Enrichment: Journal of Management, 16 (2) (2026)

Published by: Instiute of Computer Science (IOCS)

Enrichment: Journal of Management

Journal homepage: www.enrichment.iocspublisher.org

Analysis of the influence of workload, communication, and work commitment on employee performance at pt kao Indonesia

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ARTICLE INFO

Article history:

Received May 12, 2026
Revised May 19, 2026
Accepted Jun 15, 2026

Keywords:

Communication;
Employee Performance;
Work Commitment;
Workload.

ABSTRACT

This This study aims to analyze the influence of workload, communication, and work commitment on employee performance at PT KAO Indonesia, Medan Branch. The underlying phenomenon of this research is the importance of improving employee performance, which is influenced by both internal and external company factors. This study used a quantitative method with an associative approach. The study population was all employees of PT KAO Indonesia, Medan Branch, with a sample of 70 respondents determined using a saturated sampling technique. The results showed that workload had a positive and significant effect on employee performance, communication also had a positive and significant effect on employee performance, and work commitment had a positive and significant effect on employee performance. Simultaneously, workload, communication, and work commitment significantly influenced employee performance, with an F-value of 16.960 > F-table of 2.74 at a significance level of 0.000 < 0.05. The coefficient of determination (R^2) of 0.435 indicates that the variables workload, communication, and work commitment explain 43.5% of employee performance, while the remaining 56.5% is influenced by other factors not examined in this study. The conclusion of this study is that the more proportional the workload, the better the communication, and the higher the work commitment, the higher the employee performance. This research provides implications for companies to continue to pay attention to workload management, improve communication effectiveness, and strengthen employee work commitment to achieve optimal performance.

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INTRODUCTION

The rapid advancement of technology in the modern era requires organizations to become more dynamic. Therefore, organizations need human resources with strong values, flexibility, and the

ability to adapt to environmental changes, namely human resources capable of keeping pace with such dynamics. Human resources must possess capacities that are built upon strong foundations in accordance with the demands of contemporary developments.

Employees, as human resources, play an essential role in carrying out organizational activities and achieving organizational objectives. Within an organization, human resources hold a highly significant role in determining the achievement of goals and the overall success of the organization. In achieving organizational objectives, the role of human resources is highly dominant because employees must be able to cooperate effectively with one another.

Employee performance is one of the factors influencing the level of organizational success. Employee performance represents the manifestation of employees' work outcomes, which are generally used as the basis or reference for evaluating employees within an organization. One of the essential steps toward achieving organizational goals is through good performance. Therefore, employee performance is one of the determining factors in achieving organizational objectives and must be optimized to improve organizational effectiveness.

Employee performance issues within a company always constitute a problem that requires greater attention because they are related to all activities carried out to improve work productivity among employees. Employee performance refers to a formal and structured system used as a tool to measure the work results achieved by employees. Employee performance is expected to produce optimal outcomes (Mirnasari & Sari, 2020).

Human resource issues are inevitably faced by every company, including PT Kao Indonesia. PT Kao Indonesia is a company engaged in the distribution of products such as Attack, Laurier, and Biore. The distribution services provided by this company are highly needed by other industries and the general public. Ordered products are handled professionally by the team at PT Kao Indonesia. In each region, there are branch offices where all customer orders are processed before being delivered to couriers.

Previous studies have extensively examined employee performance and its determinants in various organizational contexts. However, most research has focused on manufacturing, banking, and public sector organizations, while studies within the distribution industry remain limited. Furthermore, empirical findings regarding the factors influencing employee performance have shown inconsistencies across different settings. Given the strategic role of PT Kao Indonesia in product distribution and customer service, it is important to investigate employee performance within this specific organizational context. Therefore, this study aims to address this gap by examining the factors influencing employee performance at PT Kao Indonesia.

RESEARCH METHOD

This research was conducted at PT Kao Indonesia, located at Jl. Pelita II No. 6–8, Kawasan Industri Medan Star, Tanjung Morawa – Medan. In this study, workload, communication, and work commitment were employed as the independent variables, while employee performance served as the dependent variable. The researcher applied a quantitative descriptive method because the study utilized questionnaire instruments and aimed to test predetermined hypotheses. The research was conducted from March to May 2025. This study used a quantitative method with an associative approach. The study population was all employees of PT KAO Indonesia, Medan Branch, with a sample of 70 respondents determined using a saturated sampling technique.

RESULTS AND DISCUSSIONS

Normality Test

Normal Curve Histogram

A normal curve histogram is formed from the combination of a histogram (a bar chart that illustrates the frequency distribution of data) and a normal curve (a symmetrical bell-shaped curve

representing a normal distribution). The results of the normality test through the normal curve histogram are presented as follows:

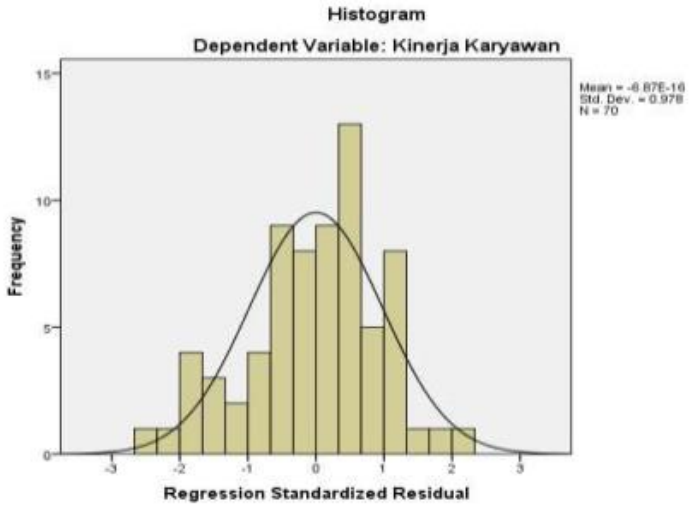


Figure 1. Normal Curve Histogram

Figure 1. Normal Curve Histogram indicates that the data are normally distributed. This is characterized by a symmetrical bell-shaped pattern and a balance between the left and right sides of the distribution.

P-P Plot

The P-P Plot (Probability–Probability Plot) is a graphical testing tool used to assess whether the residual distribution follows a normal distribution pattern. In this graph, the distribution of points is compared with the diagonal line. If the points are located around the line and follow its direction, the residuals can be considered normally distributed.

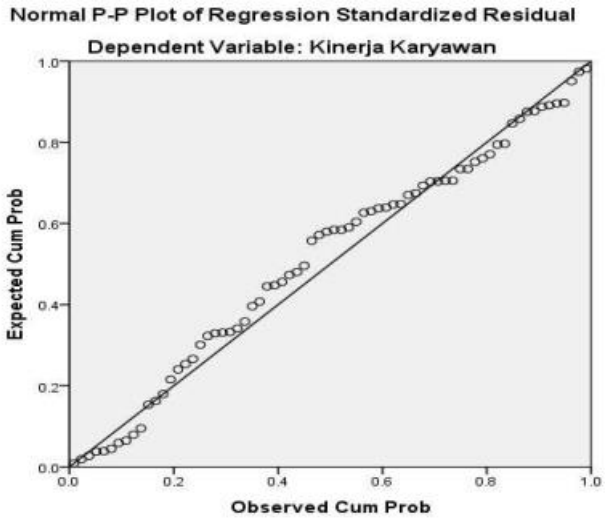


Figure 2. P-P Plot Normality Test

Figure 2 shows that the distribution of points for the variables of workload, communication, and work commitment is located around the diagonal line on the employee performance variable. This condition indicates that the research data are normally distributed.

Kolmogorov-Smirnov (K-S) Test

The Kolmogorov-Smirnov (K-S) test is used to determine whether all data utilized in the study are normally distributed or not.

Table 1. Results of the Kolmogorov-Smirnov Normality Test.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.29988961
Most Extreme Differences	Absolute	.102
	Positive	.055
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)		.070[c]

a. Test distribution is Normal
b. Calculated from data
c. Lilliefors significance Correction

Based on Table 1, the regression model in this study has fulfilled the normality assumption. This is evidenced by the residual Asymp. Sig. (2-tailed) value, which is greater than 0.05. The test results indicate that the Asymp. Sig. (2-tailed) value is 0.070 > 0.05, meaning that the data can be considered normally distributed.

Multicollinearity Test

The multicollinearity test is one of the stages in classical assumption testing that must be fulfilled in a study.

Table 2. Results of the Multicollinearity Test Coefficient

Model		Unstandardized Coeficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	5.776	3.784		1.526	.132		
	Workload	.206	.067	.302	3.055	.003	.874	1.145
	Communication	.306	.087	.336	3.526	.001	.941	1.063
	Work Commitment	.337	.111	.309	3.043	.003	.829	1.207

a. Defedent Variable: Employee Performance

The results of the multicollinearity test presented in Table 2 indicate that all independent variables do not experience multicollinearity problems. This can be observed from the tolerance values of the workload variable at 0.874 (> 0.10), communication at 0.941 (> 0.10), and work commitment at 0.829 (> 0.10). In addition, the VIF values for each variable are 1.145 (< 10), 1.063 (< 10), and 1.207 (< 10), respectively.

Heteroscedasticity Test

The heteroscedasticity test is one of the testing stages in research aimed at evaluating whether the regression model experiences symptoms of heteroscedasticity or not.

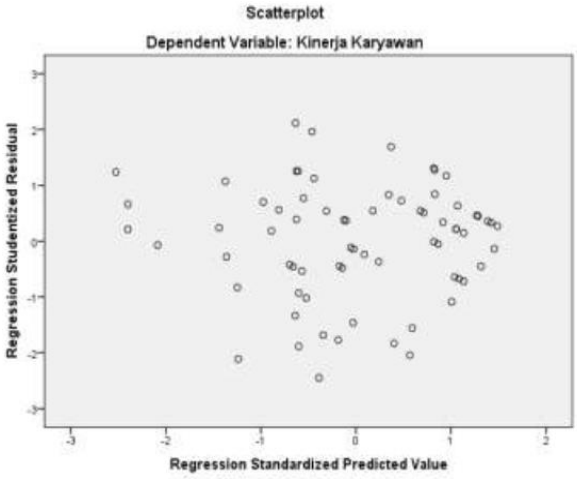


Figure 3. Heteroscedasticity Test

Figure 3 shows that the data points are randomly distributed both above and below the horizontal axis and do not form any clear pattern such as narrowing, widening, or wavelike shapes. This random distribution pattern indicates that the regression model in this study does not experience symptoms of heteroscedasticity. Therefore, the regression model used can be considered appropriate and has fulfilled the classical assumption requirements.

Glejser Test

The Glejser test was conducted under the provision that if the significance value is < 0.05, the regression model indicates the presence of heteroscedasticity symptoms. Conversely, if the significance value is > 0.05, the regression model is considered free from heteroscedasticity and can therefore be used for further analysis.

Table 3. Results of the Glejser Test Coefficient

Model		Unstandardized Coeficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	4.647	2.192		2.120	.038		
	Workload	-.082	.039	-.265	-2.085	.141	.874	1.145
	Communication	.010	.050	.025	.208	.836	.941	1.063
	Work Commitment	.007	.064	.015	.112	.911	.829	1.207

a. Depedent Variable: Abs_Res

Based on the results of the Glejser test in Table 3, it is known that the workload variable has a significance value of 0.141 > 0.05, the communication variable has a significance value of 0.941 > 0.05, and the work commitment variable has a significance value of 0.829 > 0.05. Therefore, it can be concluded that the regression model does not experience symptoms of heteroscedasticity.

Multiple Linear Regression Analysis Test

Multiple linear regression analysis was conducted to determine the extent to which workload, communication, and work commitment influence employee performance at PT Kao Indonesia. The following are the analysis results for each variable, namely workload, communication, and work commitment.

Table 4. Multiple Linear Regression Equation Coefficient

Model		Unstandardized Coeficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	5.776	3.784		1.526	.132		
	Workload	.206	.067	.302	3.055	.003	.874	1.145
	Communication	.306	.087	.336	3.526	.001	.941	1.063
	Work Commitment	.337	.111	.309	3.043	.003	.829	1.207

a. Depedent Variable: Employee Performance

The results of the multiple linear regression analysis can be formulated in the following equation:

$$Y = 5.776 + 0.206(X_1) + 0.306(X_2) + 0.337(X_3)$$

Employee performance with a constant value = 5.776. The constant value of 5.776 indicates that if the variables of workload, communication, and work commitment are absent or equal to 0, the value of the employee performance variable will be 5.776. Workload with a value = 0.206. The coefficient value of 0.206 (positive sign) indicates a positive relationship direction, showing that an increase of 1 point in workload will increase employee performance by 0.206. Conversely, a decrease of 1 point in the workload variable will reduce employee performance by 0.206. Communication with a value = 0.206. The coefficient value of 0.206 (positive sign) indicates a positive relationship direction, showing that an increase of 1 point in communication will increase employee performance by 0.206. Conversely, a decrease of 1 point in the communication variable will reduce employee performance by 0.206. Work commitment with a value = 0.337. The coefficient value of 0.337 (positive sign) indicates a positive relationship direction, showing that an increase of 1 point in work commitment will increase employee performance by 0.337. Conversely, a decrease of 1 point in the work commitment variable will reduce employee performance by 0.337.

Based on the explanation above, it can be concluded that the variables of workload, communication, and work commitment have a significant influence on employee performance in this study. These findings indicate that the more optimal the workload management, the more effective the communication established, and the higher the level of work commitment possessed by employees, the greater the improvement in employee performance. Therefore, these three variables can be considered important factors contributing to the achievement of better employee performance.

The findings of this study contribute theoretically to the field of Human Resource Management by strengthening empirical evidence that workload, communication, and work commitment are important determinants of employee performance. The results confirm that appropriate workload management, effective communication, and strong employee commitment significantly enhance employee performance, both individually and simultaneously. These findings support existing Human Resource Management theories that emphasize the importance of balancing job demands, fostering effective communication channels, and building organizational commitment to achieve optimal performance outcomes. Furthermore, this study enriches the literature by demonstrating that the integration of these three factors provides a more comprehensive explanation of employee performance, particularly within the context of a distribution company. Therefore, the study contributes to the development of Human Resource Management theory by reinforcing the interrelationship between workload, communication, work commitment, and employee performance as key elements in improving organizational effectiveness and productivity.

CONCLUSION

Workload has a positive and significant effect on employee performance at PT Kao Indonesia. This indicates that proportional workload management that is aligned with employees' capabilities can improve productivity and employee performance. Communication has a positive and significant effect on employee performance at PT Kao Indonesia. This means that the better the communication established between leaders and subordinates, as well as among employees, the higher the level of employee performance achieved. Work commitment has a positive and significant effect on employee performance at PT Kao Indonesia. This finding confirms that employees who possess loyalty, a sense of responsibility, and seriousness in carrying out their duties tend to demonstrate better performance.

Workload, communication, and work commitment simultaneously have a positive and significant effect on employee performance at PT Kao Indonesia. This proves that these three variables collectively are capable of explaining variations in employee performance. Therefore, this research contributes to the development of Human Resource Management (HRM) science by enriching the understanding of the factors that influence employee performance and providing empirical evidence that workload, communication, and work commitment are strategic determinants of organizational success.

The findings strengthen existing HRM theories that emphasize the importance of effective workload management, clear communication, and strong employee commitment in enhancing productivity and organizational effectiveness. In addition, this study expands the body of knowledge in HRM by demonstrating the integrated role of these variables in improving employee performance, particularly within the context of a distribution company, and may serve as a valuable reference for future research and managerial practices.

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