

The Impact of the Work Environment and Communication on the Performance of Subdistrict Employees in West Baturaja Subdistrict, Oku Regency

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Abstract: This study aims to analyze the influence of the work environment and communication on the performance of sub-district office employees in West Baturaja Sub-district, Ogan Komering Ulu (OKU) Regency. The study was motivated by the ongoing issues regarding employee performance, which are influenced by suboptimal work conditions and ineffective organizational communication. The research method used is a quantitative approach with a descriptive-causal research design. The study population consists of all employees of the Baturaja Barat Subdistrict Office, with total sampling used as the sampling technique. Data collection was conducted through the distribution of questionnaires using a Likert scale and analyzed using multiple linear regression with the assistance of SPSS version 26. The results indicate that, individually, the work environment has a positive and significant effect on employee performance with a significance value of $0.001 < 0.05$, while communication also has a positive and significant effect on employee performance with a significance value of $0.012 < 0.05$. Simultaneously, the work environment and communication have a significant effect on employee performance with an F-test significance value of $0.000 < 0.05$. The coefficient of determination (R^2) value of 0.346 indicates that 34.6% of the variation in employee performance can be explained by the work environment and communication, while the remainder is influenced by other factors outside the scope of this study.

Keywords: Communication, Employee Performance, Human Resource Management, Public Service, Work Environment.

1. Introduction

National development is fundamentally aimed at improving the welfare of the people, and its implementation depends heavily on the quality of governance at the most basic level. Within Indonesia's governmental structure, the kelurahan serves as the spearhead of public service and the frontline in direct interaction with the community. The performance of kelurahan staff is a key determinant in creating a system of governance that is clean, effective, efficient, and responsive to the needs of residents. Every government policy, from the central to the local level, will be successfully felt by the community if it is properly implemented by kelurahan officials. Therefore, optimizing the performance of kelurahan officials is not merely an administrative necessity but a strategic imperative for building public trust and accelerating equitable development (Sienna et al., 2025).

In fact, the sub-district office serves as the vanguard of public service and the state's closest point of representation to the community. It is here that central government policies are transformed into concrete actions that residents directly experience. Therefore, the performance of sub-district office staff is not merely an administrative matter, but a key determinant of the quality of governance, public satisfaction, and the acceleration of development at the grassroots level. When their performance is optimal, public trust in the government will strengthen. Conversely, poor performance can lead to disappointment, hinder services, and ultimately damage the government's overall image. The era of regional autonomy and the paradigm of good governance have placed local governments—including sub-districts—in an increasingly strategic yet challenging position. Ogan Komering Ulu (OKU) Regency, with Baturaja Barat as one of its key sub-districts, is moving toward sustainable development. In this context, the performance of village offi-

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entials is a crucial variable that must not be overlooked. The public is now increasingly critical and demands services that are fast, transparent, accountable, and of high quality (Saepudin et al., 2024).

In Ogan Komering Ulu (OKU) Regency, particularly in West Baturaja Subdistrict—one of the main hubs of activity—demands for excellent public services are growing. The performance of subdistrict office staff is a key factor in improving public services at the subdistrict level. The role of village officials is vital in ensuring the delivery of effective and efficient services to the community. However, in practice, there is often a gap between these expectations and the reality on the ground. There are also signs indicating issues with employee performance. These performance issues are undoubtedly influenced by multiple factors, ranging from ability, motivation, discipline, work environment, competence, communication, to organizational culture. The results of Yulistina's (2024) study concluded that educational level and work discipline do not have a significant impact on the performance of village officials in Rembang Regency, whereas Ajijah Jumani et al. (2024) stated that the work environment, work discipline, and communication have a positive and significant impact on employee performance at 99.3%. This aligns with the research by Sutisna (2021), who argued that an improvement in the work environment leads to an increase in employee performance. Similarly, Anrila Rahmadani Jamal and Rahayu Setianingsih (2022) stated that communication has a partial positive but insignificant effect on employee performance at the Cooperative and SME Agency, The Industry and Trade Office of Padang Lawas Regency, by recommending improvements to the communication system among employees so that they can understand and accept the information conveyed, implies that improved communication will lead to improved employee performance. Among these various factors, the novelty of this study lies in addressing the research gap regarding the relationship between the work environment and communication on the performance of village officials simultaneously, given that most previous studies have focused solely on individual factors or the bureaucratic system.

The work environment is directly linked to employees' comfort, morale, and overall work atmosphere. A good work environment helps maintain concentration and focus, allowing employees to work longer hours comfortably and without complaints. In short, when the work environment is comfortable, the body and mind can function at their best, ultimately boosting productivity and work quality. This aligns with (Ajijah Jumani et al. 2024), who state that a higher-quality work environment positively influences employees' performance in carrying out all aspects of their work. Based on the results of initial observations of office facilities and infrastructure in the Baturaja Barat Subdistrict, these include official vehicles, computers, laptops, printers and scanners, projectors, time clocks, paper shredders, telephones, desks, chairs, and various writing instruments.

Based on the data above, the facilities and infrastructure of the sub-district office in West Baturaja are already quite good. However, fundamental problems stem from poor spatial layout and ergonomics, with cramped and stuffy workspaces, compounded by non-ergonomic furniture such as chairs and desks. This situation is exacerbated by poor air quality and insufficient lighting due to inadequate ventilation. Equally important is the lack of adequate supporting facilities, such as uncomfortable public waiting areas and poorly maintained restrooms. The cumulative impact of all these issues is not merely discomfort but leads to wasted time, increased complaints, and reduced service efficiency.

Effective communication is the cornerstone of optimal performance within a team or organization. When information is conveyed clearly, precisely, and transparently, every team member fully understands the goals, priorities, and their respective roles and responsibilities. This eliminates confusion, reduces duplication of effort, and minimizes errors that often result from miscommunication. Furthermore, good two-way communication, where feedback and ideas are heard, makes employees feel valued and more engaged in contributing beyond expectations. This aligns with the statement by Andi Nurul Fadla (2024) that communication has a positive and significant impact on employee performance at the Makassar Population and Civil Registration Office, where improving em-

ployee performance requires effective communication to manage employee performance while ensuring employee satisfaction in fulfilling their job responsibilities.

Communication skills can be assessed, in part, through employees' educational backgrounds. The following data pertains to the educational levels of employees at the sub-district offices in West Baturaja Sub-district: Based on educational attainment, employees in West Baturaja Sub-district are predominantly holders of a Bachelor's degree (S1), totaling 30 individuals or 52.63% of the total workforce. Additionally, 16 employees (28.07%) hold a high school diploma. There are 7 employees (12.28%) with a Master's degree (S2), while 4 employees (7.02%) hold an Associate's degree (Diploma III). Thus, it can be concluded that the majority of sub-district office staff in Baturaja Barat Sub-district possess a relatively high level of education, as most have completed higher education.

Based on the data above, communication should already be functioning fairly well. However, the problem lies in ineffective vertical communication channels, where information from superiors is often not conveyed clearly, completely, or in a timely manner, leading to confusion in the performance of duties. Conversely, feedback, concerns, or challenges faced by lower-level employees are also often not properly communicated, leaving them feeling unheard and undervalued. Additionally, external communication with the public is also a source of problems. The inability to convey policy information in easily understandable language or to handle complaints with empathy can trigger misunderstandings and public dissatisfaction. The impact of all these communication disruptions is hindered coordination, repetitive or even overlapping tasks, slow decision-making, and a high potential for errors in public service. Ultimately, energy that should be focused on innovation and improving service quality is instead drained by correcting misunderstandings and managing internal conflicts. Therefore, building a culture of open, transparent, and effective communication through regular meetings, structured feedback systems, and communication skills training is essential to breaking the cycle of inefficiency and laying a solid foundation for improved collective performance.

Performance can be understood as the results achieved by an individual or an agency over a specific period of time, measured against established standards and targets. In the context of a sub-district office, performance is not merely about completing a list of tasks, but rather about how effectively, efficiently, and with what quality the work is carried out to provide the best possible service to the community. The performance of a village official is directly evident in how they handle document processing, address complaints, or conduct population data collection. To improve this performance, several strategic steps can be implemented. First, enhancing the quality of human resources through continuous training on technical competencies and soft skills, such as communication and conflict resolution. Second, work motivation must be maintained through recognition and the creation of a healthy work environment. On the systemic side, streamlining bureaucracy and implementing clear Standard Operating Procedures will make service processes faster and more measurable. Additionally, optimizing technology – such as adopting online services for administrative tasks can reduce queues and minimize errors. Finally, consistent guidance and supervision from leadership, along with the provision of adequate facilities and infrastructure, are key enablers of optimal performance.

Previous research has revealed inconsistencies in findings (research gaps); for instance, Yulistina, E.S. & Tahwin, M. (2024) found that educational level and work discipline had a non-significant negative impact on employee performance across all sub-districts in Rembang Regency. This contrasts with the findings of Primasari Agustin et al. (2024), who stated that work environment and work discipline positively and significantly influence employee performance in sub-districts of Bekasi City. Based on the background described above, the author is interested in conducting research titled "The Influence of Work Environment and Communication on the Performance of Sub-district Employees in Baturaja Barat Sub-district, Ogan Komering Ulu Regency," where the focus of this study emphasizes the influence of Work Environment (X1) and Communication (X2) on Employee Performance (Y). With scientific novelty, this study employs a combined analysis of Work Environment and Communication variables to comprehensively explain the per-

formance of sub-district employees in Baturaja Barat Sub-district. It also provides strategic policy implications for the Ogan Komering Ulu Regency Government, serving as a basis for policy improvements and budget allocation to enhance office facilities and internal communication systems, thereby optimizing the performance of sub-district employees.

2. Materials and Methods

The research design employed in this study is the quantitative descriptive method. The quantitative descriptive method is a method aimed at providing an objective description or overview of a situation using numerical data, encompassing data collection, data interpretation, and the presentation of results (Arikunto, 2019). Data obtained from the study population sample were analyzed according to the statistical methods used and then interpreted. This study is causal in nature, designed to examine the influence of independent variables on the dependent variable. Validity testing was conducted to determine the extent of the research instrument's accuracy and precision in measuring the variables under study. Validity testing was conducted using the Pearson Product Moment formula, which involves calculating the correlation between the score of each question item and the total score. The research instrument is deemed valid if the calculated r value is greater than or equal to the table r value and exhibits a positive correlation. Conversely, if the calculated r value is less than the table r value, the questionnaire item is deemed invalid. Thus, validity testing is used to ensure that each questionnaire item is capable of accurately measuring the research variables. Furthermore, reliability testing is conducted to determine the consistency of the measurement tool in providing stable measurement results when used at different times. Reliability testing was conducted using Cronbach's Alpha with the assistance of SPSS version 26.0. The research instrument was deemed reliable if the Cronbach's Alpha value was greater than 0.600. The higher the alpha value obtained, the better the reliability of the research instrument. Additionally, this study conducted tests of classical assumptions, including tests for normality, multicollinearity, and heteroscedasticity. The normality test aims to determine whether the research data are normally distributed or not using the Kolmogorov-Smirnov test. Data are considered normally distributed if the significance level is greater than 0.05. The multicollinearity test was conducted to determine whether there are relationships among the independent variables in the regression model. A good regression model is indicated by a tolerance value greater than 0.1 and a Variance Inflation Factor (VIF) value less than 10. Meanwhile, the heteroscedasticity test aims to determine whether there is unequal variance in the residuals within the regression model. A good regression model is one that does not exhibit heteroscedasticity, which can be seen from the distribution of points on the graph that do not form a specific pattern.

3. Results and Discussion

3.1. Validity and Reliability Tests

3.1.1. Validity Test

To ensure that the research instrument is capable of measuring what it is intended to measure, a validity test was conducted. The table r value was obtained using the formula df (degrees of freedom) = $n-2$, where n is the number of respondents. Based on this formula, df is calculated as $57-2 = 55$. With $df = 55$ and a significance level of 5%, the table r value is 0.2609, rounded to 0.261. The results of the validity test for the items in the questionnaire are as follows:

Table 1. Validity Test Results

| Work Environment (X1) | | | | |
|-----------------------|-----------|----------------|-----------|-------|
| No. | Statement | Calculated r | Table r | Notes |
| 1 | P1 | 0,604 | 0,261 | Valid |
| 2 | P2 | 0,346 | 0,261 | Valid |
| 3 | P3 | 0,360 | 0,261 | Valid |

| | | | | |
|----|-----|-------|-------|-------|
| 4 | P4 | 0,420 | 0,261 | Valid |
| 5 | P5 | 0,508 | 0,261 | Valid |
| 6 | P6 | 0,425 | 0,261 | Valid |
| 7 | P7 | 0,442 | 0,261 | Valid |
| 8 | P8 | 0,508 | 0,261 | Valid |
| 9 | P9 | 0,724 | 0,261 | Valid |
| 10 | P10 | 0,493 | 0,261 | Valid |

Communication (X2)

| No. | Statement | Calculated r | Table r | Notes |
|-----|-----------|--------------|---------|-------|
| 1 | P1 | 0,674 | 0,261 | Valid |
| 2 | P2 | 0,609 | 0,261 | Valid |
| 3 | P3 | 0,567 | 0,261 | Valid |
| 4 | P4 | 0,283 | 0,261 | Valid |
| 5 | P5 | 0,560 | 0,261 | Valid |
| 6 | P6 | 0,303 | 0,261 | Valid |
| 7 | P7 | 0,383 | 0,261 | Valid |
| 8 | P8 | 0,374 | 0,261 | Valid |
| 9 | P9 | 0,379 | 0,261 | Valid |
| 10 | P10 | 0,289 | 0,261 | Valid |

Performance (Y)

| No. | Statement | Calculated r | Table r | Notes |
|-----|-----------|--------------|---------|-------|
| 1 | P1 | 0,539 | 0,261 | Valid |
| 2 | P2 | 0,351 | 0,261 | Valid |
| 3 | P3 | 0,300 | 0,261 | Valid |
| 4 | P4 | 0,358 | 0,261 | Valid |
| 5 | P5 | 0,315 | 0,261 | Valid |
| 6 | P6 | 0,305 | 0,261 | Valid |
| 7 | P7 | 0,365 | 0,261 | Valid |
| 8 | P8 | 0,293 | 0,261 | Valid |
| 9 | P9 | 0,392 | 0,261 | Valid |
| 10 | P10 | 0,351 | 0,261 | Valid |

3.1.2. Rehabilitation Test

The results of the reliability test in this study are presented in the following table:

Table 2. Reliability Test Results

| No | Variable | C.A. Value | Notes |
|----|-----------------------|------------|--------------------|
| 1 | Work Environment (X1) | 0,803 | > 0.600 (Reliabel) |
| 2 | Communication (X2) | 0,775 | > 0.600 (Reliabel) |
| 3 | Performance (Y) | 0,692 | > 0.600 (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 normality of the data in this study was tested using the Kolmogorov-Smirnov test. As shown above, the Cronbach's Alpha values for each variable are greater than 0.600. Therefore, it can be concluded that the items for all variables are reliable.

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} |

Based on the table above, it can be seen that the significance value (Asymp. Sig. (2-tailed)) of 0.200 is greater than 0.05. Therefore, in accordance with the decision criteria of the Kolmogorov-Smirnov normality test, it can be concluded that the data used are normally distributed. Thus, the assumption or prerequisite of normality in the regression model is met.

3.3. Test Multicollinearity

The results of the multicollinearity test in this study are shown in the following table:

Table 4. Results of the Multicollinearity Test

| No | Variable | Tolerance | VIF | Notes |
|----|-----------------------|-----------|-------|---------------------------|
| 1 | Work Environment (X1) | 0,903 | 1,107 | Free of Multicollinearity |
| 2 | Communication (X2) | 0,903 | 1,107 | Free of Multicollinearity |

Based on the table above, it can be seen that the tolerance values for each variable are greater than 0.1. Furthermore, the VIF values for each variable are less than 10. Therefore, it can be concluded that there is no multicollinearity in this study.

3.4. Heteroscedasticity Test

The heteroscedasticity test in this study uses a scatterplot model, as shown in the following figure:

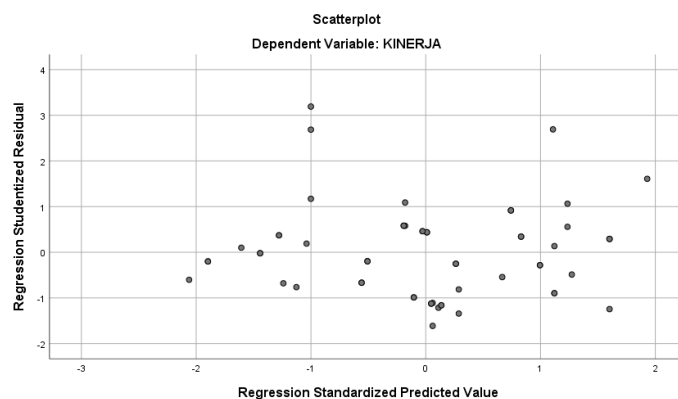


Figure 1. Scatter plot

As shown in the figure above, the data points are scattered above, below, and around the value of 0. The data points do not cluster exclusively above or below this value. The

distribution of the data points does not form a pattern. Therefore, it can be concluded that there is no issue of heteroscedasticity, meaning that the conditions for a good and ideal regression model are met.

3.5. Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is used to analyze the combined effect of several independent variables (X) on a single dependent variable (Y), as follows:

Table 5. Results of the Multiple Regression Analysis

| Model | Coefficients ^a | | | | |
|------------------|-----------------------------|------------|---------------------------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | 16.781 | 3.507 | | 4.785 | .000 |
| Work Environment | .291 | .080 | .421 | 3.637 | .001 |
| Communication | .237 | .091 | .300 | 2.596 | .012 |

Based on the results of the multiple linear regression analysis in the table above, the regression equation is $Y = 16.781 + 0.291 X_1 + 0.237 X_2 + e$. This equation indicates that the Work Environment (X1) and Communication (X2) variables have a positive effect on Performance (Y). The constant value of 16.781 indicates that if the Work Environment and Communication variables are assumed to remain unchanged or equal to zero, the Performance value remains at 16.781. The regression coefficient for the Work Environment variable (X1) of 0.291 indicates that a one-unit increase in Work Environment will increase Performance by 0.291 units, assuming all other variables remain constant. This indicates that the better the perceived work environment, the more likely performance is to improve. Furthermore, the regression coefficient for the Communication variable (X2) of 0.237 indicates that a one-unit increase in Communication will increase Performance by 0.237 units, assuming all other variables remain constant. Thus, good communication within an organization also contributes positively to improved performance.

3.6. t-Test

The results of the partial effect analysis (t-test) in this study are presented in the following table.

Table 6. Results of the t-test

| No | Variable | t-value | p-value | Conclusion |
|----|-----------------------|---------|---------|-------------|
| 1 | Work Environment (X1) | 3,637 | 0,001 | Influential |
| 2 | Communication (X2) | 2,596 | 0,012 | Influential |

Based on the results of the hypothesis testing, the Work Environment variable (X1) has a significance value of 0.001, which is less than 0.05. These results indicate that the Work Environment has a significant effect on Performance (Y). Thus, it can be concluded that the better the work environment created, the greater the improvement in performance. Furthermore, the results of the test on the Communication variable (X2) yielded a significance value of 0.005, which is also smaller than 0.05. This indicates that Communication has a significant effect on Performance (Y). In other words, effective communication within an organization can support more optimal performance improvement.

3.7. F-Test

The results of the test for the significance of the simultaneous effect (F-test) in this study are presented in the following table:

Tabel 7. Hasil Uji F

| Hipotesis | p-value | alpha | Note |
|----------------|---------|-------|--|
| H ₃ | 0,000 | 0,05 | Work Environment (X1) and Communication (X2) jointly influence Performance (Y) |

The results of the F-test in the table above, which show the results of the simultaneous testing of all parameters, indicate that the F-value is $0.000 < 0.05$. It can therefore be concluded that the variables Work Environment (X1) and Communication (X2) have a simultaneous or combined effect on Performance (Y).

3.8. Coefficient of Determination

The results of the coefficient of determination calculations in this study are as follows.

Table 8. Coefficient of Determination

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .589 ^a | .346 | .322 | 2.01705 |

Based on the table above, the R-squared value is 0.346. This R-squared value indicates that 34.6% of the variation in Performance (Y) can be explained by the variables Work Environment (X1) and Communication (X2), while the remaining 65.4% is attributed to other variables not included in the study.

3.9. Discussion

Based on the results of the multiple linear regression analysis, the regression coefficient for Work Environment (X1) was found to be 0.291 with a significance level of 0.001 (< 0.05). This indicates that the Work Environment has a positive and significant effect on the Performance of Sub-district Office Employees in West Baturaja Sub-district, OKU Regency. These results align with the theory proposed by Sedarmayanti (2019), who states that the work environment encompasses all conditions present in the workplace that can influence employee performance, either directly or indirectly. Furthermore, Afandi (2018) also emphasizes that workplace conditions, such as cleanliness, lighting, and safety, influence employees in performing their duties. These results align with studies conducted by Ajjah Jumani et al. (2024) and Gebi Yantri M et al. (2025), which state that both physical and non-physical work environments have a positive and significant effect on employee performance. This finding is also consistent with the research by Jodie Firjatullah (2023), which states that the work environment has an influence on employee performance.

Based on the results of the multiple linear regression analysis, the regression coefficient for Communication (X2) was found to be 0.237 with a significance level of 0.012 (< 0.05). This indicates that Communication has a positive and significant effect on the Performance of Sub-district Employees in West Baturaja Sub-district, OKU Regency. These results align with the theory proposed by Hasibuan (2022) that communication is a tool for conveying ideas, messages, and information to facilitate interaction, and that an organization can only develop if it remains responsive to change through effective communication. Furthermore, Mangkunegara (2020), whose indicators were used in this study, states that the accessibility of information, the intensity, and the effectiveness of communication determine the level of message comprehension and ultimately drive positive changes in work attitudes. These results align with studies conducted by Yuliana Fransiska (2020) and Didi Wandu (2022), both of which demonstrate that communication has a positive and significant impact on employee performance. More specifically, research by

Andi Nurul Fadila (2024) also indicates that communication has a positive and significant impact on employee performance within government agencies.

Based on the results of the F-test (simultaneous), the F-significance value was 0.000, which is smaller than the significance level of 0.05. This indicates that the Work Environment and Communication jointly influence the Performance of Sub-district Employees in West Baturaja Sub-district, OKU Regency. Based on the coefficient of determination, an R^2 value of 0.346 was obtained, meaning that Performance (Y) can be explained by the factors of the Work Environment (X1) and Communication (X2) variables by 34.6%, while the remaining 65.4% is attributed to other variables not examined in this study. Theoretically, these results reinforce the theory that performance is a multidimensional variable influenced by various factors. Moorhead and Chung/Meggison (as cited in Sugiyono, 2022) and Pasolong (2019) note that performance is influenced by individual factors (ability, motivation), psychological factors, and organizational factors. The work environment (organizational/physical factors) and communication (organizational/psychological factors) are two of these many factors. The results of this study confirm that the combination of good workplace conditions (work environment) and smooth interaction and information exchange processes (communication) is a crucial foundation for building superior employee performance. These results align with the study conducted by Gebi Yantri Matondang & Darmadi (2025) titled "The Influence of the Physical Work Environment and Communication on Employee Performance in the Cicalengka Subdistrict." That study also demonstrated that the Physical Work Environment and Communication together have a significant impact on employee performance, as evidenced by a significant calculated F-value. The similarity of these results reinforces the external validity of the finding that within government organizational environments, particularly at the sub-district level, these two variables are important predictors of civil servant performance.

4. Conclusions

Based on the results of the research and discussion conducted, it can be concluded that the work environment has a positive and significant influence on the performance of sub-district office employees in West Baturaja Subdistrict, OKU Regency. This indicates that the better the work environment perceived by employees—in terms of comfort, safety, and work support facilities—the higher their performance in carrying out their duties and responsibilities. Furthermore, communication has also been proven to have a positive and significant impact on the performance of village officials in Baturaja Barat Subdistrict, OKU Regency. Effective communication—whether between supervisors and subordinates or among colleagues—can foster better work coordination, thereby enhancing the effectiveness and productivity of employees. Simultaneously, the work environment and communication together have a significant influence on the performance of sub-district employees in West Baturaja Subdistrict, OKU Regency. Thus, improving the quality of the work environment, supported by good communication, will contribute positively to optimizing employee performance.

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