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The Influence of Workload, Time Pressure, and Interpersonal Relationships on the Performance of Makassar Heritage Office Employees

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Abstract

Employees of the Balai Harta Peninggalan (BHP) Makassar face significant challenges in carrying out legal administrative duties, particularly due to the vast scope of the work area, which covers 13 regions in Eastern Indonesia, and the limited number of human resources. High workloads, time pressure in task completion, and the dynamics of interpersonal relationships have the potential to affect overall employee performance. In light of this urgency, this study aims to analyze the influence of workload, time pressure, and interpersonal relationships on employee performance at BHP Makassar. This research employed a descriptive quantitative approach using a survey method. Data were collected through observation, literature review, and the distribution of closed-ended questionnaires to the entire population of 34 employees, thus eliminating the need for sampling techniques. The research instruments were validated and tested for reliability before analysis. The data were analyzed using multiple linear regression with the aid of SPSS version 27. The findings indicate that both partially and simultaneously, workload, time pressure, and interpersonal relationships have a positive and significant influence on employee performance. A proportionally distributed workload, effectively managed time pressure, and conducive interpersonal relationships significantly contribute to improving employee productivity and work quality. These findings provide important implications for institutional management in designing work policies that support employee performance improvement and offer a basis for further research exploring additional variables in the context of public sector organizations.

Keywords: *Workload, Time Pressure, Interpersonal Relationships, Employee Performance*

Introduction

Human Resources (HR) are the primary assets that determine an organization's success in achieving its objectives. High-quality human resources not only impact individual performance effectiveness but also support the overall operational smoothness of the organization (Ambarwati, 2025). Therefore, Human Resource Management (HRM) plays a crucial role in managing, developing, and creating a productive and conducive work environment for all elements within the organization (Puteri & Kudri, 2023). In addition to recruiting and training employees, HRM is also responsible for fostering a positive work culture and ensuring a balanced workload across all units. Performance within an organization is a key indicator of success in fulfilling tasks and responsibilities. Improving organizational performance is a continuous process that requires a deep understanding of the factors affecting employee motivation, competence, and well-being in the workplace (Hasnita et al., 2023). This aligns

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with the view who argue that public institutions must ensure that all employees, both permanent and support staff, receive adequate guidance, motivation, and support to perform their duties optimally (Muchlis & Rismayanti, 2024). Factors such as workload, time pressure, and interpersonal relationships have a significant impact on overall organizational performance (Nuraini et al., 2024).

Workload is one of the main factors influencing work effectiveness (Macdonald, 2018). It includes not only the volume of tasks to be completed but also the complexity of the work, responsibilities, and tight deadlines (Mahmud et al., 2023). Excessive workload can lead to high stress levels, potentially causing work-related stress for both employees and support staff (Nurhandayani, 2022). State that high job demands can cause physical and mental exhaustion, ultimately affecting productivity and the quality of services delivered (Siswanto et al., 2019). On the other hand, a fair and balanced distribution of workload can increase motivation and job satisfaction, thereby supporting overall performance improvement (Fatkhuri et al., 2024). In addition to workload, time pressure also contributes to performance outcomes (Rahman et al., 2019). The states that time pressure arises when workers face tight deadlines to complete their tasks (Paramita & Suwandana, 2022). The high time pressure may cause workers to feel rushed and stressed, potentially reducing the quality of their work (Mezaluna et al., 2024). Therefore, effective time management is essential to ensure that all elements within the organization can perform their duties efficiently without experiencing excessive burden (Wisudawati & Pratama, 2021).

Interpersonal relationships in the workplace also play an important role in determining individual and team performance (Sutanjar & Saryono, 2019). The positive work environment characterized by good communication and mutual support among employees can enhance motivation, collaboration, and work efficiency (Yuliantini et al., 2022). The assert that poor interpersonal relationships, such as lack of communication or interpersonal conflicts, can lead to stress and a decline in work quality (Nurrachmah, 2024). In line with this, emphasizes that good communication in the workplace improves understanding and coordination among employees, preventing miscommunication and enhancing organizational effectiveness (Ibrahim et al., 2023). This research was conducted at the Balai Harta Peninggalan (BHP) Makassar, an institution responsible for managing the administration and distribution of inherited assets from deceased individuals. Based on Law Number 5 of 1960 and Government Regulation Number 24 of 1997, the BHP is tasked with managing inheritance assets and resolving inheritance disputes. Additionally, under Law Number 20 of 2000, BHP also regulates aspects of bankruptcy that may affect the administration of inheritance assets.

Based the data from the 2023 Performance Report (LKjIP) of the Regional Office of the Ministry of Law and Human Rights in South Sulawesi, the following table summarizes the number of services completed by BHP Makassar in 2023:

Table 1. *Administrative Legal Services of BHP Makassar*

No	Type of Service	Q1	Q2	Q3	Q4	Total
1	Issuance of Heir Certificate	3	1	1	2	7
2	Registration of Wills	1	1	1	2	5
3	Guardianship	3	0	0	0	3
4	Determination of Custody	5	21	20	26	72
5	Settlement of Unmanaged Assets	0	1	0	0	1
	Total	12	24	22	30	88

Source: LKjIP Kanwil Kemenkumham Sulsel, 2023

Based on the 2023 Performance Report of the Regional Office of the Ministry of Law and Human Rights, BHP Makassar completed a total of 88 administrative legal services during the year, with the highest volume coming from custody determination services, totaling 72 cases. This indicates a high workload faced by employees, both in handling administrative documents and ensuring smooth service delivery within the institution. Preliminary observations at BHP Makassar revealed that employees face several challenges in carrying out their duties. One of the main issues is the limited number of staff compared to the wide geographical coverage area, which includes 13 regions in Eastern Indonesia. High workloads, time pressure in task completion, and suboptimal interpersonal relationships pose significant challenges that may affect employee performance. If not properly managed, such pressure could lead to prolonged stress and decreased productivity across the organization. Based on this background and the phenomena observed at BHP Makassar, the author has chosen the following research title: "The Effect of Workload, Time Pressure, and Interpersonal Relationships on the Performance of Employees at Balai Harta Peninggalan Makassar."Bottom of Form.

The novelty of this article lies in its focused analysis of the simultaneous influence of workload, time pressure, and interpersonal relationships on employee performance at the Balai Harta Peninggalan Makassar an area of study that has not been widely examined, particularly within institutions operating across 13 regions in Eastern Indonesia. This research also offers practical contributions in formulating strategies to improve employee performance amid limited human resources and the high demands of administrative legal services.

Method

This study uses a descriptive quantitative approach aimed at systematically and accurately describing phenomena through data collection, processing, and analysis in numerical and statistical form. This approach allows researchers to gain a clearer picture of the variables studied by identifying relevant patterns, relationships, and trends. Descriptive quantitative research focuses on the analysis of numerical data to provide a description of existing variables without applying treatment or manipulation. Therefore, this research not only collects data but also conducts in-depth analysis to understand the phenomenon under investigation.

The research was conducted at Balai Harta Peninggalan Makassar, located on Jl. A. P. Pettarani No.112, Rappocini, Makassar, South Sulawesi. The study took place over a period scheduled from March to May 2025. The ensure the reliability and comprehensiveness of the findings, this study utilizes both primary and secondary data sources. Primary data were obtained through questionnaires completed by the employees of Balai Harta Peninggalan Makassar. Secondary data were collected from written sources such as agency reports, scholarly journals, reference books, and other relevant documents.

The research population includes all 34 staff members of the Balai Harta Peninggalan Makassar. Given the small population size, the study applied saturated sampling, meaning the entire population was selected as the sample. This method, as proposed is appropriate when the population size is manageable and aims to provide a more complete picture of the phenomenon. Data collection in this study was conducted through three methods: observation, literature study, and questionnaires. Observation involved direct monitoring of activities and conditions at the research location. Literature study entailed the review of relevant academic and practical publications. Meanwhile, questionnaires were used to collect standardized responses from the staff, enabling the analysis of their perspectives and experiences. The ensure the clarity and consistency of the variables under investigation, operational definitions were applied. The independent variables include workload, time pressure, and interpersonal relationships, while the dependent variable is employee performance. These variables and their respective indicators are described in the table below:

Table 2. *Operational Variables*

Variable	Definition	Indicators
Workload	The amount of tasks or duties to be completed within a specific time.	1. External Factors 2. Internal Factors
Time Pressure	The feeling of being rushed due to limited time to complete tasks.	1. Constraints and Options 2. Tempo
Interpersonal Relations	The way employees interact, communicate, and collaborate at work.	1. Respect 2. Openness 3. Trust 4. Familiarity 5. Response
Employee Performance	The actual work output measured by quality, speed, and effectiveness.	1. Work Quality 2. Quantity 3. Effectiveness 4. Independence

These variables are measured using a Likert scale ranging from 1 to 5, where 5 indicates strong agreement and 1 indicates strong disagreement.

Table 3. *Likert scale*

No	Description	Score
1	Strongly Agree	5
2	Agree	4
3	Somewhat Agree	3
4	Disagree	2
5	Strongly Disagree	1

The data analysis process was conducted using SPSS version 27. Several statistical procedures were involved in the analysis. To assess whether the questionnaire measured what it was intended to measure, a validity test was performed using Pearson Correlation. Data were considered valid if the calculated r-value exceeded the r-table value at a 0.01 significance level. Reliability was tested using Cronbach Alpha, where values greater than or equal to 0.60 indicated consistent and reliable results.

Further analysis included classical assumption tests. The normality test was conducted using the Kolmogorov-Smirnov method, where significance values greater than 0.05 indicated a normal distribution of data. The multicollinearity test used Variance Inflation Factor (VIF) and Tolerance to determine if the independent variables were highly correlated. VIF values less than 10 and Tolerance values above 0.10 signified the absence of multicollinearity. The heteroscedasticity test ensured that residuals had equal variances, with significance values above 0.05 indicating no heteroscedasticity.

The understand how the independent variables influence the dependent variable, multiple linear regression analysis was used.

$$Y=a+b1X1+b2X2+b3X3+e$$

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

$$Y=a+b1X1+b2X2+b3X3+e$$

Where: Y = Employee Performance, a = Constant, b1, b2, b3 = Regression Coefficients, X1 = Workload, X2 = Time Pressure, X3 = Interpersonal Relationships, and e = Error Term

Hypothesis testing was carried out using a t-test to determine whether each independent variable had a significant effect on the dependent variable. If the calculated t-value was greater than the t-table value or the significance level was less than 0.05, the null hypothesis was rejected, indicating a significant effect. Conversely, if the t-value was less than the t-table or the significance was greater than 0.05, the null hypothesis was accepted, indicating no significant effect.

The coefficient of determination (R^2) was also calculated to measure the extent to which the independent variables explained variations in the dependent variable. A low R^2 value indicated that the independent variables had little influence, whereas a high R^2 value showed that they had a strong explanatory power.

Results

Respondent Characteristics

Based on the questionnaire that has been distributed and filled out by 30 respondents from the Makassar Property Office (BHP). The researcher will group the characteristics of respondents based on age, gender and education level which can be described as follows:

Respondent Characteristics Based on Age

Table 4. *Respondent Characteristics Based on Age*

Age	Amount	Percentage
21-30	10	29%
31-40	10	29%
41-50	8	24%
> 51	6	18%
Total	34	100%

Based on Table 4, the respondents in this study consisted of employees of the Makassar Estate Management Office (BHP) with varying age ranges. Of the total 34 respondents, the largest number were in the age range of 21–30 years and 31–40 years, with 10 people (29%) each. Furthermore, there were 8 people (24%) aged 41–50 years, and 6 people (18%) aged over 50 years. Thus, the majority of respondents were in the age group of 21–40 years, which covered 58% of the total respondents.

Respondent Characteristics Based on Gender

Table 5. *Respondent Characteristics Based on Gender*

Gender	Amount	Percentage
Man	20	59%
Woman	14	41%
Total	34	100%

Based on Table 5, the characteristics of respondents of Makassar Inheritance Office (BHP) employees can also be seen based on gender. Of the total 34 respondents, 20 people (59%) were male, while 14 people (41%) were female. These data indicate that the majority of employees who participated in this study were male.

Respondent Characteristics Based on Education

Table 6. *Respondent Characteristics Based on Education*

Education	Amount	Percentage
S3	1	3%
S2	10	29%
S1	17	50%
3-year diploma	1	3%
High School/Equivalent	5	15%
Total	34	100%

Based on Table 6, the characteristics of respondents of Makassar Inheritance Office (BHP) employees can also be seen based on their last level of education. Of the total 34 respondents, 5 people (15%) are graduates of Senior High School (SLTA) or equivalent, 1 person (3%) has a Diploma 3 (D3) education, 17 people (50%) have a Bachelor's degree (S1), 10 people (29%) are Master's degree (S2) graduates, and 1 person (3%) has a Master's degree (S3). These data show that the majority of respondents have a Bachelor's degree background, covering 50% of the total employees who participated in this study.

Descriptive Analysis of Variables

The description of research variables aims to describe the data obtained from respondents related to research variables. In this case, the research variables analyzed are workload, time pressure, interpersonal relationships, and employee performance.

Descriptive Analysis of Workload Variable (X1)

Table 7. *Responses to Workload Variables*

Statement	Score					Amount	Total Score	Mean
	STS	TS	KS	S	SS			
X1.1	0	3	8	16	7	34	129	3.79
X1.2	1	2	8	16	7	34	128	3.76
X1.3	2	1	9	17	5	34	124	3.65
X1.4	0	3	7	22	2	34	125	3.68
X1.5	2	1	8	17	6	34	126	3.71
X1.6	1	2	11	13	7	34	125	3.68
X1.7	1	2	7	19	5	34	127	3.74
X1.8	1	2	6	22	3	34	126	3.71
Average Workload Value							126.3	3.71

Primary data source processed 2025 (SPSS 27)

Based on the descriptive analysis in Table 7, the average value of employee workload is 3.71, which indicates a fairly high level of workload. Statements with the highest level of workload are X1.1 (3.79) and X1.7 (3.74). Conversely, statements with the lowest level of workload are X1.3 (3.65) and X1.4 (3.68). The majority of statements show an average value above 3.6, indicating that most respondents feel they have a fairly large workload.

Descriptive Analysis of Time Pressure Variable (X2)

Descriptive analysis of the time pressure variable in this study was obtained from the answers of 34 respondents who work at the Makassar Heritage Office. The following table shows the distribution of respondents' responses regarding the time pressure they experience:

Table 8. *Responses to Time Pressure Variable*

Statement	Score					Amount	Total Score	Mean
	STS	TS	KS	S	SS			
X2.1	1	1	3	24	5	34	133	3.91
X2.2	1	2	5	19	7	34	131	3.85
X2.3	0	3	6	19	6	34	130	3.82
X2.4	0	3	4	20	7	34	133	3.91
X2.5	1	2	4	24	3	34	128	3.76
X2.6	0	3	3	22	6	34	133	3.91
Average Workload Value							131.3	3.86

Primary data source processed 2025 (SPSS 27)

Based on the results of the descriptive analysis in Table 8, the average value of time pressure felt by employees is 3.86, which indicates that the level of time pressure experienced is quite high. Statements with the highest time pressure are X2.1, X2.4, and X2.6, with an average value of 3.91. Conversely, the statement with the lowest time pressure is X2.5, which has an average value of 3.76. The majority of statements have an average value above 3.8, indicating that the majority of respondents feel quite significant time pressure in their work.

Descriptive Analysis of Interpersonal Relationship Variables (X3)

Descriptive analysis of interpersonal relationship variables in this study is based on the answers of 34 respondents who are employees of the Makassar Heritage Office. The following table presents the distribution of respondents' responses to the interpersonal relationship variables:

Table 9. *Responses to Interpersonal Relationship Variables*

Statement	Score					Amount	Total Score	Mean
	STS	TS	KS	S	SS			
X3.1	0	3	3	18	10	34	137	4.03
X3.2	2	1	2	25	4	34	130	3.82
X3.3	1	2	5	17	9	34	133	3.91
X3.4	2	1	4	22	5	34	129	3.79
X3.5	1	2	5	21	5	34	129	3.79
X3.6	0	3	11	13	7	34	126	3.71
X3.7	0	2	3	17	12	34	141	4.15
X3.8	0	2	4	19	9	34	137	4.03
Average Interpersonal Relationship Score							132.8	3.90

Primary data source processed 2025 (SPSS 27)

Based on the descriptive analysis in Table 9, the average value of interpersonal relationships is 3.90, which indicates that employee interpersonal relationships are in the good category. The statement with the highest value is in X3.7, with an average value of 4.15, indicating that this aspect has a stronger level of interpersonal relationships compared to other statements. Meanwhile, the statement with the lowest value is in X3.6, with an average value of 3.71, indicating that this aspect has a relatively lower interpersonal relationship compared to other statements. Overall, the majority of statements have values above 3.7, indicating that most respondents have fairly good interpersonal relationships in their work environment.

Descriptive Analysis of Employee Performance Variables (Y)

Descriptive analysis of employee performance variables in this study is based on answers from 34 respondents who are employees of the Makassar Heritage Office (BHP). The following table shows the distribution of respondents' responses to employee performance variables:

***Table 10.** Responses to Employee Performance Variables*

Statement	Score					Amount	Total Score	Mean
	STS	TS	KS	S	SS			
Y1	0	3	4	16	11	34	137	4.03
Y2	0	3	3	25	3	34	130	3.82
Y3	1	2	5	18	8	34	132	3.88
Y4	1	2	4	23	4	34	129	3.79
Y5	0	3	5	22	4	34	129	3.79
Y6	2	1	13	11	7	34	122	3.59
Y7	0	3	4	16	11	34	137	4.03
Y8	1	2	4	18	9	34	134	3.94
Average Employee Performance Rating							131.3	3.86

Primary data source processed 2025 (SPSS 27)

Based on descriptive analysis, the average employee performance score is 3.86, indicating that employee performance is generally in the good category. The statements with the highest scores are in Y1.1 and Y1.7, with an average score of 4.03, indicating that this aspect has the most positive contribution to employee performance. Conversely, the statement with the lowest score is in Y1.6, with an average score of 3.59, indicating that this aspect has a relatively lower level of performance compared to other statements. Overall, these results indicate that the majority of employees have good performance, with several aspects that can be further improved to achieve more optimal results.

Instrument Test

Validity Test

In this study, the validity test uses the Pearson Product Moment Correlation method, where each item in the questionnaire is correlated with the total score obtained from the respondent's answers. This approach aims to determine whether each question item has a significant relationship with the overall variables measured. The decision-making criteria in the validity test are based on a comparison: If r count > r table, then the statement is declared valid. However, if r count < r table, then the statement is declared invalid. The r table value for this study at $\alpha = 0.05$ and df = n - 2 (df = 34 - 2 = 32) is 0.3388. Referring to the above criteria, the level of data validity for each variable can be analyzed as follows:

***Table 11.** Validity Test Results*

Variables	Item	r-count	r-table	information
Workload (X1)	X1.1	0.830	0.3388	Valid
	X1.2	0.868		Valid
	X1.3	0.854		Valid
	X1.4	0.758		Valid
	X1.5	0.870		Valid
	X1.6	0.870		Valid
	X1.7	0.838		Valid
	X1.8	0.804		Valid
Time Pressure (X2)	X2.1	0.863	0.3388	Valid
	X2.2	0.913		Valid
	X2.3	0.866		Valid
	X2.4	0.891		Valid
	X2.5	0.877		Valid
	X2.6	0.881		Valid

Variables	Item	r-count	r-table	information
Interpersonal Relationships (X3)	X3.1	0.828	0.3388	Valid
	X3.2	0.903		Valid
	X3.3	0.842		Valid
	X3.4	0.912		Valid
	X3.5	0.876		Valid
	X3.6	0.743		Valid
	X3.7	0.772		Valid
	X3.8	0.788		Valid
Employee Performance (Y)	Y1	0.861	0.3388	Valid
	Y2	0.854		Valid
	Y3	0.877		Valid
	Y4	0.899		Valid
	Y5	0.871		Valid
	Y6	0.824		Valid
	Y7	0.905		Valid
	Y8	0.863		Valid

Primary data source processed 2025 (SPSS 27)

Based on Table 11, the validity of each item in this study is determined by comparing the calculated r with the r-table (0.3388). If the calculated r > r-table, then the item is declared valid. The results of the analysis show that all items in the variables Workload (X1), Time Pressure (X2), Interpersonal Relationships (X3), and Employee Performance (Y) have a calculated r value greater than the r-table (0.3388). Thus, all items in this study are declared valid and can be used for further analysis.

Reliability Test

Reliability testing is a method used to assess the stability and consistency of respondents' answers to each statement item in a research questionnaire. A statement in a study can be said to be reliable if the Cronbach's Alpha value obtained is greater than 0.60. The results of this reliability test can be seen in the following table:

Table 12. *Reliability Test Results*

Variables	Cronbach's Alpha	N of items	Information
Workload (X1)	0.938	8	Reliable
Time Pressure (X2)	0.943	6	Reliable
Interpersonal Relationships (X3)	0.937	8	Reliable
Employee Performance (Y)	0.951	8	Reliable

Primary data source processed 2025 (SPSS 27)

Based on Table 12, all variables in this study have Cronbach's Alpha values above 0.60, which is the minimum limit that is more commonly used to determine the reliability of a research instrument. The reliability values for each variable are 0.938 for Workload (X1), 0.943 for Time Pressure (X2), 0.937 for Interpersonal Relationships (X3), and 0.951 for Employee Performance (Y). These values indicate that the research instrument has a very good level of internal consistency. Thus, each question item in the questionnaire can be relied on to measure the variables studied. Therefore, the data obtained from this study can be used for further analysis with a high level of confidence.

Classical Assumption Test

Normality Test

The One-Sample Kolmogorov-Smirnov Test method is used to determine whether the residual data processed follows a normal distribution or not. If the significance value obtained is more than 0.05, it can be concluded that the data is normally distributed, so that the normality assumption is met. The following are the results of the normality test on this research sample:

Table 13. *Normality Test Results*

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			34
Normal Parameters a,b	Mean		0.0000000
	Std. Deviation		3.33904007
Most Extreme Differences	Absolute		0.102
	Positive		0.071
	Negative		-0.102
Test Statistics			0.102
Asymp. Sig. (2-tailed) c			.200 d
Monte Carlo Sig. (2-tailed) e	Sig.		0.469
	99% Confidence Interval	Lower Bound	0.456
		Upper Bound	0.482
a. Test distribution is Normal.			

Primary data source processed 2025 (SPSS 27)

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, a significance value of 0.200 was obtained. Because this significance value is greater than 0.05, it can be concluded that the data in this study are normally distributed.

Multicollinearity Test

The multicollinearity test aims to detect a strong linear relationship between independent variables in a regression model. This test is carried out by looking at two main indicators, namely Tolerance and Variance Inflation Factor (VIF) . The Tolerance and VIF values are used as a reference in determining whether or not there is a multicollinearity problem. **Tolerance** must have a value greater than **0.10** , while **VIF** should be less than **10** so that the model is considered free from multicollinearity. The following are the results of the multicollinearity test:

Table 14. *Normality Test Results*

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	2,990	3,522			
	Workload	0.383	0.148	0.379	0.455	2.196
	Time Pressure	0.845	0.241	0.605	0.330	3.032
	Interpersonal Relationships	-0.098	0.173	-0.094	0.353	2,834
a. Dependent Variable: Employee Performance						

Primary data source processed 2025 (SPSS 27)

Based on the results of the multicollinearity test in the table above, it can be seen that the Tolerance value for each variable is greater than 0.10, and the VIF value is below 10. Specifically, the Workload variable has a Tolerance of 0.455 with a VIF of 2.196, Time Pressure has a Tolerance of 0.330 with a VIF of 3.032, and Interpersonal Relationships has a Tolerance of 0.353 with a VIF of 2.834. So it can be concluded that there is no multicollinearity problem in this regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is a difference in variance between one residual and another in the regression model. One method used is to transform the residual into an absolute residual (ABS_RES) and then regress it against the independent variable. The existence of heteroscedasticity can be seen from the significance value (Sig.), where if the Sig. value > 0.05, then the model is considered not to experience heteroscedasticity. The following are the results of the heteroscedasticity test:

Table 15. *Heteroscedasticity Test Results*

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,971	1,783		1.106	0.278
	Workload	0.107	0.075	0.372	1,421	0.166
	Time Pressure	-0.053	0.122	-0.133	-0.431	0.669
	Interpersonal Relationships	-0.036	0.088	-0.121	-0.407	0.687
a. Dependent Variable: ABS_RES						

Primary data source processed 2025 (SPSS 27)

Based on the test results above, the significance values for the variables Workload, Time Pressure, and Interpersonal Relationships are 0.166, 0.669, and 0.687, respectively. All significance values are greater than 0.05, indicating that this regression model does not experience heteroscedasticity. Thus, this study meets the assumption of homoscedasticity.

Multiple Regression Analysis Test

Multiple linear regression analysis is used when there is more than one independent variable in the study. This method functions to predict the influence of several independent variables on one dependent variable. In addition, this analysis also aims to identify whether there is a functional or causal relationship between the independent variables and the dependent variable. The following are the results of multiple linear regression testing:

Table 16. *Results of Multiple Linear Regression Analysis*

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,990	3,522		0.849	0.403
	Workload	0.383	0.148	0.379	2,585	0.015
	Time Pressure	0.845	0.241	0.605	3,507	0.001
	Interpersonal Relationships	-0.098	0.173	-0.094	-0.567	0.575
a. Dependent Variable: Employee Performance						

Primary data source processed 2025 (SPSS 27)

Based on the results of multiple linear regression analysis shown in the table above, the coefficient values for the constant (α) are 2.990, the workload variable is 0.383, the time pressure variable is 0.845, and the interpersonal relationship variable is -0.098. The regression equation formed is as follows:

$$\text{Performance} = 2.990 + 0.383X_1 + 0.845X_2 - 0.098X_3 + e$$

Based on the results of the multiple linear regression equation, the analysis can be interpreted as follows. The constant value of 2.990 indicates that if the variables Workload, Time Pressure, and Interpersonal Relationships are assumed to be zero, the predicted value of Employee Performance would remain at 2.990. This serves as the baseline level of performance in the absence of any influence from the independent variables.

The regression coefficient for the Workload variable is 0.383, which suggests that an increase of one unit in Workload, while holding other variables constant, leads to an increase of 0.383 units in Employee Performance. This positive coefficient implies that Workload has a direct and positive effect on performance, meaning that as workload increases, employee performance tends to improve.

The Time Pressure variable has a regression coefficient of 0.845, which indicates that each one-unit increase in Time Pressure results in a 0.845-unit increase in Employee Performance, assuming other variables remain constant. This relatively high coefficient signifies that Time Pressure has a strong positive influence on performance, suggesting that a certain level of pressure may enhance productivity and efficiency.

The Interpersonal Relationship variable has a regression coefficient of -0.098. This negative value suggests that for every one-unit increase in Interpersonal Relationships, Employee Performance decreases by 0.098 units, assuming other variables are held constant. In the context of this regression model, the negative coefficient indicates that Interpersonal Relationships do not contribute positively to performance when considered alongside Workload and Time Pressure, and may even slightly hinder it in this specific analytical context.

Hypothesis Testing

Partial Test (T-Test)

This study uses a two-tailed significance test, which is a test method that has two areas of rejection of H_0, located at both ends of the distribution (right and left sides). Based on the calculation, the t-table value at the significance level α = 0.05 and degrees of freedom (df) = N - k - 1 = 34 - 3 - 1 = 30 is 2.042. The decision making criteria in the t test are: If the t-count value > t-table and the significance value < 0.05, then H_0 is rejected and H_1 is accepted.

Table 17. *T -Test Results*

No	Variables	t count	Sig.	Conclusion
1	Workload (X1)	6.288	<0.001	Significant
2	Time Pressure (X2)	7,536	<0.001	Significant
3	Interpersonal Relationships (X3)	4.698	<0.001	Significant

Primary data source processed 2025 (SPSS 27)

Based on the results of the partial t-test, the influence of each independent variable on Employee Performance can be described as follows. For the Workload variable (X1), the t-count is 6.288, which is greater than the t-table value of 2.042, and the significance level is less than 0.001, which is below the threshold of 0.05. These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that Workload has a positive and significant effect on Employee Performance at the Makassar Heritage Office.

Similarly, for the Time Pressure variable (X2), the t-count value is 7.536, which also exceeds the t-table value of 2.042, and the significance level is less than 0.001. This again leads to the rejection of the null hypothesis, confirming that Time Pressure has a positive and significant impact on Employee Performance.

The case of the Interpersonal Relationship variable (X3), the t-count is 4.698, which is higher than the t-table value of 2.042, with a significance level also below 0.001. These results suggest that the null hypothesis is rejected, indicating that Interpersonal Relationships have a positive and significant effect on Employee Performance when examined individually. Although the multiple regression analysis shows a negative coefficient for Interpersonal Relationships, the partial t-test reveals a positive influence. This discrepancy arises because the t-test evaluates the effect of each independent variable in isolation, whereas the regression analysis considers all variables simultaneously. Consequently, despite the negative coefficient in the regression model, Interpersonal Relationships still play a positive role in influencing Employee Performance when considered independently.

Determination Coefficient Test (R2 Test)

The coefficient of determination (R^2) shows how much the independent variables in the model are able to explain the variation of the dependent variable. Its value ranges from 0 to 1. The higher the R^2 value, the better the model explains the relationship between variables. Meanwhile, Adjusted R^2 considers the number of independent variables in the model to provide a more accurate estimate.

Table 18. *R2 Test Results*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 a	0.706	0.676	3,502
a. Predictors: (Constant), Interpersonal Relationships, Workload, Time Pressure				

Primary data source processed 2025 (SPSS 27)

Based on the results of the determination coefficient test, the R Square value was obtained as 0.706, which indicates that 70.6% of the variation in employee performance can be explained by the three independent variables used in this study, namely workload, time pressure, and interpersonal relationships. Meanwhile, the remaining 29.4% is explained by other factors outside the model that were not examined in this study, such as the work environment, leadership style, intrinsic motivation, and so on. In addition, the Adjusted R Square value of 0.676 provides an illustration that after being adjusted for the number of independent variables, around 67.6% of the variation in employee performance can still be explained by the model used. Thus, the regression model applied in this study is considered quite strong and feasible to use because it is able to explain most of the variation in the dependent variable, namely employee performance.

Discussion

Based on the results of the study examining the influence of workload, time pressure, and interpersonal relationships on employee performance at Balai Harta Peninggalan Makassar, the detailed discussion is as follows:

The Influence of Workload on Employee Performance

The partial t-test results show a t-value of 6.288 with a significance level of less than 0.001, which exceeds the critical t-value of 2.042 at the 5% significance level. This indicates that workload has a positive and significant effect on employee performance at Balai Harta Peninggalan Makassar. In other words, effective workload management correlates with improved employee performance. This conclusion is supported by questionnaire data, which indicate that most employees perceive themselves as capable of completing their workload efficiently and within deadlines.

The observations in the field revealed that uneven workload distribution can adversely affect performance. Several employees were observed handling multiple legal service types concurrently such as guardianship, trusteeship, and wills within the same period. This challenge is compounded by a limited number of staff servicing 13 provinces. Consequently, employees often experience both physical fatigue and psychological stress, especially when pressured by deadlines for important document completion. Therefore, while workload can act as a motivating factor for performance, improper task allocation and imbalance may hinder productivity.

These findings are consistent with prior studies. For instance, research demonstrated that well-managed workloads enhance employee productivity (Mandasari et al., 2019). Similarly, the study found that measurable workloads contribute to greater work efficiency (Kobis et al., 2023). The necessity of proportional workload distribution to achieve optimal performance (Novianti et al., 2023). Overall, effectively controlled workloads contribute to improved employee performance and promote efficient work habits. Accordingly, management at Balai Harta Peninggalan Makassar should implement proportional task distribution systems to optimize employee performance.

The Influence of Time Pressure on Employee Performance

The partial t-test yielded a t-value of 7.536 with a significance level below 0.001, surpassing the critical t-value of 2.042 at the 5% significance level. This demonstrates that time pressure has a positive and significant impact on employee performance at Balai Harta Peninggalan Makassar. Thus, when time pressure is well-managed, it tends to enhance employee performance. Questionnaire results also support this, with most employees indicating their ability to complete tasks under strict deadlines without sacrificing quality.

Field observations corroborate these findings. Employees frequently face urgent deadlines, especially for documents related to inheritance cases where timely processing is vital for beneficiaries. Under such circumstances, employees are compelled to work efficiently and sometimes extend their work beyond office hours to meet deadlines. While high time pressure can improve focus, discipline, and productivity, sustained exposure without balanced workload and time management may lead to adverse effects such as physical exhaustion and chronic stress. Therefore, organizations should develop systems that maintain productivity under pressure while safeguarding employee health and well-being.

These results align with previous studies. For example, the study found that time pressure and job stress positively and significantly influence auditor performance, particularly when supported by cooperative colleagues (Vanesa et al., 2024). Similarly, the research reported that time pressure affects auditor performance, especially when moderated by whistleblowing intentions (Wenur et al., 2018). The study also found that time pressure influences performance, although their results indicated statistical insignificance (Desri et al., 2025).

Conclusion

Based on the findings of this study, it can be concluded that workload and time pressure have a positive and significant effect on the performance of employees at the Balai Harta Peninggalan Makassar. Effective workload management has been shown to enhance productivity, while well-managed time pressure can serve as a driver of work efficiency. However, excessive pressure without proper management may lead to stress and a decline in performance. Interpersonal relationships also demonstrated a partially positive and significant influence, particularly in supportive and communicative work environments. Nevertheless, in the simultaneous regression model, the effect of interpersonal relationships was not consistently significant, indicating a complex interaction among the studied variables.

This study is limited by its scope, focusing only on a single government institution and a limited set of variables, which restricts the generalizability of the results. Therefore, future researchers are encouraged to broaden the research scope, explore additional variables such as work motivation, job satisfaction, or leadership style, and consider using a mixed-methods approach to gain a more comprehensive understanding. The practical implications of this study are addressed to institutional leaders, suggesting the need for policies that ensure balanced workloads aligned with individual capacities, promote effective time management, and foster a healthy work culture through improved interpersonal relationships. Furthermore, the findings may serve as an academic reference for students and scholars interested in examining employee performance in public sector organizations and as a foundation for comparative studies across different institutions and regions.

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