

The Effect of Emotional Intelligence and Workload on Employee Work Productivity at Pt Astra International Tbk – Daihatsu Sales Operation in Sleman

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ABSTRACT

This study examines the effects of workload and emotional intelligence on employee productivity at PT Astra International Tbk - Daihatsu Sales Operation. A quantitative approach with saturation sampling yielded 57 respondents. Multiple linear regression analysis using IBM SPSS revealed that workload has a positive and significant impact on productivity, while emotional intelligence shows a positive but statistically insignificant effect. The simultaneous F-test confirms that both variables jointly exert a significant influence on productivity. These findings underscore the need for organizations to balance effective workload management and emotional competence to achieve optimal employee performance.

Keywords: Emotional Intelligence, Workload, Employee Productivity.

ABSTRAK

Penelitian ini menguji pengaruh beban kerja dan kecerdasan emosional terhadap produktivitas karyawan PT Astra International Tbk – Daihatsu Sales Operation. Pendekatan kuantitatif dengan teknik sampling jenuh melibatkan 57 responden. Analisis regresi linear berganda menggunakan IBM SPSS menunjukkan bahwa beban kerja berpengaruh positif dan signifikan terhadap produktivitas, sedangkan kecerdasan emosional memberikan pengaruh positif namun tidak signifikan secara statistik. Uji simultan (F-test) membuktikan kedua variabel secara bersama-sama berpengaruh signifikan terhadap produktivitas. Temuan ini menegaskan pentingnya keseimbangan antara manajemen beban kerja yang efektif dan kemampuan mengelola emosi guna mencapai produktivitas karyawan yang optimal.

Kata kunci: Emotional Intelligence, Beban Kerja, Produktivitas Kerja

INTRODUCTION

In today's fast-paced Industry 4.0 era, organizations are required to maintain a high level of competitiveness in order to survive amid increasingly intense business competition. Work productivity is no longer determined solely by advanced technology but also by the competence and quality of an organization's human resources. Human resources represent among the most valuable assets of an organization. According to the concept of human resource management, human resources involve the science and art of managing employment relationships and workforce roles effectively and efficiently to achieve organizational, employee, and societal objectives. Competent and high-quality human resources enable organizations to continuously generate innovations that enhance organizational productivity. Therefore, human resources are regarded as one of the key determinants of organizational success.

In the automotive industry, employees are frequently confronted with demanding job responsibilities, particularly in achieving sales targets established by the company. A similar issue was identified at PT Astra International Tbk – Daihatsu Sales Operation in Sleman, where every employee is required to accomplish predetermined performance targets.

The company's sales targets were not achieved during March, April, and May 2026. In March, the sales target was 30 units, while the actual sales reached 29 units. In April, the target was 46 units, whereas only 31 units were achieved. Likewise, in May, the target was 47 units, but the actual sales amounted to 32 units. These findings indicate that employees' performance targets have not yet been achieved optimally. Consequently, employees are required to work harder and complete their responsibilities within limited time constraints in order to meet the company's performance expectations.

Previous studies have reported inconsistent findings regarding the relationship between workload, emotional intelligence, and employee productivity. Riswanto et al. (2023), in their study entitled "The Effect of Competence and Workload on Employee Productivity with Affective Commitment as a Mediating Variable," found that workload has a positive effect on employee productivity. This indicates that effective workload management can improve employee productivity. Similarly, Kultsum (2024), in the study "The Effect of Emotional Intelligence and Work Spirit on Employee Productivity at Baik Institute," concluded that emotional intelligence has a positive effect on employee productivity. These findings suggest that employees with higher emotional intelligence are more capable of maintaining and improving their productivity. However, different results were reported by Nopitasari et al. (2025) in the study "The Effect of Work Environment, Workload, and Motivation on Employee Productivity at PT Padasa Enam Utama." Their findings revealed that workload does not have a significant effect on employee productivity. This suggests that the company has assigned workloads that are appropriate to employees' capabilities, so employees do not perceive their workload as excessive. As a result, workload does not produce a significant change in employee productivity. These inconsistent findings indicate the need for further research to examine the

influence of emotional intelligence and workload on employee productivity in different organizational contexts.

The inconsistent findings reported in previous studies concerning the influence of emotional intelligence and workload on employee work productivity highlight the need for further empirical investigation. In addition, the company's failure to consistently achieve its sales targets at PT Astra International Tbk – Daihatsu Sales Operation in Sleman indicates a productivity-related issue that requires further analysis to identify the factors affecting employee work productivity. Therefore, this study seeks to examine the extent to which emotional intelligence and workload influence employee work productivity. The results of this research are expected to provide useful insights for the company in formulating effective human resource management strategies to enhance employee productivity and facilitate the achievement of organizational goals.

Based on the issues discussed above, the researcher intends to analyze the effects of emotional intelligence and workload on employee work productivity within the automotive industry, specifically at PT Astra International Tbk – Daihatsu Sales Operation Sleman. Accordingly, the study is titled "The influence of Emotional Intelligence and Workload on Employee Work Productivity at PT Astra International Tbk – Daihatsu Sales Operation Sleman."

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THEORETICAL BACKGROUND

2.1. Human Resource Management

According to Supomo (2018), is a strategic management approach that incorporates the core functions of planning, organizing, leading, and controlling in managing all human resource activities. These activities cover recruitment and selection, employee training and development, job placement, promotion, demotion, transfer, performance evaluation,

compensation, industrial relations, and employment termination. The main purpose of HRM is to maximize the contribution of human resources so that organizational objectives can be achieved efficiently and effectively. Human resource management plays an essential role in enhancing employee performance as well as organizational productivity. Well-implemented HRM practices help organizations strengthen employees' competencies, improve their job performance, and sustain organizational competitiveness over the long term.

2.2. Emotional Intelligence

According to Goleman (2016) defines an emotional intelligence as the capacity to recognise and comprehend one's own emotions, control emotional reactions, sustain self-motivation, identify others' feelings through empathy, and cultivate meaningful interpersonal interactions. Employees with emotional intelligence are able to maintain positive connections with managers and coworkers while effectively responding to demands at work. High emotional intelligence people are typically better at managing stress at work, speaking clearly, and creating a happy work environment, all of which eventually lead to increased productivity.

2.3. Workload

According to Koesomowidjojo (2017) workload refers to a set of tasks that must be completed by employees within a specified period. Workload is one of the essential aspects that organizations should carefully manage. Excessive workload that exceeds employees' physical or mental capacity may lead to fatigue, occupational stress, and reduced work productivity. Therefore, organizations should allocate workload proportionally according to employees' competencies and capacities to ensure optimal job performance. According to Koesomowidjojo (2017), workload is measured using the following indicators, working conditions, use of working time, work targets, and standard work.

2.4. Work Productivity

According to Sutrisno (2016), work productivity reflects employees' mental attitudes toward continuously improving work performance. Productive employees believe that today's performance should be better than yesterday's and that future performance should continuously improve. Such an attitude requires awareness of quality improvement, appreciation for others, and strong teamwork to enhance organizational performance. According to Sutrisno (2016), work productivity is measured using the following indicators, ability, improvement of work results, work spirit, self-development, quality and efficiency.

2.5. Research Framework

Employee job efficiency is positively impacted by emotional intelligence, according to a study by Nasution et al. (2020). The findings imply that workers who possess greater emotional intelligence—that is, the capacity to identify and control their own emotions, sustain self-motivation, and cultivate positive interpersonal relationships—are more likely to be productive at work. Additionally, workers who are able to control their emotions are typically better able to focus, carry out their responsibilities, and complete jobs more successfully.

Similarly, the findings of Suleman and Fitriyanti (2020) indicated that workload has a positive influence on employee work productivity. When the workload is appropriately matched with employees' abilities and capacities, it can enhance work efficiency and contribute to improved productivity.

Likewise, research by Syarifah et al. (2023) found that emotional intelligence and workload jointly exert a significant influence on employee work productivity. These findings imply that the effective management of both emotional intelligence and workload is essential for improving employees' overall productivity.

2.6. Theoretical Framework

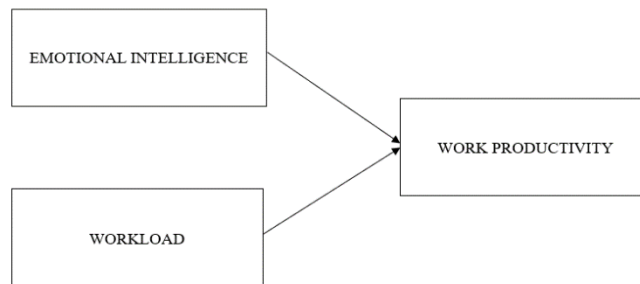


Figure 1. Theoretical Framework

Source: Data processed by the researcher (2026)

Description:

H₁: Emotional intelligence has a positive and significant effect on employee work productivity.

H₂: Workload has a positive and significant effect on employee work productivity.

H₃: Emotional intelligence and workload simultaneously have a significant effect on employee work productivity.

RESEARCH METHODS

3.1. Research Approach

This study employed a quantitative research approach. Quantitative data refer to numerical information related to quantities, levels, comparisons, and volumes, which are expressed in the form of numbers.

3.2. Population, Sample, and Sampling Method

The study's subject included of 57 employees of PT Astra International Tbk – Daihatsu Sales Operation, Sleman. Considering that the population was relatively small and well-defined, comprising only 57 employees, this study employed a non-probability sampling technique using the saturated sampling (census) method. Consequently, all 57 employees were included as the research sample.

3.3. Types and Sources of Data

This study utilized both primary and secondary data. Primary data were collected through the distribution of questionnaires, whereas secondary data were obtained from literature, journal articles, and company documents provided by PT Astra International Tbk – Daihatsu Sales Operation.

3.4. Data Collection Method

In this study, the social phenomenon was specifically defined by the researcher as the research variables. These variables were further operationalized into measurable indicators using a modified four-point Likert scale. Data were collected through a questionnaire in which the conventional five-point Likert scale was modified into a four-point scale by eliminating the neutral response category. This modification was intended to encourage respondents to express a clear opinion regarding each statement.

Table 1. Modified likert scale

Symbol	Description	Score
SD	Strongly Disagree	1
D	Disagree	2
A	Agree	3
SA	Strongly Agree	4

Source: Sugiyono (2020)

RESULT AND DISCUSSION

A total of 57 respondents participated in this study by completing the research questionnaire. The number of respondents was consistent with the total number of questionnaires distributed.

4.1. Respond Characteristics

The respondent characteristics provide a general description of the participants involved in this study. A total of 57 employees of PT Astra International Tbk – Daihatsu Sales Operation, Sleman, participated as respondents by completing the questionnaire. The respondents were classified based on four demographic characteristics: gender, age, division, and length of employment.

Table 2. Respondent Characteristics by Gender

Gender	Frequency	Presentase
Female	24	42.1%
Male	33	57.9%
Total	57	100%

Source: Processed Primary Data (2026)

The respondents consisted of 33 males (57.9%) and 24 females (42.1%), indicating that the majority of respondents in this study were male employees.

Table 3. Respondent Characteristics by Age

Age	Frequency	Presentase
18-25 years	14	24,6%
26 - 35 years	28	49,1%
36 - 45 years	12	21,1%
46 - 50 years	2	3,5%
> 50	1	1,8%
Total	57	100%

Source: Processed Primary Data (2026)

Based on the respondents' age distribution, the majority belonged to the 26–35 years age group, accounting for 28 respondents (49.1%). Respondents aged 18–25 years, with 14 respondents (24.6%), and those aged 36–45 years, comprising 12 respondents (21.1%).

Respondents aged 46–50 years accounted for 2 individuals (3.5%), while only 1 respondent (1.8%) was over 50 years of age. These findings indicate that the workforce was predominantly composed of employees in the productive working-age group.

Table 4. Respondent Characteristics by Division

Division	Frequency	Presentase
Marketing	18	31,6%
Administration	25	43,9%
Service	9	15,8%
Sparepart	5	8,8%
Total	57	100%

Source: Processed Primary Data (2026)

As presented in Table 3, the largest proportion of respondents worked in the Administration Division, comprising 25 employees (43.9%). This was followed by the Marketing Division, with 18 respondents (31.6%), the Service/Mechanic Division, with 9 respondents (15.8%), and the Spare Parts Division, with 5 respondents (8.8%). These results indicate that the respondents in this study were predominantly employees from the Administration Division.

Table 5. Respondent Characteristics by Length of Employment

Length of Employment	Frequency	Presentase
<1 years	13	22,8%
1 - 5 years	33	57,9%
> 5 years	11	19,3%
Total	57	100%

Source: Processed Primary Data, 2026

Based on the distribution of respondents' length of employment, the majority of respondents, 33 employees (57.9%), had worked for 1–5 years. Meanwhile, 13 respondents (22.8%) had less than one year of work experience, whereas 11 respondents (19.3%) had been employed for more than five years. These findings suggest that most respondents had sufficient work experience to understand their job responsibilities and organizational practices.

4.2. Validity Test

According to Ghazali (2018) the validity test is used to assess the extent to which the data obtained by the researcher accurately represent the actual conditions of the research object. A research instrument is regarded as valid when the calculated correlation coefficient (r -value) is greater than the corresponding critical value (r -table); otherwise, it is considered invalid. In this study, the r -table value was 0.2201. The findings showed that every questionnaire item for each research variable met the validity criteria, as all calculated r -values were higher than the required r -table value.

4.3. Reliability Test

The reliability test was performed to evaluate whether the research instrument was capable of providing consistent results when administered repeatedly to the same group of respondents. According to Ghazali (2018), a research instrument is considered reliable if it consistently produces stable measurement results across repeated administrations. In this study, the reliability of each research variable was evaluated using Cronbach's Alpha. An instrument was

considered reliable when its Cronbach's Alpha coefficient exceeded the minimum threshold of 0.60.

Table 6. Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>N of Items</i>	Description
X1	0,634	10	Reliable
X2	0,630	8	Reliable
Y	0,646	12	Reliable

Source: Processed Primary Data, 2026

4.4. Classical Assumption Test

Normality Test

To ascertain if the study data were regularly distributed, the normality test was used. The Kolmogorov-Smirnov test was used in this work to evaluate the normality of the data. The significant value of 0.200 obtained from the test findings is higher than the significance level of 0.05. Consequently, it may be said that the normalcy assumption has been met since the data are regularly distributed.

Multicollinearity Test

The test for multicollinearity was run to examine whether there was a substantial correlation among the independent variables in the regression model. If the Variance Inflation Factor (VIF) is less than 10 and the Tolerance value is larger than 0.10, the model is deemed free of multicollinearity. The findings showed a VIF value of 1.850, which is below the threshold of 10, and a Tolerance value of 0.540 (54%), which exceeds the minimal requirement of 0.10. Consequently, it may be said that multicollinearity does not exist in the regression model.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across observations. Heteroscedasticity is considered absent when the significance value exceeds 0.05. The results indicated significance values of 0.412 for Emotional Intelligence (X_1) and 0.107 for Workload (X_2), both of which are greater than 0.05. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity.

Linearity Test

A linearity test was carried out to examine whether the independent variables had a linear relationship with the dependent variable. A significance value greater than 0.05 indicates that the variables satisfy the linearity assumption. The analysis produced significance values of 0.095 for the relationship between emotional intelligence and work productivity and 0.140 for the relationship between workload and work productivity. As both values are above the 0.05 threshold, it can be concluded that emotional intelligence and workload have linear relationships with work productivity. Therefore, both independent variables satisfy the linearity assumption and are appropriate for subsequent multiple regression analysis.

The Multiple Linear Regression

The multiple linear regression model developed in this study is:

$$Y = 12.864 + 0.152X_1 + 0.862X_2 + e \quad (1)$$

The regression model shows a constant value of 12.864, indicating the estimated level of employee work productivity (Y) when both Emotional Intelligence (X_1) and Workload (X_2) are assumed to have values of zero. The coefficient for Emotional Intelligence (X_1) is 0.152, demonstrating a positive association between emotional intelligence and employee work productivity. This indicates that higher levels of emotional intelligence are expected to contribute to higher employee productivity, provided that the other independent variable remains unchanged. Meanwhile, the regression coefficient for Workload (X_2) is 0.862, which also reflects a positive relationship with employee work productivity. This result suggests that, with all other variables held constant, a one-unit increase in workload is predicted to increase employee work productivity by 0.862 units.

4.5. Hypothesis Test Result

t-Test (Partial)

The summarized as follows:

1. The Emotional Intelligence (X_1) variable obtained a t-value of 1.265 with a significance value of 0.211. Since $0.211 > 0.05$ and $1.265 < 2.004$ (t-table), H_1 is rejected.
2. The Workload (X_2) variable obtained a t-value of 6.422 with a significance value of 0.000. Since $0.000 < 0.05$ and $6.422 > 2.004$ (t-table), H_2 is accepted.

f-Test (Simultaneous)

The simultaneous test produced a significance value of 0.000, which is lower than 0.05, and an F-value of 49.821, which is greater than the F-table value of 3.17. Therefore, H_3 is accepted, indicating that Emotional Intelligence and Workload simultaneously have a significant effect on Employee Work Productivity.

Coefficient of Determination

The Adjusted R^2 value obtained from the coefficient of determination analysis was 0.636. This result indicates that emotional intelligence and workload collectively explain 63.6% of the variance in employee work productivity at PT Astra International Tbk – Daihatsu Sales Operation Sleman. The remaining 36.4% is explained by other variables beyond the scope of this study.

Discussion

The Effect of Emotional Intelligence on Employee Work Productivity

The partial t-test results indicate that at PT Astra International Tbk – Daihatsu Sales Operation Sleman, Employee Work Productivity (Y) is positively but not statistically significantly impacted by Emotional Intelligence (X_1). A positive regression coefficient of 0.152, a significance level of 0.211, and a t-value of 1.265 all support this result. The relationship does not approach statistical significance, despite the regression coefficient indicating that a rise in employees' emotional intelligence is linked to increased job productivity.

In addition, the coefficient of determination analysis produced an adjusted R^2 value of 0.369, indicating that 36.9% of the variation in employee work productivity can be explained by emotional intelligence, while the remaining 63.1% is influenced by other variables that were not included in this research. Consequently, H_1 is rejected.

These findings are in line with the study conducted by Cahya et al. (2019), which concluded that emotional intelligence does not significantly affect employee work productivity. This implies that, despite employees having strong emotional regulation abilities, their productivity

is also shaped by various other factors, such as work motivation, the work environment, workload, compensation, and the organizational work system.

The Effect of Workload on Employee Work Productivity

The findings the partial t-test results show that employee work productivity (Y) is positively and statistically significantly impacted by workload (X_2). A t-value of 6.422, which is greater than the essential t-table value of 2.004, and a significance value of 0.000, which is below the 0.05 significance level, demonstrate that workload significantly influences employee job productivity. In addition, the positive regression value of 0.862 demonstrates that an adequate and well-managed workload correlates positively to employee productivity.

Accordingly, H_2 is accepted, indicating that workload significantly enhances employee work productivity. These findings are consistent with the study conducted by Suleman and Fitriyanti (2020), which concluded that workload has a positive effect on employee productivity. A workload that is aligned with employees' capabilities and job capacities enables employees to perform more effectively, thereby improving their productivity.

The Simultaneous Effect of Emotional Intelligence and Workload on Employee Work Productivity.

The results of the F-test demonstrate that Emotional Intelligence (X_1) and Workload (X_2) simultaneously have a significant effect on Employee Work Productivity (Y). This conclusion is supported by an F-value of 49.821, which exceeds the F-table value of 3.17, and a significance value of 0.000, which is well below the 0.05 significance level. Therefore, H_3 is accepted.

These findings indicate that the combined influence of emotional intelligence and workload contributes significantly to improving employee productivity. This result is consistent with the study conducted by Syarifah et al. (2023), which found that emotional intelligence and workload simultaneously influence employee work productivity. Employees who are capable of managing their emotions effectively are better able to cope with job demands and workplace pressure, allowing them to maintain high levels of productivity even under relatively heavy workloads.

CONCLUSION

The findings of this study indicate that emotional intelligence has a positive effect on employee work productivity, although the effect is not statistically significant. Therefore, organizations should not rely solely on employees' emotional intelligence to enhance productivity. Instead, companies should also consider other contributing factors, such as compensation, the work environment, work experience, and other organizational factors that may exert a stronger influence on employee work productivity.

With regard to workload, the results demonstrate that workload has a positive and significant effect on employee work productivity. This finding suggests that organizational support, including the provision of work motivation, regular performance evaluations, and adequate work facilities, can help employees cope with job demands effectively. As a result, workload should not be perceived as an obstacle but rather as a motivating factor that encourages employees to improve their performance and productivity.

Furthermore, although emotional intelligence did not demonstrate a statistically significant effect individually, both emotional intelligence and effective workload management were found to simultaneously contribute to employee work productivity. Therefore, organizations should foster a supportive work environment that promotes the development of employees' emotional competencies while ensuring that workload is assigned in accordance with employees' capacities and competencies. By implementing these strategies, organizations can enhance employee work productivity in a more optimal and sustainable manner.

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