

The Influence of Workload, Work Environment, and Organizational Communication on Employee Performance

Ardila Dwi Sahara¹, Kartika Sari Lubis^{2*}

^{1,2}Management Program, Faculty of Economics and Business, Potensi Utama University, Medan, Indonesia
ardilasahara2@gmail.com¹; kartikalubis77@gmail.com^{2*}

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Abstract

Objective – To analyze the effect of workload, work environment, and organizational communication on employee performance at the North Sumatra Provincial Manpower Office. **Methods/approach** – Associative quantitative design; census of 77 employees with saturated sampling; primary data from structured questionnaires and secondary data from agency documents; multiple linear regression analysis. **Findings** – (1) Workload has a positive and significant partial effect on performance; (2) work environment has no significant effect; (3) organizational communication has no significant effect; and (4) all three simultaneously have a positive and significant effect. **Novelty/value** – (i) Integration of POAC and HRM theories (Dessler); (ii) the context of local government bureaucracy with the complexity of public services; (iii) a broader range of respondents (77 civil servants) enriched by pre-surveys and interviews with the Head of the Human Resources Division; and (iv) a comprehensive simultaneous model that tests the three variables in a single regression to explain performance.

Keywords: Workload, Work Environment, Organizational Communication, Employee Performance.

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INTRODUCTION

Human resources (HR) are the main drivers of organizational performance, especially in the public sector where service quality is highly dependent on employee capacity. According to Mangkunegara (2021), employee performance is defined as the quality and quantity of work achieved in accordance with the responsibilities assigned. Employee performance as the tangible results achieved by individuals in carrying out their duties reflects the effectiveness of human resource management in an organization (Kuruppu et al., 2021). At the provincial level, the North Sumatra Manpower Office has a vision to "realize a potential industrial sector with competent human resources." However, employee performance records show a decline in 2024, with the average achievement decreasing from 82 in 2023 to 80 in 2024, or a decline of 2.44%. Although still in the "good" category, this decline indicates challenges in maintaining integrity, commitment, and cross-divisional cooperation. Data at the divisional level also confirms this trend, for example, the Finance Division only achieved 50% of its target, and the Industrial Relations Division achieved 72.2% in 2024. These figures confirm the existence of structural problems that need to be systematically investigated.

In addition, based on data from the North Sumatra Provincial Statistics Agency (BPS), the open unemployment rate (TPT) in August 2024 was recorded at 5.60% or around 458 thousand people (BPS Sumut,

* Corresponding Author: kartikalubis77@gmail.com

2024). This figure shows a slight decrease of 0.29% compared to August 2023, but it is still relatively high at the provincial level. This condition adds to the challenges for the Manpower Office in improving the quality and performance of their employees so that they can make an optimal contribution to managing the workforce and creating jobs.

Preliminary survey and interview results indicate that the distribution of employee workloads is often excessive, with tasks exceeding official working hours. Working conditions, such as office layout and noise levels, also reduce comfort, although safety and inter-employee relations are relatively good. Organizational communication also faces obstacles, particularly regarding information transparency, participation in decision-making, and the use of modern communication technology.

Previous studies on the relationship between workload, work environment, organizational communication, and employee performance have produced mixed findings. Sugesti and Akbar (2023) found that workload has a significant effect on performance, while Nabila and Syarvina (2022) stated that it has no effect. A similar situation occurred in organizational communication, where Nasrullah et al. (2023) found a significant effect, but Astuti (2024) found no significant effect. This inconsistency indicates a gap in the literature and the need for further research, especially in government bureaucracy.

Therefore, this study aims to analyze the influence of workload, work environment, and organizational communication on employee performance at the North Sumatra Provincial Manpower Office. Specifically, this study focuses on: (1) testing the effect of workload on employee performance; (2) assessing the effect of work environment on employee performance; (3) analyzing the effect of organizational communication on employee performance; and (4) evaluating the simultaneous effect of these three variables on employee performance.

Recent trends in public sector human resource management (HRM) research indicate an increasing emphasis on improving civil servant performance through the application of managerial functions, workload management, the creation of a conducive work environment, and the strengthening of organizational communication. However, most previous studies have adopted a partial approach by focusing on a single theoretical perspective, either general management or HRM, resulting in a limited and fragmented understanding of the determinants of employee performance. In addition, empirical studies have predominantly focused on the private sector, while research on government bureaucracy, which is characterized by high public service complexity, remains relatively limited. This research gap is particularly evident in the Indonesian public sector, especially within local government institutions. From a theoretical perspective, empirical studies that integrate POAC management functions (Planning, Organizing, Actuating, and Controlling) with HRM theory within a single analytical framework to explain civil servant performance are still scarce. From a practical perspective, the North Sumatra Manpower Office continues to face challenges related to excessive workload, suboptimal work environments, and ineffective organizational communication, which adversely affect employee performance and the quality of public service delivery.

Based on these gaps, the research problem addressed in this study concerns how workload, work environment, and organizational communication influence public sector employee performance when analyzed simultaneously using an integrated framework combining general management and HRM theories. Accordingly, the objective of this study is to examine the effects of workload, work environment, and organizational communication on employee performance at the North Sumatra Manpower Office by integrating POAC theory and HRM theory (Dessler, 2020).

The novelty of this study lies in four main aspects. First, it integrates POAC (general management) theory and HRM theory into a single analytical framework, an approach that has rarely been applied in previous studies. Second, the study focuses on the context of local government bureaucracy, which exhibits higher public service complexity compared to non-governmental organizations. Third, the study involves 77 civil servants across multiple divisions and is supported by a pre-survey and in-depth interviews with the Head of the Human Resources Subdivision, thereby strengthening data validity. Fourth, this study employs a comprehensive simultaneous regression model that integrates workload, work environment, and organizational communication to explain employee performance within a unified analytical framework. This study is expected to enrich the literature on public sector HRM in Indonesia and provide practical implications for improving civil servant performance.

LITERATURE REVIEW

Workload

Workload refers to the amount of tasks, responsibilities, and mental or physical demands that must be completed by employees within a specified period of time. According to Vanchapo (2022), workload reflects the balance between job demands and an individual's capacity to perform assigned tasks. Wahyuningsyas (2021) emphasizes that workload is not only determined by the quantity of work but also by the complexity and time pressure associated with job execution. Excessive workload may lead to physical fatigue, psychological stress, and decreased job satisfaction, which ultimately reduces employee performance (Budiasa, 2021). Conversely, a well-managed workload can enhance employee focus, efficiency, and productivity. Therefore, workload plays a crucial role in shaping employee performance outcomes in organizational settings.

Work Environment

The work environment encompasses all physical and non-physical conditions surrounding employees while performing their duties. Rahmawati (2020) defines the work environment as a combination of physical aspects such as lighting, temperature, noise, workspace layout, and safety, as well as non-physical aspects including interpersonal relationships and leadership support. Afandi (2018) categorizes the work environment into physical and social environments, both of which significantly influence employee comfort and motivation. A supportive work environment fosters positive emotions, reduces work-related stress, and enhances employee engagement. Sutrisno (2021) states that a conducive work environment can improve employee productivity and performance by creating a sense of security and comfort at work. Thus, the work environment is a critical factor influencing employee performance.

Organizational Communication

Organizational communication refers to the process of exchanging information, ideas, and messages among members of an organization to support coordination and task accomplishment. Siregar et al. (2021) explain that effective communication ensures clarity of job instructions, minimizes misunderstandings, and strengthens cooperation among employees. Reksa Mulki (2024) highlights that organizational communication contributes to the creation of a harmonious work climate and improves overall work efficiency. Indicators of effective organizational communication include openness, communication flow, participation, clarity of information, and the use of communication technology (Latief, 2024). When communication within an organization is ineffective, employees may experience confusion, role ambiguity, and reduced performance. Therefore, organizational communication is an essential element in enhancing employee performance.

Employee Performance

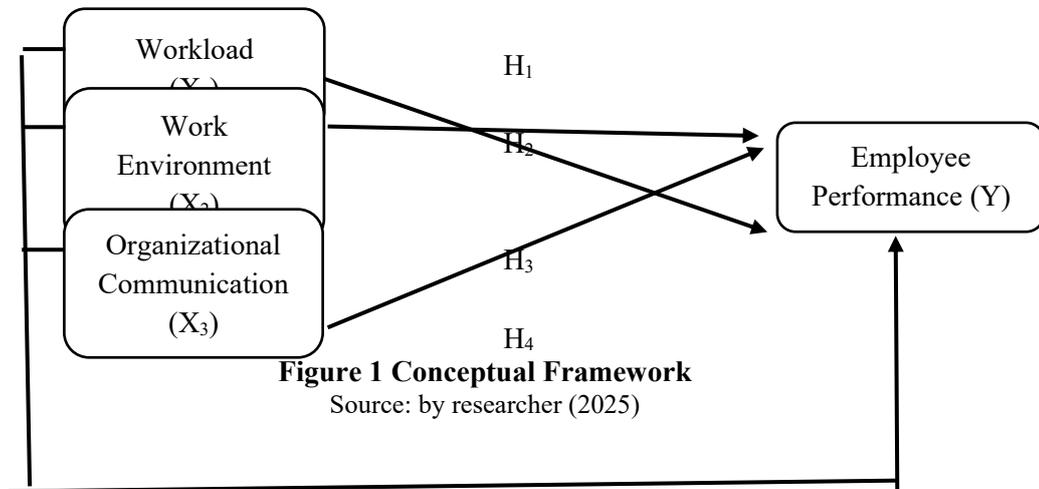
Employee performance refers to the results achieved by employees in carrying out their duties in accordance with assigned responsibilities. Mangkunegara (2021) defines employee performance as the quality and quantity of work achieved by an employee in performing tasks based on predetermined standards. Silaen et al. (2021) state that employee performance can be measured through indicators such as work quality, work quantity, timeliness, effectiveness, and commitment. High employee performance is essential for achieving organizational goals and improving institutional effectiveness. According to Sugiyono (2022), hypotheses are formulated to test the influence of independent variables on dependent variables empirically. Based on the theoretical review, workload, work environment, and organizational communication are assumed to influence employee performance. Based on the influence of workload, work environment, and organizational communication on employee performance in the North Sumatra provincial manpower office, the following hypotheses were obtained in this study: ‘

H1: There is a positive and significant influence between Workload and Employee Performance partially.

H2: There is a positive and significant influence between Work Environment and Employee Performance partially.

H3: There is a positive and significant influence between Organizational Communication and Employee Performance partially.

H4: There is a positive and significant simultaneous effect of Workload, Work Environment, and Organizational Communication on Employee Performance.



METHOD

This study uses a quantitative method with an associative approach that aims to determine the effect of independent variables on dependent variables (Sugiyono, 2023). The research population consists of all 77 employees of the North Sumatra Provincial Manpower Office. The sample was taken using a saturated sampling technique, so that the entire population became the research sample. Data were collected using a questionnaire instrument consisting of a Likert scale with the following indicators: Workload: achievement targets, work conditions, use of working time, and work standards (Budiasa, 2021); Work Environment: lighting, air temperature, noise levels, equipment layout, work safety, and relationships between coworkers (Sutrisno, 2021); Organizational Communication: openness of communication, regularity of communication, opportunities for participation, quality of communication, and use of communication technology (Latief Rahayu, 2024); Employee Performance: quality of work, quantity of work, timeliness, effectiveness, and work commitment (Mangkunegara, 2021). The collected data were analyzed using multiple linear regression techniques after fulfilling the classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The analysis was performed using SPSS software version 25.

RESULTS

Validity and Reliability Test Results

Table 1. Validity Test Results

Variable	Statement Item	Calculated R	R-Table	Description
Workload (X ₁)	X1.1	0.612	0.361	Valid
	X1.2	0.757	0.361	Valid
	X1.3	0.658	0.361	Valid
	X1.4	0.896	0.361	Valid
	X1.5	0.531	0.361	Valid
	X1.6	0.539	0.361	Valid
	X1.7	0.896	0.361	Valid
	X1.8	0.643	0.361	Valid
Work Environment (X ₂)	X2.1	0.781	0.361	Valid
	X2.2	0.763	0.361	Valid
	X2.3	0.854	0.361	Valid
	X2.4	0.722	0.361	Valid
	X2.5	0.727	0.361	Valid
	X2.6	0.574	0.361	Valid
	X2.7	0.572	0.361	Valid

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Variable	Statement Item	Calculated R	R-Table	Description
	X2.8	0.771	0.361	Valid
	X2.9	0.727	0.361	Valid
	X2.10	0.763	0.361	Valid
	X2.11	0.854	0.361	Valid
	X2.12	0.771	0.361	Valid
Organizational Communication (X ₃)	X3.1	0.817	0.361	Valid
	X3.2	0.784	0.361	Valid
	X3.3	0.615	0.361	Valid
	X3.4	0.598	0.361	Valid
	X3.5	0.655	0.361	Valid
	X3.6	0.598	0.361	Valid
	X3.7	0.733	0.361	Valid
	X3.8	0.710	0.361	Valid
	X3.9	0.515	0.361	Valid
	X3.10	0.525	0.361	Valid
Employee Performance (Y)	Y.1	0.654	0.361	Valid
	Y.2	0.840	0.361	Valid
	Y.3	0.764	0.361	Valid
	Y.4	0.814	0.361	Valid
	Y.5	0.654	0.361	Valid
	Y.6	0.638	0.361	Valid
	Y.7	0.617	0.361	Valid
	Y.8	0.686	0.361	Valid
	Y.9	0.542	0.361	Valid
	Y.10	0.533	0.361	Valid

Source: Data processed by SPSS (2025)

Based on Table 1, it can be seen that the instrument testing for each statement from the calculation obtained a probability value of < 0.05 and showed that all calculated r values were $> r$ table 0.361. This indicates that the research instrument is valid and can be used in further research.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Workload (X ₁)	0.838	Reliable
Work Environment (X ₂)	0.923	Reliable
Organizational Communication (X ₃)	0.854	Reliable
Employee Performance (Y)	0.861	Reliable

Source: Data processed by SPSS (2025)

Based on Table 2, it can be seen that the reliability test on the research variable instrument shows that all Cronbach's Alpha values are greater than 0.6, so it is declared to be highly reliable.

Descriptive Characteristics of Respondents

Table 3. Characteristics Based on Respondent Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	35	45.5	45.5	45.5
	Women	42	54.5	54.5	100.0
	Total	77	100.0	100.0	

Source: Data processed by SPSS (2025)

Based on the age characteristics of respondents in Table 3, it shows that the largest number of respondents at the North Sumatra Provincial Manpower Office are aged >50 years, with 39 people (50.6%).

Normality Test Results

**Table 4. Characteristics Based on Respondent Gender
Kolmogorov-Smirnov Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4.40581506
Most Extreme Differences	Absolute	,088
	Positive	,066
	Negative	-,088
Test Statistic		,088
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS25 results, processed (2025)

Based on the results in Table 4 above, it can be seen that the *Asymp. Sig. (2-tailed)* value is 0.200, which is greater than 0.05. In other words, the variable is normally distributed.

Multicollinearity Test Results

Table 5. Multicollinearity Test Results

Coefficients ^a			
Model		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	VIF
1	<i>(Constant)</i>		
	Workload	,824	1,213
	Work Environment	,834	1,198
	Organizational Communication	,956	1,046
a.. Dependent Variable: Employee Performance			

Source: SPSS25 Results, Processed (2025)

Based on Table 5, the multicollinearity test table, it can be concluded that there is no multicollinearity because the VIF values of each variable are greater than 10 tolerance < 0.10.

Heteroskedasticity Test Results

Table 6. Multicollinearity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.

1	(Constant)	2.134	3.609		,591	,556
	Workload	-,030	,073	-,053	-,412	,682
	Work Environment	,005	,050	,012	,094	,925
	Organizational Communication	,043	,063	,082	,689	,493
a. Dependent Variable: Abs RES						

Source: SPSS25 results, processed (2025)

Based on the results in Table 6 above, it can be explained that the Sig. values for the Workload (X_1), Work Environment (X_2), and Organizational Communication (X_3) variables are greater than 0.05. In other words, these variables do not exhibit heteroscedasticity.

Multiple Linear Regression Test Results

Table 5. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.836	5,821		7,359	,000
	Workload	,249	,118	,256	2,101	,039
	Work Environment	-,033	,081	-,050	-,410	,683
	Organizational Communication	-,168	,102	-,187	-1,658	,102
a. Dependent Variable: Employee Performance						

Source: SPSS25 results, processed (2025)

Table 6 shows the results of multiple linear regression analysis with the following equation:

$$Y = 42.836 + 0.249X_1 - 0.033X_2 - 0.168X_3 + \varepsilon$$

The constant of 42.836 confirms that employee performance has a base value even without the influence of independent variables. Workload (X_1) has a positive and significant effect on performance ($p = 0.039$), so that the better the workload management, the higher the employee performance. The work environment (X_2) has a negative coefficient but is not significant ($p = 0.683$), indicating that this factor is not yet a major determinant in improving performance. Organizational communication (X_3) is also insignificant ($p = 0.102$) with a negative direction, suggesting that existing communication is not yet effective in encouraging performance improvement. Thus, workload is the most influential variable in this model compared to work environment and organizational communication.

Partial T-Test Results

Table 6. T-Test Results (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.836	5,821		7,359	,000
	Workload	,249	,118	,256	2,101	,039
	Work Environment	-,033	,081	-,050	-,410	,683
	Organizational Communication	-,168	,102	-,187	-1,658	,102
a. Dependent Variable: Employee Performance						

Source: SPSS25 results, processed (2025)

Based on Table 6, the t-table value for $df = 73$ at a significance level of 0.05 is 1.993. The t-test results show that only the Workload variable has a positive and significant effect on Employee Performance. The calculated t-value is 2.101 with a significance of 0.039, which is greater than the t-

table (1.993) and $p < 0.05$, indicating that good work load management can improve employee performance. Conversely, the Work Environment and Organizational Communication variables have no significant effect. Work Environment produced a t-value of -0.410 with $p = 0.683$, while Organizational Communication produced a t-value of -1.658 with $p = 0.102$, both of which are greater than 0.05, indicating that these factors do not sufficiently influence employee performance at the North Sumatra Provincial Manpower Office.

Results of the F Test (Simultaneous)

Table 7. Results of the F Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.476	3	46,492	2,962	.038 ^b
	Residual	1,145,693	73	15,694		
	Total	1,285,169	76			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Communication, Work Environment, Workload						

Source: SPSS25 results, processed (2025)

Based on Table 7, it can be seen that $df_1 K-1 = 3$, and $df_2 n-k = 77-4 = 73$, the $F_{\text{calculated}} \text{Value} = 2.962$, while the $F_{\text{table}} \text{Value} =$ at $\alpha = 0.05$ with $n = 73$, the $F_{\text{table}} \text{Value}$ obtained is 2.724. From these results, it can be seen that $F_{(\text{calculated})}$ is greater than $F_{(\text{table})}$, namely $2.962 > 2.724$. Therefore, it can be concluded that H_0 is rejected and H_a is accepted, which means that the model test on the variables of Workload, Work Environment, and Organizational Communication simultaneously has a positive and significant effect on Employee Performance at the North Sumatra Provincial Manpower Office.

Results of the Coefficient of Determination Test (R^2)

Table 8. Results of the Coefficient of Determination Test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.329 ^a	.109	.072	3.96162
a. Predictors: (Constant), Organizational Communication, Work Environment, Workload				
b. Dependent Variable: Employee Performance				

Source: SPSS25 results, processed (2025)

The regression analysis results show that the three variables (Workload, Work Environment, and Organizational Communication) have a positive relationship with Employee Performance, with an R value of 0.329, indicating a weak relationship. The R Square (R^2) value of 0.109 indicates that only 10.9% of the variation in employee performance can be explained by these variables, while 89.1% is explained by other factors. The Adjusted R Square value of 0.072 shows that this model only explains 7.2% of the variation in employee performance in a broader population. In addition, the Standard Error of the Estimate value of 3.96162 indicates that the model's error in predicting performance is still quite high. Overall, although the three variables are influential, their influence is still limited, so further research with other variables is needed for a more comprehensive understanding.

DISCUSSION

The analysis shows that only Workload (X_1) has a positive and significant effect on Employee Performance (Y), while Work Environment (X_2) and Organizational Communication (X_3) are not significant. Regression equation:

$$Y = 42.836 + 0.249X_1 - 0.033X_2 - 0.168X_3 + e \quad (\beta X_1 = 0.249; p = 0.039; pX_2 = 0.683; pX_3 = 0.102).$$

The Effect of Workload on Employee Performance

Based on the t-test results obtained, it is known that the Workload variable (X_1) has a positive and significant effect on Employee Performance (Y). An increase in well-managed workload is associated with an increase in employee performance ($\beta = 0.249$; $t = 2.101$; $p = 0.039$). This means that clear assignments, measurable targets, and proportional time allocation encourage better work output. The standard Beta value (0.256) confirms $X_{(1)}$ as the most influential predictor in the model. Quick implication: perform workload balancing based on job analysis and *service level agreements* (SLA) between fields. These research results are consistent with those of Arizal Hamizar (2020) in his study titled "The Effect of Workload on Employee Performance: A Case Study at the Maluku Statistics Agency," which states that the workload assigned to employees has a significant effect on employee performance.

The Effect of Work Environment on Employee Performance

Based on the t-test results obtained, it is known that the Work Environment variable does not have a positive and significant effect on Employee Performance. The negative and insignificant coefficient ($\beta = -0.033$; $p = 0.683$) indicates that physical/social conditions during the research period were not a major driver of performance. Improvement priorities should be directed towards simplifying work processes before large-scale physical investments. The results of this study are in line with the results of research conducted by Santi Sarip (2023) on "The Effect of Work Environment on Employee Performance at PT. ABC Persada," which states that the Work Environment does not have a significant effect on Employee Performance.

The Effect of Organizational Communication on Employee Performance

Based on the t-test results obtained, it is known that the Organizational Communication variable does not have a positive and significant effect on Employee Performance. The negative and insignificant direction ($\beta = -0.168$; $p = 0.102$) indicates that the ongoing communication has not been effectively translated into performance achievements. Focus improvements on coordination of execution (rhythm *of* cross-functional task *checklists*, weekly *progress*), rather than simply increasing the volume of communication. The results of this study are in line with the results of a study conducted by Yahya (2022) on "The Effect of Organizational Communication on Employee Performance at the Faculty of Da'wah and Communication, UIN Raden Fatah Palembang," which states that Organizational Communication has no effect on Employee Performance.

The Influence of Workload, Work Environment, and Organizational Communication on Employee Performance

Workload, work environment, and organizational communication collectively have a significant effect on performance (ANOVA $F = 2.962$; $p = 0.038$), but the explanatory power of the model is low ($R = 0.329$; $R^2 = 0.109$; Adjusted $R^2 = 0.072$). This means that only about 10.9% of performance variation is explained, with the remainder influenced by other factors (e.g., motivation, competence, leadership, incentives).

CONCLUSION

This study concludes that workload has a positive and significant effect on employee performance, while the work environment and organizational communication do not have a significant partial effect. Simultaneously, all three variables have a significant effect on performance, but the explanatory power of the model is low ($\pm 10.9\%$ /Adj. R^2 7.2%), so that employee performance is also influenced by other factors outside the model. Thus, workload management is the main lever for improving performance in the context of the public service bureaucracy of the North Sumatra provincial manpower office, while improvements in the physical environment and communication practices need to be directed to be more operational and support coordination of execution. These findings reinforce the importance of assignment design and process governance as managerial priorities and open up space for further research that includes the constructs of motivation, competence, leadership, and incentives. Limitations & directions for further research; Glejser's heteroscedasticity test showed no problems (Sig. > 0.05), so the coefficient estimates are reliable. Going

forward, it is recommended that future research add non-technical constructs (motivation/commitment/work culture), test mediation and moderation (age, tenure, job type), or use a panel design to observe dynamics over time.

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