly. In other words, the better the communication that is carried out, the easier it will be for employees to carry out their work and reduce errors in work. For the highest indicator on KOM6, which means that communication between divisions and other divisions has been communicating very well, which means that communication between divisions and other divisions is also very good so that it can improve their performance at work.

**2. The Influence of Workload on Employee Performance**

This test shows that workload has an effect on employee performance; hypothesis II states that there is an effect of workload on employee performance. In this study, a positive and significant relationship was obtained, meaning that the results of this study are different from previous studies by Sagita & Frans Assa(2022) which shows a negative relationship between workload and employee performance. Because if the workload increases, performance will also increase because the Company provides workloads to provide challenges to employees and after that the Company provides rewards and overtime pay that are in accordance with the workload or hard work they have produced according to the targets given by the Company so that this workload makes their performance increase. However, the Company must still pay attention to their work facilities, not only income but also supporting work facilities must be considered, such as employee training that they need for their career development.

**3. The Influence of Work Morale on Employee Performance**

This test shows that work enthusiasm affects employee performance, thus it can be concluded that employee work enthusiasm greatly affects employee performance, work enthusiasm is a reflection and condition of employees in the work environment and the individual's mentality in showing joy and happiness in doing their work. Increasing work enthusiasm will get many benefits such as low absenteeism and work

will be completed faster according to Basri & Rauf (2021) and supported by previous research from Surya Kelana Basri (2020) which was taken from the Journal Of Management (YUME) journal with the title The Influence of Work Spirit and Job Satisfaction on Employee Performance at the Food Security Service of Mamasa Regency and the results of this study indicate that work enthusiasm affects employee performance. From the results of this study, it shows that employee work spirit must be maintained and work spirit can also be increased if there is a strong desire and motivation in doing the work. For employees, the highest work spirit indicator is in the S2 indicator, namely they have the ambition to be able to complete their work well so that the conclusion is that the work spirit to complete their work is very high so that their performance is getting better.

#### 4. The Influence of Communication on Work Morale

The results of this study indicate that communication has an effect on work enthusiasm; in other words, the better the communication, the more employee work enthusiasm will increase. Good communication will build employee work enthusiasm according to Ispawati Asri (2022). With good and two-way communication will increase work enthusiasm and make employees feel appreciated. This result is also in accordance with previous research from Dafrida Jenunut (2021) which was taken from the Arthaniti Studies journal entitled The Influence of Communication and Work Environment on Employee Work Spirit at PT. Dewata Spartindo Utama in Denpasar in 2021 and the results of this study show that communication has an effect on work enthusiasm. The results of this study indicate that the better the communication is, the more work enthusiasm will increase. It is expected that management can continue to improve two-way communication so that employee work enthusiasm will increase.

#### 5. The Effect of Workload on Work Morale

The results of this study indicate that workload has an effect on work enthusiasm, therefore workload must be considered in every organization because workload has an important effect on work enthusiasm according to Novemaryl, Hendriani & Efni (2019). Work enthusiasm not only increases work productivity but also increases discipline so that if the work enthusiasm is high, everything that the Company expects will be achieved well. This result is also supported by previous research from Tanjung, Kaharuddin (2023) entitled The Influence of Work Ethic and Workload on Work Morale in the Sibolga City District Government and the results of this study indicate that work ethic has a positive effect on work enthusiasm and workload has a positive and significant effect on work enthusiasm. The results of this study indicate that employees work to meet their living needs and it can be concluded that the workload is in accordance with the target and achieves income that is in accordance with the workload that has been done and from this expectation, a sense of satisfaction and dissatisfaction will arise, if the workload received does not match what has been done, because work enthusiasm reflects the employee's feelings towards their work.

#### 6. The Influence of Communication on Employee Performance Through Work Morale

The results of this study indicate that communication has an impact on employee performance through work spirit. Communication is very important in working because with good communication not only improves employee performance, because employee performance is good, work spirit also increases. With good and two-way communication between employees, divisions, teams and also management, employee performance will improve and also increase high discipline with good work spirit. These results are also supported by previous research from Astari, Ramadhan, Sapruwan (2022) entitled Compensation and Communication on Employee Performance Mediated by Work Spirit and the results of this study show that compensation, communication have a significant effect on performance through work spirit. The results of this study prove that good and open communication between employees, superiors and management can help employees improve their work enthusiasm because employees can understand their shortcomings in their work and provide suggestions if there are shortcomings and improve their performance.

#### 7. The Influence of Workload on Employee Performance Through Work Morale

The results of this test indicate that workload affects employee performance through work enthusiasm; thus it can be concluded that when employee workload is in accordance with the Company's capabilities and targets, employee performance will increase and with increasing employee performance, work enthusiasm will also improve. This result is supported by previous research from Ndara, Zai and Alamsyah

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entitled The Effect of Workload and Compensation on Employee Performance Through Work Spirit at CV Surya Pratama Indonesia and this result shows that workload and compensation have a significant effect on employee performance through work enthusiasm. The results of this study prove that the work enthusiasm of employees is very high, as evidenced by the fact that they rarely take leave from work due to the targets they must achieve to demonstrate their performance, and even though their workload is quite high, this does not make their work enthusiasm low.

## V. CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the results of research conducted by the author with a sample of 132 respondents using the smart PLS testing method, the following conclusions can be drawn:

1. Significant communication has a positive effect on employee performance, meaning that if communication is good and focused, it will have an effect on employee performance.
2. Significant workload has a positive effect on employee performance, meaning that if the workload is in accordance with the employee's abilities, it will affect employee performance.
3. Work enthusiasm has a positive effect on employee performance, meaning that if work enthusiasm increases, it will affect employee performance.
4. Communication has a positive effect on work enthusiasm, meaning that if communication is good and focused, it will have a positive effect on work enthusiasm.
5. Workload has a positive effect on work enthusiasm, meaning that a workload that is appropriate to employee abilities will have an effect on work enthusiasm.
6. Work spirit mediates communication has a significant positive effect on employee performance. There is sufficient significant evidence that work spirit can mediate communication on employee performance.
7. Work spirit mediates workload has a significant positive effect on employee performance. There is sufficient significant evidence that work spirit can mediate workload on employee performance.

### Suggestion

From the conclusions obtained by the author, the things that can be suggested are:

1. It is expected to increase students' insight into the development of science and implementation of theory, especially in human resource management courses. In addition, it can also be used as a reference and comparison material for all parties interested in further researching the topic of the influence of communication, workload, and work spirit on employee performance.
2. Can provide input for HRD or company owners so that they can resolve communication, workload and work enthusiasm provided by the company to improve employee performance so that employees can work comfortably and provide the training or training needed by employees.

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