

The Effect of Work Attitude, Workplace Communication, and Work Environment on Employee Performance: Evidence from the Department of Manpower and Transmigration of the Special Region of Yogyakarta

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ABSTRACT

The purpose of this quantitative research is to examine the relationship between employee performance and factors including work attitude, communication, and environment. We used SPSS for statistical testing and a Likert scale to evaluate data from 82 employees who filled out our survey. According to the findings, Disnaskertrans DIY Employees' Performance is positively and significantly impacted by their work attitude, work communication, and work environment.

INTRODUCTION

People are a company's most valuable asset as they are the engine that keeps the wheels of commerce turning. A company's or government agency's human resource quality is a major factor in the organization's performance (Faiizii et al., 2022). Organizations need knowledgeable, skilled, and effective human resources to keep up with technology, job competitiveness, and rising service expectations (Septiana et al., 2023).

Working conditions in Yogyakarta's Special Region reflect the region's emphasis on human resource quality. Yogyakarta Province's Open Unemployment Rate (OUR) decreased from 3.46% in August 2025 to 3.05% in May 2026, according to data from the Central Statistics Agency (BPS). Yogyakarta City's OUR, on the other hand, will be 5.72 percent in 2025. This situation shows that there is still a need for government employees to work at their best in order to improve the quality of human resources.

Within the Special Region of Yogyakarta, there is a government agency known as the Yogyakarta Manpower and Transmigration Office. This office is responsible for facilitating manpower development and transmigration as well as providing other related services. We require high-performing human resources to back up the successful execution of these duties. The effectiveness of the organization, the completion of assigned tasks, and the level of public service are all impacted by employee performance (Ariis et al., 2021).

Employee performance is defined as the end result of an individual's efforts to complete assigned duties in a way that advances the organization's strategic objectives (Harahap & Tiirtayasa, 2020). Organizational efficacy, productivity, and service quality may all benefit from high-quality performance (Aziiz & Dewanto, 2022). Pitrayani and Halim (2020) note that despite efforts to increase performance, obstacles such as a lack of discipline, coordination, and supportive work environments persist. Work attitude is one of the characteristics that affect employee performance, according to this.

The term "work attitude" refers to how people typically act, think, and feel in relation to their job (Tampuibolon, 2026). The ability to be responsible, disciplined, loyal, and consistent in one's job is a sign of a good work attitude (Siimanjuntak, 2020a). Employees' attitudes about their job significantly affect their productivity, according to studies conducted by Retnowati & Darmawan (2022) and Puirwanto et al. (2020). The effect of work attitudes on employee performance is not yet completely realized, according to Ramadhani and Rinaldi (2023). Based on these results, it seems that work communication is one of the other elements that affects how work attitudes affect performance.

The term "work communication" refers to the exchange of ideas, information, and instructions between employees in a company to keep things running smoothly (Siitoruis, 2020a). Employee performance may be improved by better communication, which in turn leads to better coordination, fewer mistakes on the job, and stronger connections among workers (Fransiiska & Tuiptii, 2020a; Makkiira et al., 2022a). Aguiistriianii et al. (2022) and Fiitriiano et al. (2020) found that employees' performance is positively and significantly affected by workplace communication. Nevertheless, other elements inside the company still

impact the effect of work communication on performance, according to Corii and Ajii (2019). It follows that the work environment is only one of many elements that may contribute to an increase in employee performance, and that there is a connection between work communication and these other aspects.

The term "work environment" refers to the sum of all physical and non-physical factors around an employee that may have an impact on their ability to do their job (Tarro et al., 2020). Workplace morale, focus, and comfort may all take a boost when workers are allowed to relax in a safe and pleasant setting (Siihaloho & Siiregar, 2020). Workplace factors positively affect employee productivity, according to studies conducted by Puitra and Mardiikaniingsiih (2021) and Wahyuinii et al. (2023), whereas Sariip (2023) came to the opposite conclusion. Further research on the effects of the workplace on employee productivity is required in light of the contradictory results.

LITERATURE REVIEW

Employee Performance

According to Robbins and Judge (2018) and Mariija et al. (2021), an employee's performance on the job is defined as the amount and quality of output they produce while fulfilling their duties in accordance with the organization's requirements. According to Mauilatuizuilfa (2022) and Suibagyo and Puirnomo (2022), performance is defined as the degree to which an organization's objectives are met via the execution of its work in relation to its goals. The following are the indications of employee performance as stated by Nuigroho and Wahjoedi (2023): (1) amount of work done, (2) quality of work, (3) dependability, (4) collaboration, (5) responsibility, (6) attitude toward work, (7) technical skills, and (8) initiative.

Outlook on the Job

A person's work attitude may be defined as their propensity to react to their job at the workplace via their emotions, ideas, and actions (Muieller et al., 2024). An employee's work attitude is a reflection of their job happiness, drive, and dedication to their work (Harter et al., 2020). Conditions on the workplace, supervision, interactions with colleagues, possibilities for advancement, employment stability, and facilities are all factors that affect employees' attitudes about their work (Sapauitra, 2020). Work engagement, organisational commitment, and job satisfaction are indices of work attitude (Nuigroho & Wahjoedii, 2023). Workplace effectiveness, accountability, discipline, and loyalty may all be improved with the right mindset (Dewii et al., 2023; Puirwanto et al., 2020). According to studies conducted by Wuilandarii and Luituirlean (2023), Retnowatii and Darmawan (2022), and Ajii et al. (2020), employees' attitudes towards their work significantly and positively affect their performance on the job.

H1: Work Attitude has a positive and significant impact on Employee Performance.

Work Communication

Whether formal or informal, communicating inside a company helps keep things running smoothly (Siitoruis, 2020). According to Makkiira et al. (2022), for communication to be considered effective, it must be characterised by precise and clear information conveyed, as well as feedback that facilitates collaboration and

the attainment of organisational objectives. The role of communication in the workplace extends beyond just conveying information. It also helps to build harmonious work relationships, enhance cooperation, and reduce misunderstandings so that employees understand their responsibilities and tasks better (Fachrezii & Khair, 2020; Fransiiska & Tuiptii, 2020). Indicators of effective communication in the workplace include comprehension, pleasure, attitude change, relationship improvement, and behaviour that promotes the communication's intended outcomes (Nuigroho & Wahjoedii, 2023). Robbins & Judge (2016), Muispawii & Guilo (2023), and Sinambela (2021) found that when employees are able to communicate effectively on the job, it improves coordination, task comprehension, collaboration, and mistake reduction. Research conducted by Fauzi et al. (2022), Hidayat (2021), Islamy et al. (2021), and Harris et al. (2026) all point to the fact that effective communication in the workplace significantly improves employee performance.

H2: Work Communication has a positive and significant effect on Employee Performance.

Work Environment

Physical and non-physical conditions, tools, procedures, and rules that promote workers' well-being, safety, and enthusiasm for their jobs are all part of what is known as the "work environment" (Sedarmayanti, 2018; Niitisemito, 1982; Ferawati, 2017). According to Afandi (2018), a well-designed workplace has the potential to raise workers' concentration, output, and satisfaction with their jobs. According to Nuigroho and Wahjoedi (2023), factors that contribute to a productive work environment include lighting, cleanliness, air humidity, air movement, and the use of colours. Workers' demeanour, conduct, and output on the job are all affected by how well they mesh with their workplace (Kristof-Brown et al., 2005). According to Setyo and Nuigroho (2021) and Amrii et al. (2022), workers are able to do more when they are in an atmosphere that is safe, pleasant, and conducive to their job. According to studies conducted by Nuirhandayanii (2022), Iindrayana and Puitra (2024), Wahyuinii et al. (2023), and Fiirjatuillah et al. (2023), the work environment significantly and positively affects employee performance. Substantial evidence suggests that the work environment positively affects employee performance (H3:).

H3: Lingkungan Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan.

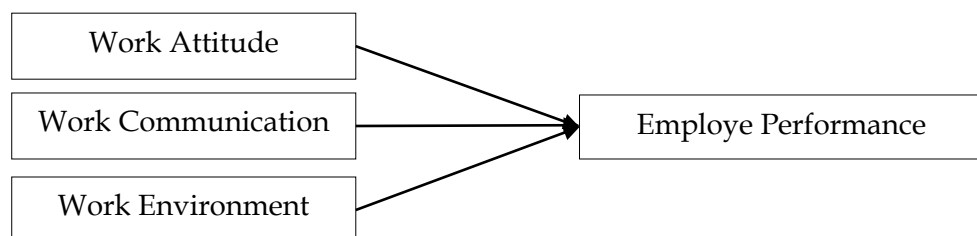


Figure 1. Research Framework

METHODOLOGY

This study describes and explains the link between employee performance and work attitude, communication, and surroundings using a quantitative manner. This study used questionnaires administered by the Yogyakarta Manpower and Transmigration Office to compile its data. The 82 individuals that made up the study's population were all workers at the Yogyakarta Manpower and Migration Office. This study's sample was a saturated sample, meaning it was drawn from the complete population. Using the SPSS statistical tool, the data that was obtained was examined. Descriptive analysis was used to characterise the sample, multiple linear regression was used to test the hypothesis, and validity and reliability tests were conducted to confirm that the questionnaire instrument was consistent and valid.

RESEARCH RESULT

Respondent Profile

In order to better understand the demographics and survey responses of the eighty-two people who filled out the survey, we have created a responder profile. Information such as respondents' gender, age, level of education, and tenure is documented.

Tabel 1. Profil Responden

Category	Frequency	Percentage (%)
Gender		
Male	47	57.3
Female	35	42.7
Age		
21-30 years	11	13.4
31-40 years	34	41.5
41-50 years	24	29.3
More than 50 years	13	15.8
Highest Educational Attainment		
Senior High School/Vocational High School (SMA/SMK)	8	9.7
Diploma (D3/D4)	9	11.0
Bachelor's/Master's/Doctoral Degree (S1/S2/S3)	65	79.3
Length of Employment		
Less than 2 years	0	0.0
3-6 years	23	28.1
7-10 years	7	8.5
More than 10 years	52	63.4
Total	82	100.0

Source: Processed Data, 2026.

Instrument Test Results**Validity**

Each statement or question in the questionnaire must be able to measure the study variable in accordance with the research goals for the instrument to be considered valid. The Corrected Item-Total Correlation technique is used to perform the validity test.

Table 2. Validity Test Results

Variable	Item Statement	Calculated r (r-count)	r-table	Remark
Work Attitude (X1)	X1.1	0.635	0.2172	Valid
	X1.2	0.681	0.2172	Valid
	X1.3	0.638	0.2172	Valid
Work Communication (X2)	X2.1	0.891	0.2172	Valid
	X2.2	0.889	0.2172	Valid
	X2.3	0.862	0.2172	Valid
	X2.4	0.891	0.2172	Valid
	X2.5	0.895	0.2172	Valid
Work Environment (X3)	X3.1	0.760	0.2172	Valid
	X3.2	0.806	0.2172	Valid
	X3.3	0.861	0.2172	Valid
	X3.4	0.838	0.2172	Valid
	X3.5	0.808	0.2172	Valid
	X3.6	0.821	0.2172	Valid
Employee Performance (Y)	Y1	0.806	0.2172	Valid
	Y2	0.699	0.2172	Valid
	Y3	0.809	0.2172	Valid
	Y4	0.781	0.2172	Valid
	Y5	0.806	0.2172	Valid
	Y6	0.699	0.2172	Valid
	Y7	0.809	0.2172	Valid
	Y8	0.781	0.2172	Valid

Source: Processed Data, 2026.

Every item in every study variable has an r-value bigger than the table r-value (0.2172), according to Table 2, hence all the statement items may be included in the research.

Reliability

When respondents' responses to the statement items in the questionnaire demonstrate consistent stability, it is deemed that the research instrument is dependable. In this study, we use Cronbach's Alpha to check the reliability of every statement item in every variable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Status
Work Attitude (X1)	0.800	Reliable
Work Communication (X2)	0.959	Reliable
Work Environment (X3)	0.938	Reliable

Employee Performance (Y)	0.932	Reliable
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Source: Authors' calculations, 2026.

Based on Table 3, all variables have a Cronbach's Alpha value > 0.60 , thus they are declared reliable.

Results of Classical Assumption Tests

Normality

The normality test aims to determine whether the research data or residuals in the regression model are normally distributed. The normality test is conducted using the Kolmogorov-Smirnov test.

Tabel 2. Hasil Uji Normalitas

	Unstandardized Residual
N	82
Asymp. Sig. (2-tailed)	0.200

Source: Processed Data, 2026.

Based on the results of the Kolmogorov-Smirnov test in Table 4, an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05) was obtained, indicating that the research data can be concluded to be normally distributed.

Multicollinearity

The multicollinearity test aims to determine whether there is a high correlation between independent variables in the regression model. The multicollinearity test is conducted by examining the Tolerance value and Variance Inflation Factor (VIF).

Table 5. Results of the Multicollinearity Test

Model		Variable	
			Tolerance
1	(Constant)	-	-
	Work Attitude (X1)	0.891	1.122
	Work Communication (X2)	0.939	1.064
	Work Environment (X3)	0.944	1.059

Source: Processed Data, 2026.

Based on the multicollinearity test results in Table 5, all independent variables have a Tolerance value > 0.10 and $VIF < 10$, indicating that multicollinearity does not occur and the regression model is suitable for further analysis.

Heteroskedasticity

The heteroskedasticity test aims to determine whether there is a difference in residual variances in the regression model. The heteroscedasticity test is conducted using the Glejser test.

Table 6. Heteroscedasticity Test Results

Model		t	Sig.
1	Constant)	3.195	0.002
	Work Attitude (X1)	-0.760	0.449
	Work Communication (X2)	-0.623	0.535
	Work Environment (X3)	-0.815	0.418

a. Dependent Variable: Abs_res

Source: Processed Data, 2026.

Based on the heteroskedasticity test results in Table 6, all independent variables have significance values above 0.05, indicating that the regression model does not experience heteroskedasticity and meets the classical regression assumptions.

Data Analysis Results

Descriptive Statistical Analysis

Descriptive statistical analysis in this research is used to illustrate how respondents assess the research variables: Work Attitude, Work Environment, Work Communication, and Employee Performance.

Table 7. Results of Descriptive Statistical Analysis

Variable	Mean	Category
Work Attitude (X1)	3.65	High
Work Communication (X2)	3.68	High
Work Environment (X3)	3.80	High
Employee Performance (Y)	3.64	High

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of Work Attitude, Work Communication, and Work Environment on Employee Performance at the Disnakertrans DI Yogyakarta, both partially and simultaneously.

Table 8. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.941	3.432		1.731	.087
	Work Attitude	1.170	.257	.430	4.552	.000
	Work Communication	.225	.100	.208	2.257	.027
	Work Environment	.271	.106	.234	2.548	.013

a. Dependent Variable: Employee Performance

Source: Data processed, 2026

The results of the multiple linear regression analysis in Table 8 indicate that work attitude, work communication, and work environment significantly affect employee performance, with significance values of 0.000, 0.027, and 0.013, respectively, all less than 0.05.

Coefficient of Determination R²

The coefficient of determination (R^2) is used to determine the extent of the independent variable's ability to explain the dependent variable.

Table 9. Results of the Coefficient of Determination R²

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.380	.356	4.18236

Source: Data processed, 2026

Based on the results of the coefficient of determination test in table 9, the Adjusted R Square value of 0.356 (35.6%) indicates that the independent variable can explain the dependent variable by 35.6%, while the remaining 64.4% is influenced by other factors outside the research.

DISCUSSION

Work Attitude has a positive and significant impact on Employee Performance.

The first hypothesis, which asserts that employees' work attitudes significantly impact their performance at the Dlisnakertrans DIiY, is accepted. It follows that workers' productivity is directly proportional to their level of enthusiasm for their jobs. Dewii et al. (2023) and Puirwanto et al. (2020) found that employees exhibited greater discipline, responsibility, and goal-oriented behaviour on the job when they had a good attitude toward their work. This attitude was represented in job satisfaction, task participation, and loyalty to the company. The highest mean value on the statement "I am actively involved in the work I do," which implies a high level of employee work participation, supports this conclusion. Being actively involved shows that you care about the company and want to provide your best contribution (Siimanjuintak, 2020). Motivated, focused, and able to work effectively with others, employees who bring a good attitude to work are more likely to achieve excellent results (Harter et al., 2020). It has been shown in previous studies that an optimistic outlook on the job may boost productivity (Wuilandarii & Luituirlean, 2023; Retnowatii & Darmawan, 2022; Ajii et al., 2020), and our findings are consistent with those findings.

Work Communication has a positive and significant impact on Employee Performance.

Employees' productivity at Dlisnakertrans DIiY is positively and significantly impacted by open lines of communication at work, according to the second hypothesis. This suggests that employees perform better when there is good communication in the workplace. When employees are able to express themselves clearly and concisely, they are better able to comprehend and carry out their duties (Muispawii & Guilo, 2023). The high mean value of the remarks addressing the capacity to absorb and follow up on information from superiors

in the workplace is indicative of this condition. The reduction of job mistakes, the facilitation of information transfer, and the acceleration of task completion are all outcomes of better coordination among employees and between superiors and subordinates, which is itself improved by good communication (Siinambela, 2021). Workers with strong information literacy skills are more likely to be flexible and meet the challenges of their professions as they evolve (Fachrezii & Khaiir, 2020). Consistent with previous studies showing that good communication at work may boost employee performance, this conclusion follows from Fauzi et al. (2022), Hidayat (2021), Islamy et al. (2021), and Harris et al. (2026).

The Work Environment has a positive and significant impact on Employee Performance.

We agree the third hypothesis, which says that employees' performance at Disnakertrans DI Yogyakarta is positively and significantly impacted by their work environment. Employees' perceptions of their work environment have a direct correlation to their performance. Amrii et al. (2022) and Setyo and Nuigroho (2021) found that workers' ability to focus, be successful, and produce more when they are in a pleasant work environment. Results showing that "The air circulation in my workplace is good." has the highest mean value reflect this discovery. Workers are able to do more in less time when they are comfortable, have decent lighting, are able to concentrate on their job, and are not distracted by unnecessary things (Ferawatii, 2017; Afandii, 2018). A good work environment may boost employee productivity and job quality, according to this study and previous research (Firjatuillah et al., 2023; Wahyuinii et al., 2023; Indrayana & Puitra, 2024; Nuirhandayani, 2022).

CONCLUSIONS AND RECOMMENDATIONS

Data analysis and discussion at Disnakertrans DI Yogyakarta centred on the effect of work attitude, communication, and environment on employee performance. The findings indicate that all three factors significantly and positively affect employee performance. According to the findings of this study, employee performance is positively correlated with organisational climate, communication inside the company, and employees' attitude toward their job. The findings highlight the significance of management addressing these three factors. Firstly, by offering incentives, supportive policies, and consistent coaching, work attitudes can be improved. Secondly, work communication can be strengthened through regular coordination, clear information delivery, and effective feedback. Lastly, a comfortable and conducive work environment can be created by providing adequate facilities, maintaining cleanliness, and fostering harmonious working relationships among employees. Also, for the organization's performance to keep getting better, it's important to have frequent work assessments, training to increase competencies, and rewards for employees who do a good job of meeting work goals.

ADVANCED RESEARCH

This study has a number of limitations that the researcher is aware of. One of these is that the results of the coefficient of determination test (R^2) on the effect

of work attitude, work communication, and work environment on employee performance at the DIY Manpower and Transmigration Office were 0.356, which means that these three variables account for 35.6% of employee performance (Y). At the same time, variables unrelated to the model under investigation account for the remaining 64.4%. Secondly, there are a lot of additional factors that might influence employee performance; this study has just used three of them: work attitude, work communication, and work environment.

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