

Factors Affecting the Performance of Staff at the Baturaja Timur District Office

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Abstract: This study aims to analyze the influence of the work environment, workload, and communication on the performance of employees at the Baturaja Timur Subdistrict Office. The background of this study is based on the phenomenon of suboptimal employee performance, which is believed to be influenced by an unfavorable work environment, an uneven distribution of workload, and organizational communication that is not yet effective. This study employs a quantitative approach with an explanatory research design. The study population consists of all civil servants (ASN) and Volunteer Workers (TKS) at the Baturaja Timur Sub-District Office, totaling 45 individuals, with a sampling technique using the census method (total sampling). Data were collected via a questionnaire using a Likert scale and analyzed using multiple linear regression with the assistance of SPSS version 22. Testing was conducted through validity and reliability tests, classical assumption tests, t-tests (partial), and F-tests (simultaneous). The results of the study indicate that partially, the work environment, workload, and communication have a positive and significant effect on employee performance. Simultaneously, these three variables also have a significant effect on the performance of employees at the Baturaja Timur Subdistrict Office. The variable that has the most significant influence on employee performance is the work environment. This study makes a theoretical contribution to the development of research on public sector human resource management, as well as a practical contribution by providing guidance for leaders in formulating strategic policies to improve employee performance through improvements to the work environment, the management of a balanced workload, and enhanced organizational communication effectiveness.

Keywords: Communication, Management, Human Resources in the Public Sector, Workplace.

1. Introduction

In this era of globalization and rapid technological advancement, the role of civil servants (ASN) has become increasingly important in providing excellent service to the public. One government agency that plays a strategic role in public service is the Baturaja Timur Subdistrict Office. As an agency that provides services to the public, quality service serves as a benchmark for the effectiveness of an office's staff performance. This is because the achievement of an organization's goals is directly proportional to the performance of the staff within that office. Every agency or office naturally expects its employees to be able to carry out their duties effectively, efficiently, productively, and professionally. Regional Government Agencies (OPDs) are a key element serving as the government's frontline; ideally, in delivering services to the public, they must adhere to the principles of good and clean governance. This means that all elements including employees must perform their duties and functions properly and with integrity, ensuring that the services received by the public meet the expected quality standards.

Improving employee performance will help organizations thrive in the face of constant change. Therefore, efforts to improve employee performance are a challenge for organizations; their ability to achieve their goals and ensure their survival depends on the quality of performance of their human resources (Ardiawati et al., 2022). Performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Improving employee performance will help organizations thrive in the face of constant change. Therefore, efforts to improve employee performance are a challenge for organizations; their ability to

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achieve their goals and ensure their survival depends on the quality of performance of their human resources (Ardiawati et al., 2022). Performance refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

To ensure that employees can perform their duties smoothly, it is necessary to provide a good and conducive work environment. The work environment is indeed a factor that indirectly influences employee performance. A conducive work environment fosters a sense of security and enables employees to perform at their best. The work environment has a direct impact on employees' ability to fulfill their responsibilities to the organization. If an employee enjoys the work environment where they work, they will feel comfortable at their workplace and be more likely to engage in activities and complete their tasks (Mardiana, 2011). According to (Sedarmayanti, 2011), the work environment can influence employee performance because a person will be able to carry out their activities well, thereby achieving optimal results, if supported by appropriate environmental conditions. Lingkungan kerja terbagi menjadi dua jenis yaitu lingkungan kerja fisik, dan lingkungan non-physical work. A good, comfortable, clean, and pleasant work environment plays a crucial role in fostering job satisfaction. This satisfaction is reflected in employees' feelings of happiness or unhappiness, and comfort or discomfort regarding the company's work environment, which in turn leads to improved employee performance. Conversely, a poor work environment will result in decreased job satisfaction and lead to suboptimal performance (Kasmir & Malau Thoho Sarjan, 2021).

Improvements in employee performance are closely tied to the appropriateness of the workload assigned, as this is closely linked to the quality of the work produced. Workload refers to a situation where an employee perceives their tasks as exceeding their capacity to perform them; the capacity required to complete tasks as expected (expected performance) differs from the capacity available at that time (actual performance). According to Sunarso (2021), workload is defined as a set or number of activities that must be completed by an organizational unit or an individual in a specific position within a certain period of time. A high workload can improve employee performance, but an excessive workload can lead to a decline in employee performance. This is because employees are unable to complete their work due to their capacity and abilities not matching the demands of the tasks at hand. The conceptual framework of this study is based on theoretical references developed by (Mulyana, 2010), that workload significantly affects employee performance. This may be due to excessively high skill requirements, an overly fast pace of work, tight deadlines, an excessive volume of work, and so on. This is also supported by the results of a study conducted by (Paramitadewi, 2017), which found that workload significantly affects employee performance levels; therefore, employee workload must be balanced so that employees can maximize their performance.

Employees are expected to communicate with one another. This concept of relationships is based on a theory developed by Hamali (2023), which states that effective communication within an organization facilitates each individual's ability to carry out their assigned tasks. Therefore, leaders are expected to communicate effectively, as they are responsible for providing instructions, guidance, and motivation to subordinates, as well as overseeing their work and performing other duties. This communication occurs not only between superiors and subordinates but also among coworkers, so that every employee can perform their duties effectively. This is certainly undesirable, as it can negatively impact their performance. Many tasks that should be completed on time may remain unfinished due to a lack of communication, preventing them from being completed by the set deadline. This aligns with the findings of a study (Mafra, 2017) indicating that communication is closely linked to performance. If this communication does not function properly, it will lead to miscommunication, which can affect employees' work. Communication activities in the workplace are always accompanied by goals to be achieved collectively within the group and the community. Communication culture in the context of organizational communication must be viewed from various perspectives. The first aspect is communication between superiors and subordinates. The second aspect is

communication between employees. The third aspect is communication from employees to superiors. Each of these forms of communication has its own distinct pattern. There must be two-way communication—or reciprocal communication, often referred to as interpersonal communication—between both parties. This requires cooperation aimed at achieving goals, whether personal or group-based, to fulfill the organization's objectives. Communication is also a crucial factor in coordination and collaboration between work units. Inaccurate or delayed information can lead to errors in decision-making and service delivery.

The workplace conditions at the East Baturaja Subdistrict Office are less than ideal. Some of the employees' desks, chairs, and cabinets were found to be damaged, which affects their comfort. The lack of computer equipment has caused delays in the completion of their work. In addition to the work environment, a phenomenon affecting employees at the Baturaja Timur Subdistrict Office is excessive workload, which has negative consequences for employees in general—it causes both physical and mental fatigue and triggers emotional reactions such as headaches, digestive issues, and irritability. Conversely, an insufficient workload leads to reduced activity, resulting in boredom. Boredom in the work being performed or having too little work leads to a lack of attention to the task at hand, which potentially endangers employees. The communication issues observed among employees at the Baturaja Timur Subdistrict Office include the leadership's failure to communicate effectively with subordinates, such as a lack of guidance, clear instructions, motivation, and proper supervision. Communication among employees is also ineffective, leading to frequent misunderstandings in the completion of tasks.

Thus, improving employee performance must be combined with strengthening the work environment, workload, and communication that are adaptable to change. However, previous research indicates inconsistent findings (a research gap) regarding the relationship between these three variables and employee performance. Research findings (Sofyan et al., 2025) The results of the study indicate that the work environment, workload, and communication have a positive and significant effect on employee performance. However, research findings (Hartanto, 2025) suggest that the variables of workload and work environment have no significant effect on employee performance. Research findings (Setiani et al., n.d.) concluded that the communication variable does not influence employee performance. Based on these discrepancies, this study will analyze the influence of work environment, workload, and communication on the performance of employees at the East Baturaja Subdistrict Office, focusing on the influence of work environment (X_1), workload (X_2), and communication (X_3) on employee performance (Y). This study offers scientific novelty because: It addresses the same topic as previous research but applies it to a different context, sample, or subject; It integrates the Resource-Based View and Human Capital theories within the context of local government bureaucracy; The research results offer new solutions, particularly for the performance of employees at the Baturaja Timur Subdistrict Office; It uses a combination of variables work environment factors, workload factors, and communication factors to comprehensively explain employee performance; It provides strategic innovations for local governments in designing employee development policies based on the work environment and workload, oriented toward employee performance. Thus, this study is expected to provide a theoretical contribution to employee performance development as well as a practical contribution to improving the effectiveness of civil servants at the local level, particularly in strengthening the institutional capacity of the Baturaja Timur Subdistrict Office.

2. Materials and Methods

This study employs a quantitative approach using explanatory research to examine the causal relationship between work environment, workload, and communication on employee performance. The study was conducted at the Baturaja Timur Subdistrict Office in Ogan Komering Ulu Regency from November to December 2025. The population in this study consists of all civil servants (ASN) and Volunteer Workers (TKS) at the Baturaja Timur Subdistrict Office, totaling 45 individuals. The sampling technique employed the

census method (total sampling), meaning all members of the population were included as research respondents. The data used were primary data obtained through the distribution of a questionnaire using a 1–5 Likert scale. The research instrument was designed based on the indicators of each variable, namely work environment, workload, communication, and employee performance. Before analysis, the instrument was tested for validity and reliability to ensure the suitability of the measurement tool. Data analysis employed multiple linear regression analysis using SPSS version 22. Prior to hypothesis testing, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity. Hypothesis testing was performed using a t-test to determine the partial effect of independent variables on the dependent variable, an F-test to determine the simultaneous effect, and an analysis of the coefficient of determination (R^2) to measure the magnitude of the.

3. Results and Discussion

3.1. Validity and Reliability Tests

3.1.1. Validity Test

A validity test is an instrument test used to determine how accurately an item measures what it is intended to measure (Priyatno, 2014). An instrument is considered valid if it meets the following acceptance/rejection criteria: Reject H_0 if the calculated probability value is \leq the set probability of 0.05 (Sig. 2-tailed $\leq \alpha 0.05$); the instrument is deemed valid. Accept H_0 if the calculated probability value is $>$ the set probability of 0.05 (Sig. 2-tailed $> \alpha 0.05$); the instrument is deemed invalid. The validity test was conducted using SPSS 22, and the results are presented in Table 1.

Table 1. Validity Test Results

Work Environment (X1)				
No.	Statement	Nilai Sig. (p-value)	α (0,05)	Sig \leq 0,05 Valid Sig \geq 0,05 Not Valid
1	LK1	0,000	0,05	Valid
2	LK2	0,000	0,05	Valid
3	LK3	0,000	0,05	Valid
4	LK4	0,000	0,05	Valid
5	LK5	0,000	0,05	Valid
6	LK6	0,000	0,05	Valid
7	LK7	0,000	0,05	Valid
8	LK8	0,000	0,05	Valid
9	LK9	0,000	0,05	Valid
10	LK10	0,000	0,05	Valid
Beban Kerja (X2)				
No.	Pernyataan	Nilai Sig. (p-value)	α (0,05)	Sig \leq 0,05 Valid Sig \geq 0,05 Tidak Valid
1	BK1	0,000	0,05	Valid
2	BK2	0,000	0,05	Valid
3	BK3	0,000	0,05	Valid
4	BK4	0,000	0,05	Valid
5	BK5	0,000	0,05	Valid
6	BK6	0,000	0,05	Valid
7	BK7	0,000	0,05	Valid
8	BK8	0,000	0,05	Valid

9	BK9	0,000	0,05	Valid
10	BK10	0,000	0,05	Valid
Komunikasi (X3)				
No.	Pernyataan	Nilai Sig. (p-value)	α (0,05)	Sig \leq 0,05 Valid Sig \geq 0,05 Tidak Valid
1	K1	0,000	0,05	Valid
2	K2	0,000	0,05	Valid
3	K3	0,000	0,05	Valid
4	K4	0,000	0,05	Valid
5	K5	0,000	0,05	Valid
6	K6	0,000	0,05	Valid
7	K7	0,000	0,05	Valid
8	K8	0,000	0,05	Valid
9	K9	0,000	0,05	Valid
10	K10	0,000	0,05	Valid
Kinerja Pegawai (Y)				
No.	Pernyataan	Nilai Sig. (p-value)	α (0,05)	Sig \leq 0,05 Valid Sig \geq 0,05 Tidak Valid
1	KP1	0,000	0,05	Valid
2	KP2	0,000	0,05	Valid
3	KP3	0,000	0,05	Valid
4	KP4	0,000	0,05	Valid
5	KP5	0,000	0,05	Valid
6	KP6	0,000	0,05	Valid
7	KP7	0,000	0,05	Valid
8	KP8	0,000	0,05	Valid
9	KP9	0,000	0,05	Valid
10	KP10	0,000	0,05	Valid

Based on Table 1, the validity test above shows that all items of the variables namely, work environment, workload, and communication used to measure these variables are valid. It can be seen that the significance level for each statement item is < 0.05 .

3.1.2. Rehabilitation Test

A reliability test is used to determine the consistency of the measurement instrument in a questionnaire; in other words, it assesses whether the instrument will yield consistent results if the measurement is repeated (Priyatno, 2017). A research instrument is considered to have adequate reliability if its Cronbach's alpha coefficient is greater than or equal to 0.70.

Table 2. Reliability Test Results

No.	Variabel	Cronbach's Alpha	Note
1.	Work Environment	0,868	Reliabel
2.	Workload	0,925	Reliabel
3.	Communication	0,888	Reliabel
4.	Employee Performance	0,862	Reliabel

Based on Table 2, it can be seen that the Cronbach's Alpha values for each variable are above 0.70. This means that all items are reliable and the entire test is consistent because it has strong reliability.

3.2. Normality Test

The Kolmogorov-Smirnov test, or K-S test, is classified as a nonparametric test because the researcher does not yet know whether the data being used are parametric or not. In the K-S test, the data are considered normal if the significance level is greater than 0.05. (Lupiyoadi & Ikhsan, 2015).

Table 3. Results of the Normality Test

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.000000
	Std. Deviation	1.64619468
Most Extreme Differences	Absolute	.102
	Positive	.093
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 3 shows that the p-value is greater than 0.05 ($0.085 > 0.05$), so it can be concluded that the data is considered normal.

3.3. Test Heteroscedasticity

In this study, to test for heteroscedasticity, the researcher used the Gletser test, with the criterion that a Sig. value > 0.05 indicates that the model is free from heteroscedasticity. (Lupiyoadi & Ikhsan, 2015)

Table 4. Results of the Multicollinearity Test

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.645	1.996		1.325	.193
	Work	-.092	.046	-.389	-1.983	.054
	Environment					
	Workload	-.021	.077	-.070	-.267	.791
	Communication	.071	.073	.240	.974	.336

Berdasarkan output regresi antara residual dengan variabel – variabel independent menunjukkan nilai signifikan $> 0,05$, yaitu lingkungan kerja (X1) 0,054, beban Kerja (X2) 0,791, dan komunikasi (X3) 0,336 sehingga dapat disimpulkan bahwa model terbebas dari gejala heteroskedastisitas

3.4. Multiple Linear Regression Analysis

Multiple linear regression is an analytical method used to determine the relationship between independent variables and a dependent variable using multiple linear equations. This analysis forecasts or predicts the value of the dependent variable based on changes in the independent variables (Priyatno, 2020). The independent variables in this study are work environment (X1), workload (X2), and communication (X3). Meanwhile, the

dependent variable is employee performance (Y). The results of the multiple linear regression calculations can be seen in the following table:

Table 5. Results of the Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.220	2.938		.075	.941
	Work Environment	.181	.068	.219	2.662	.011
	Workload	.524	.113	.511	4.626	.000
	Communication	.296	.107	.286	2.765	.009

Based on the table above, the multiple linear regression equation is as follows: $Y = 0.220 + 0.181X_1 + 0.524X_2 + 0.296X_3$. The constant is 0.220, with a t-value of 0.075 and a significance level of 0.941. A significance value greater than 0.05 indicates that the constant is not statistically significant. This suggests that when all independent variables are set to zero, changes in the dependent variable do not indicate a significant effect. Therefore, the interpretation of the results from the equation above is as follows:

$\beta = 0.181$, Sig = 0.011: The work environment variable (X_1) has a regression coefficient (B) of 0.181 with a standard error of 0.068. The standardized beta coefficient of 0.219 indicates a positive relationship between the work environment and the dependent variable. A calculated t-value of 2.662 with a significance level of 0.011 (< 0.05) indicates that the work environment has a positive and significant effect on the dependent variable. This means that the better the work environment, the higher the value of the dependent variable. It can be concluded that every 1-unit increase in the work environment variable will increase employee performance by 0.181 or 18.1%, assuming that other variables are held constant or not examined in this study.

$\beta = 0.524$, sig = 0.000: The workload variable (X_2) has a regression coefficient (B) of 0.524 with a standard error of 0.113. The beta coefficient of 0.511 is the largest among the other variables, indicating that workload has a dominant influence on the dependent variable. A t-value of 4.626 with a significance level of 0.000 (< 0.05) indicates that workload has a positive and significant effect on the dependent variable. It can be concluded that every 1-unit increase in the workload variable will increase employee performance by 0.524 or 52.4%, assuming that other variables are held constant or not examined in this study.

$\beta = 0.296$, sig = 0.009: The communication variable (X_3) has a regression coefficient (B) of 0.296 with a standard error of 0.107. The beta value of 0.286 indicates a positive relationship between communication and the dependent variable. A t-value of 2.765 with a significance level of 0.009 (< 0.05) indicates that communication has a positive and significant effect on the dependent variable. It can be concluded that every 1-unit increase in the communication variable will increase employee performance by 0.296 or 29.6%, assuming that other variables are held constant or not examined in this study.

3.5. *t-Test*

Uji t digunakan untuk menguji koefisien regresi secara parsial atau terpisah dari variabel bebas lainnya. Untuk mengetahui apakah masing-masing variabel bebas berpengaruh terhadap variabel terikat. Kaidah pengambilan Keputusan: Jika nilai sig < 0.05 atau t hitung $> t$ table, maka terdapat pengaruh variabel X terhadap variabel Y, Jika nilai

sig > 0,05 atau t hitung < t table, maka tidak terdapat pengaruh variabel X terhadap variabel Y.

Table 6. Results of the t-test

Independent Variable	Significance Value	Significance Value < 0.05: Significant Significance Value > 0.05: Not Significant
Work Environment	0,011	Influential
Workload	0,000	Influential
Communication	0,009	Influential

Based on the data analysis in Table 4.10, it was found that the work environment variable (X1) has a significance value of 0.011. This value is less than 0.05 ($0.011 < 0.05$). The workload variable (X2) has a significance value of 0.000. This value is also less than 0.05 ($0.000 < 0.05$). Meanwhile, the communication variable (X3) shows a significance value of 0.009. This value is also below the significance threshold of 0.05 ($0.009 < 0.05$). Based on the overall results of the t-test, it can be concluded that all independent variables namely, work environment, workload, and communication have a significant partial effect on the dependent variable. Thus, the research hypothesis stating that each independent variable individually influences the dependent variable can be accepted.

3.6. F-Test

The results of the simultaneous test (F) are shown in Table 7 below:

Tabel 7. Hasil Uji F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	644.006	3	214.669	73.814	.000 ^b
	Residual	119.238	41	2.908		
	Total	763.244	44			

The results of the F-test in Table 7 above show a Sum of Squares for the regression of 644.006, a residual of 119.238, and a total of 763.244. These values indicate that the variation explained by the model (regression) is greater than the unexplained variation (residuals), suggesting the model has a good ability to explain the relationship between variables. The degrees of freedom (df) for the regression is 3, representing the number of independent variables in the model, while the residual df is 41 and the total df is 44. Furthermore, the Mean Square for the regression is 214.669 and for the residuals is 2.908, obtained by dividing the respective Sums of Squares by their degrees of freedom. The F-test results show a calculated F-value of 73.814 with a significance level of 0.000. This significance value is less than 0.05 ($0.000 < 0.05$), so it can be concluded that the regression model used in this study is statistically significant. Thus, all independent variables, namely work environment (X1), workload (X2), and communication (X3), simultaneously have a significant effect on employee performance (Y).

3.7. Coefficient of Determination

This test of the coefficient of determination was conducted to measure the model's ability to explain the extent to which the independent variables collectively (simultaneously) influence the dependent variable, as indicated by the adjusted R-squared value (Ghozali, 2018). The results of the coefficient of determination analysis can be seen in Table 8 below.

Table 8. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.844	.832	1.70536

Based on the calculations in Table 8, an R value of 0.919 was obtained, indicating a very strong relationship between the independent variables and the dependent variable. The R-squared value is 0.844. This R² value means that the contribution of the work environment (X1), workload (X2), and communication (X3) to employee performance (Y) is 83.2%, while the remaining 16.8% is attributed to other variables not examined in this study, such as teamwork, work discipline, job satisfaction, and others. Meanwhile, the Standard Error of the Estimate value of 1.70536 indicates a relatively small level of prediction error, suggesting that the model possesses a sufficiently high level of accuracy in predicting the dependent variable. Thus, it can be concluded that the regression model used in this study has excellent capability in explaining the relationships among variables and is suitable for further analysis.

3.8. Discussion

The hypotheses used in this study were tested using multiple linear regression. The objective was to obtain a comprehensive overview of the independent variables namely, work environment, workload, and communication and their effects on the dependent variable, employee performance. This discussion analyzes the research findings in relation to theoretical frameworks, expert opinions, and prior research, as well as the behavioral patterns that should be adopted to address these issues. The discussion of the test results for the hypotheses proposed in this study is as follows:

Based on the results of the t-test, the significance value of the work environment variable on the performance of employees at the Baturaja Timur Subdistrict Office was 0.011 < 0.05, which means that H₀ is rejected. Thus, it can be concluded that the work environment has a significant effect on the performance of employees at the Baturaja Timur Subdistrict Office. This aligns with Herzberg's two-factor theory (Herzberg, 2017) and is supported by research (Firtjatullah et al., 2023), which demonstrates that the work environment plays a role in supporting or enhancing employee performance to be better and can result in higher quality work performed by employees. The work environment can be optimized when a company is able to implement or create a conducive, collaborative environment that takes into account all aspects, such as the physical and psychological well-being of its employees. Factors such as adequate facilities, social support, and workplace safety can improve employee performance and productivity.

In line with the findings of a study (Anggoro, 2022), important information was obtained indicating that the work environment has a positive and significant impact on employee performance at PT. Perkebunan Nusantara XIV Camming Sugar Factory. This suggests that creating an ideal work environment is key to improving employee performance. Research findings (Sofyan et al., 2025) also show that the work environment has a significant impact on employee performance. The better the work environment perceived by employees, the more their performance will improve.

In this study, there are six indicators within the Work Environment variable that influence the performance of employees at the East Baturaja Subdistrict Office, including the location of workspaces, safety in the work environment, office facilities, support from supervisors, relationships with supervisors, and relationships among employees. The work environment plays a crucial role in shaping employee performance. When an organization provides a safe, comfortable, and supportive work environment, employees become more motivated, experience lower stress levels, and can achieve optimal performance. Therefore, improving the work environment both physically and non-physically is a highly effective strategy for enhancing overall employee performance. Based on the

researcher's observations and interviews, the findings at the study site indicate that the Baturaja Timur Subdistrict Office possesses a positive work environment that influences employee performance. This positive work environment including adequate office facilities, managerial support, good relationships with supervisors, and positive inter-employee relationships is reflected in optimal performance outcomes.

Based on the results of the t-test, the significance value of the workload variable on the performance of employees at the East Baturaja Subdistrict Office was $0.000 < 0.05$, which means that H_0 is rejected. Thus, it can be concluded that workload has a significant effect on the performance of employees at the East Baturaja Subdistrict Office. This is consistent with the theory proposed by (Robbins & Judge, 2015) and supported by the research by (Sofyan et al., 2025), which indicates that the more appropriate and structured the workload assigned to employees is, the more their performance will improve, as the tasks assigned can be completed optimally without causing excessive stress.

Research findings (Fransiska & Tupti, 2020) also indicate that a high workload can improve employee performance, but an excessive workload can lead to a decline in employee performance. This is due to employees' inability to complete their work because their capacity and capabilities do not match the demands of the tasks at hand. Workload is an extrinsic factor that serves as a source of performance issues; when the workload is too high, employees are forced to expend more energy than usual to complete their tasks. Not all employees possess the same level of resilience to the pressure of a heavy workload; rather, this depends on the individual, meaning whether these tasks are completed successfully or not depends on how an individual perceives the workload they are experiencing. An excessively high workload has the potential to reduce performance, whereas a proportionate workload can enhance productivity, effectiveness, and work quality. Therefore, organizations need to implement workload management strategies such as distributing tasks evenly, aligning workloads with employees' competencies, and providing adequate support and workplace facilities. Effective workload management is a crucial step toward improving the organization's overall performance.

In this study, there are four indicators within the workload variable that influence the performance of employees at the Baturaja Timur Subdistrict Office: targets to be achieved, working conditions, use of working time, and job standards. Based on the researcher's observations and interviews, the findings at the study site indicate that the Baturaja Timur Subdistrict Office has a manageable workload that can influence employee performance. This is evident from the fact that employees are able to complete their work on time. Based on the results of the t-test, the significance value of the communication variable on the performance of employees at the Baturaja Timur Sub-District Office was $0.009 < 0.05$, meaning that H_0 is rejected. Thus, it can be concluded that communication has a significant effect on the performance of employees at the Baturaja Timur Sub-District Office. This aligns with the theory (Pace & Faules, 2001) and is supported by research (Sofyan et al., 2025), which indicates that the more effective communication within an organization, the higher employee performance will be, as information is received clearly, quickly, and accurately.

This is consistent with research (Fransiska & Tupti, 2020) indicating that leaders are expected to communicate effectively, as they are responsible for providing instructions, guidance, and motivation to subordinates, as well as conducting supervision and other tasks. This communication occurs not only between supervisors and subordinates but also among colleagues, ensuring that every employee can perform their duties effectively. This is certainly highly undesirable as it can negatively impact their performance. Clear, open, and effective communication can enhance coordination, improve work relationships, boost motivation, and minimize work errors. Therefore, organizations need to improve their internal communication systems, provide adequate communication tools, and foster a culture of two-way communication to enhance overall employee performance.

High performance must be supported by effective communication to foster harmonious relationships among employees, both in the workplace and outside of work. Effective employee communication, in turn, becomes part of the organizational culture and

supports work processes, thereby preventing misunderstandings in the transmission of information. In this study, there are five indicators within the communication variable that influence the performance of employees at the Baturaja Timur Sub-District Office, namely openness, empathy, a supportive attitude, a positive attitude, and equality. Based on the researcher's observations and interviews, the findings at the study site indicate that the Baturaja Timur Subdistrict Office possesses effective communication that influences employee performance. This is evident in leadership providing guidance and instructions to subordinates, as well as open and positive communication among employees.

Based on the results of the F-test, the significance value for the relationship between the work environment, workload, and communication variables and employee performance was $0.000 < 0.05$, which means that H_0 is rejected. Therefore, it can be concluded that the work environment, workload, and communication collectively have a significant effect on the performance of employees at the East Baturaja Subdistrict Office. This indicates that these three variables complement each other in creating optimal performance. Organizations that are able to create a comfortable work environment, manage workloads rationally, and build a clear communication system will have employees who are more productive, disciplined, motivated, and high-performing.

Employee performance is one of the indicators of a government agency's operational success in achieving its objectives. The emergence of high performance is influenced by several driving factors, both external and internal to the individual. Employee performance is crucial to the progress of a company or government agency. The performance of each employee can be measured by examining the quantity and quality of the work they have performed. Performance is a crucial element in an organization's efforts to achieve its goals. Performance is driven by a formal and structured system used to measure, evaluate, and influence work-related attributes.

In this study, there are five indicators that influence employee performance: work quality, work quantity, responsibility, cooperation, and initiative. Based on the researcher's observations and interviews, the findings at the study site indicate that the Baturaja Timur Subdistrict Office possesses an adequate work environment, a manageable workload, and effective communication, all of which can influence employee performance. This can be seen from the well-organized layout of the Baturaja Timur Sub-District Office; in terms of security and cleanliness, there are dedicated staff members responsible for these areas, and the facilities and infrastructure are adequate. The workload is appropriate for each employee's capabilities. Communication between supervisors and subordinates, as well as among employees, is sufficiently effective, making the likelihood of misunderstandings in task completion very low.

4. Conclusions

Based on the research and data analysis conducted, the following conclusions can be drawn: Work Environment (X1), Workload (X2), and Communication (X3) have a partial, positive, and significant effect on the performance of employees at the East Baturaja Subdistrict Office. Based on the analysis results, the Adjusted R-Square value of 0.832 indicates that Work Environment (X1), Workload (X2), and Communication (X3) have a simultaneous effect on the performance of employees at the Baturaja Timur Sub-District Office of 83.2%. The remaining 16.8% is influenced by other variables outside the scope of this study.

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