(RESEARCH ARTICLE)

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The influence of work attitude, work communication and work environment on employee performance

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Abstract

The purpose of this research is to examine how the influence of work attitude, work communication, and work environment on employee performance. Use a saturated sample of 52 PT MATU workers in Pasuruan City, Indonesia. SPSS 23 was used for data analysis. The results of the study are as follows: work environment has no significant effect on employee performance, work attitude and communication have a significant effect on employee performance and the three variables simultaneously have a significant effect on employee performance. The findings of this study add to knowledge about the relationship between workplace communication, attitudes, and the environment on employee performance.

Keywords: Employee Performance; Work Attitude; Work Communication; Work Environment.

1. Introduction

Companies engaged in the public service sector, in essence, directly serve the vital needs of the community and are required to provide maximum and optimal service, which is packaged in the form of excellent service or excellent service. These services certainly cannot be separated from the role of various resources, both infrastructure and facilities, distribution accuracy, product availability, and human resources.

PT MATU in Pasuruan City, Indonesia is certainly not the only company engaged in the processing and supply of drinking water. Apart from being required to be able to compete with similar companies, of course, they are required to provide good service for stakeholders. Utilization of various elements of management such as facilities, products, promotions and other elements in management is of course inseparable from human resources, because human resources are an important asset for any organizational success, within the parameters of an organization's operations and routines, humans are the driving force behind the resources that are now available.

The company's performance will be good and successful if all management elements are aligned and function properly. Leadership, compensation, job satisfaction, and many more factors are just a few that might have an impact on an employee's performance. The authors of this study took into account how internal factors, such as work attitude, can shape employee performance.

The authors are interested in investigating human resources issues more thoroughly, namely those that relate to workplace attitudes, workplace communication, and workplace environment and their impact on employee performance.

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The formulation of the problem in this study are:

- Does work attitude have a partial effect on the performance of employees of PT MATU Pasuruan?
- Does work communication have a partial effect on the performance of employees of PT MATU Pasuruan?
- Does the work environment have a partial effect on the performance of employees of PT MATU Pasuruan?
- Does work attitude, work communication and work environment simultaneously influence the performance of PT MATU Pasuruan employees?

2. Literature Review

Several theoretical studies related to the variables studied are as follows:

2.1. Performance

Regarding labor, conduct, and activities, performance [1] is defined as the outcome attained by a person in accordance with the accepted criteria, within a specific timeframe. According to [2], performance is the end result of work completed by an individual in accordance with job criteria. Ability and motivational elements are said to be the factors that affect performance [3]. Performance evaluation, according to [4], is a methodical analysis of the benefits and strengths related to a person's or group's work. Performance evaluation, it may be said, is a company activity that evaluates an employee's work within the parameters of their tasks and serves as a standard for formulating company and employee policy.

According to [5], performance indicators include: a) the quantity of work or level of employee productivity, which relates to the amount of work that can be completed by an employee; b) the quality of work, which is his responsibility; and c) the reliability of the employee in question, d) Cooperation: A person's dependence on others should be evaluated because it affects how independent they are in carrying out their work, e). Responsibilities: Employees' capacity for planning and scheduling their work is important since it has an impact on how quickly results of work that is their duty are produced, f) Work attitude: An employee's ingrained practices can influence performance since he has the flexibility to modify and evaluate his responsibilities in support of organizational objectives, g). Technical skills: An employee's technical knowledge of the work that is his or her task must be evaluated because it is related to the quality of work and the speed with which an employee completes a job that is his or her responsibility, h) Initiative: Attendance at meetings coupled with the ability to communicate their ideas to others has its own value in assessing an employee's performance. the capacity to choose or resolve issues.

2.2. Work attitude

According to [6] demonstrates that work attitude is an activity taken by employees, and everything that must be done by these employees is a function of their effort, which is reflected in the results. The inclination of thoughts and sentiments of contentment or dissatisfaction with one's work is another interpretation of work attitude [7]. Work attitude is an evaluation of the compatibility between the instruments that employees use for their jobs and their anthropometric measures, which correspond to specified sizes. To work pleasantly and for a long time, it is crucial to pay attention to where your work attitude needs to be in a balanced state.

There are 4 kinds of attitudes at work, namely: a). Sitting work attitude is doing work with a sitting work attitude that is too long and the wrong work attitude can cause the skeletal muscles (skeletal) including the spine to often feel pain and get tired quickly, b). Standing work attitude Standing work attitude is an alert attitude both physically and mentally, so that work activities are carried out faster, stronger and more thoroughly but working with a continuous standing work attitude is very likely to result in the accumulation of blood and various body fluids on the feet [8], c). The working attitude is stooping from the point of view of the muscles, the best sitting posture is slightly bent, while from the bone aspect the determination of a good attitude is an upright working attitude so that the back is not slouched so that the abdominal muscles are not in a weak state. Therefore, it is highly recommended to work with an upright sitting attitude to be interspersed with breaks in the form of a slight bend [9], d). Dynamic work attitude This dynamic work attitude is a changing work attitude (sitting, standing, bending, being straight at one time at work) which is better than a static attitude (tension) which has been widely practiced in some industries, in fact it has its own biomechanical advantages. The excess pressure on the muscles is reduced so that complaints that occur in the skeletal muscles and pain in the spine are also used as ergonomic interventions. Therefore, the application of a dynamic work attitude can provide benefits for the majority of the workforce [9]. The indicators in the main work attitudes are: a). Job satisfaction is characterized as a good sentiment toward one's work that results from an assessment of the work's qualities. A person with a high level of job satisfaction feels positively about his or her employment, whereas a person who is unsatisfied feels negatively about their job. When people talk about employee attitudes, job happiness is often the first thing that

comes to mind. However, employee attitudes also include views on their level of autonomy, competence, and work environment, b). Job involvement: although much less studied when compared to job satisfaction, a concept that is also related to work attitudes is job involvement. The degree to which people mentally identify with their occupations and place value on the level of performance attained as a measure of self-esteem is measured by job involvement. Work attitudes are directly tied to the idea of granting psychological authority, specifically work. c). Organizational commitment is characterized as a circumstance in which a worker stands by a specific organization's objectives and desires to continue being a member of that organization. High work involvement and high commitment to the organization both refer to a person's preference for his specific job inside the organization.

2.3. Work Communication

According to [10] communication is the transfer of meaning and delivery of ideas from one person to another. It is also said that one of the biggest strengths hindering the group's performance to succeed is the lack of effective communication. No group can exist without communication, namely the transfer of meaning among its members. For communication to work effectively, work groups must exercise control over their members, speak in ways that stimulate members to work, provide ways for them to express their emotions, and make decision choices.

According to [10] communication within a group or organization performs the main function, namely control. Communication functions to control member behavior in several ways, one of which is motivation. Communication strengthens motivation, explaining to employees what needs to be done, how well they are doing, and what can be done to correct substandard performance. Disappointment and happiness are fundamentally expressed by group members through communication, or the disclosure of emotions. Through the dissemination of data to identify and assess different possibilities, information and communication gives the information that individuals and groups need to make decisions. Communication Indicators: a). Understanding, b). Pleasure, c). Influence on attitude, d). The relationship is getting better, e). Action.

2.4. Work environment

The surrounding conditions at work, such as cleanliness, noise, and others, might affect employees' ability to complete their given jobs [11]. According to [4] the term "work environment" refers to the equipment and supplies used, the surroundings in which a person works, as well as his or her working practices and organizational arrangements, both individually and collectively. According to [4], there are two main categories of work environments: a). Physical conditions around the workplace that may have an impact on employees either directly or indirectly are referred to as the physical work environment. The actual physical work environment can be split into two groups: the environment that directly affects employees (such as workstations, chairs, and tables) and the general environment, also known as the work environment, which has an impact on how people feel (e.g., temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color, etc.). The circumstances involving coworkers or subordinates are all considered to be a part of the non-physical work environment. This non-physical setting is a work environment group that is equally important.
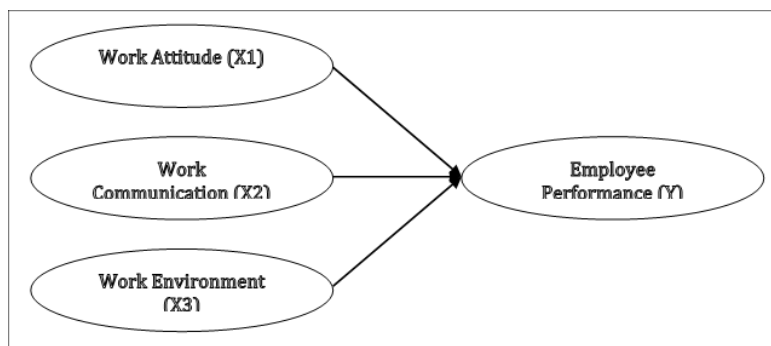

Figure 1 Conceptual Framework

According to [4], these are the physical work environment indicators: a) Air circulation: Living beings require oxygen, a gas, for life support, specifically for metabolic processes. If the air in the area of the workplace is polluted, the oxygen content has dropped and it has become mixed with gases and scents that are bad for the body's health. The presence of plants around the workplace provides a source of fresh air, b). Lighting in the workspace: adequate but not dazzling lighting will help create employee performance, c). Noise: noise disturbs concentration, anyone does not like to hear

noise, therefore noise is a disturbance to someone, d). Use of Color: coloring can affect the human psyche, in fact it is not only the color that is considered but also the color composition that must be considered as well, e). Air humidity: the amount of water contained in natural air, usually expressed as a percentage, this humidity is related to or influenced by air temperature, f). Facilities: is a support for employees in carrying out activities at work.

The conceptual framework for this study is shown in figure above.

2.5. Hypothesis of Research

There are proposed hypotheses that are mostly based on the problem statement and conceptual framework:

- H1: Work attitude (X1) affects employee performance (Y).
- H2: Work Communication (X2) affects employee performance (Y).
- H3: Work Environment (X3) affects employee performance (Y).
- H4: Work attitude (X1), work communication (X2) and work environment (X3) affects employee performance (Y).

3. Method

This study uses both primary and secondary data and is quantitative in nature. While secondary data was in the form of research data, namely firm data and literature read, primary data was gathered based on questionnaires given to respondents. The participants in this study were all workers at the Indonesian company PT MATU in Pasuruan city. The saturated sample method, which involves using all 52 employees, is the sampling strategy employed. Using the SPSS program, the analysis procedures employed are the coefficient of determination test, the classical assumption test, the validity test, the reliability test, and the multiple linear regression analysis.

4. Results and discussion

4.1. Validity Test

Table 1 Result of validity test

Statement items	r-count-X1	r-count-X2	r-count-X3	r-count-Y	r-table	Remark
1	0. 702	0.655	0.618	0.544	0.279	Valid
2	0. 756	0.624	0.576	0.733	0.279	Valid
3	0. 700	0.726	0.602	0.331	0.279	Valid
4	0. 702	0.777	0.606	0.528	0.279	Valid
5	0.756	0.749	0.645	0.675	0.279	Valid
6	0.547	0.620	0.341	0.617	0.279	Valid

It is clear from the table above that all statement items derived from all variables are all legal. Each statement item's findings from the tabulation of correlation values have an r-count value larger than an r-table. The validity test findings show that every statement item for every variable has been deemed legitimate and can be utilized as a research instrument.

4.2. Reliability Test

The results of the reliability test of the variables studied can be seen in the table below:

All of the Cronbach's alpha values in this study are higher than the cutoff value of 0.6, indicating that all variables are reliable and that responses are consistent, it is clear from the data above that all variables are reliable and the analysis of the data can proceed.

Table 2 Result of reliability test

Variable	Cronbach's Alpha	Criteria	Remark
Work Attitude (X1)	0.769	0.60	Reliable
Work Communication (X2)	0.774	0.60	Reliable
Work Environment (X3)	0.721	0.60	Reliable
Employee Performance (Y)	0.730	0.60	Reliable

4.3. Classic assumption test

4.3.1. Normality Test

The normality test results are presented in the following table:

Table 3 Result of normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		52
Normal Parameters	Mean	0.0000000
	Std. Deviation	1.78925768
Most Extreme Differences	Absolute	0.071
	Positive	0.071
	Negative	-0.053
Test Statistic		0.071
Asymp. Sig. (2-tailed)		0.200

Based on the table above, it can be seen that the Kolmogorov-Smirnov Z (asymp.sig. (2-tailed)) value is 0.20. It can be described that alpha = 0.20 > 0.05 which means the data is normally distributed.

4.3.2. Linearity test

From the results of data processing, it can be seen that the linearity test is as follows:

Table 4 Result of linearity test (Employee performance - Work attitude)

			Sum of Squares	df	Mean Square	F	Sig.
Employee performance Work attitude	Between Groups	(Combined)	67.493	10	6.749	2.009	0.057
		Linearity	25.338	1	25.338	7.542	0.009
		Deviation from Linearity	42.155	9	4.684	1.394	0.222
	Within Groups		137.738	41	3.359		
	Total		205.231	51			

Based on the outcomes previously. As can be seen, there is a linear relationship between employee performance (Y) and the independent variable, work attitude (X1). This can be explained by the significance value of 0.222, which is higher than 0.05.

Table 5 Result of linearity test (Employee performance - Work communication)

			Sum of Squares	df	Mean Square	F	Sig.
Employee performance Work communication	Between Groups	(Combined)	31.447	10	3.145	0.742	0,681
		Linearity	4.067	1	4.067	0.959	0,333
		Deviation from Linearity	27.380	9	3.042	0.718	0,690
	Within Groups		173,784	41	4.239		
	Total		205,231	51			

Based on the aforementioned findings, it is clear that the independent variables, namely work communication (X2) and employee performance, have a linear connection. This can be explained by the fact that the significance value, which is 0.690 and higher than 0.05.

Table 6 Result of linearity test (Employee performance - Work environment)

			Sum of Squares	df	Mean Square	F	Sig.
Employee performance Work environment	Between Groups	(Combined)	57.333	9	6.370	1.809	0.095
		Linearity	38.819	1	38.819	11.024	0.002
		Deviation from Linearity	18.514	8	2.314	0.657	0.725
	Within Groups		147.898	42	3.521		
	Total		205.231	51			

Based on the results above, it can be seen that there is a linear relationship between the independent variables, namely the work environment (X3) and employee performance. This can be explained that the significance value is greater than 0.05, which is equal to 0.725.

4.3.3. Heteroscedasticity Test

Table 7 Result of heteroscedasticity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.374	2.458		5.035	0.000
	Work attitude	0.164	0.175	0.175	0.936	0.354
	Work communication	-0.071	0.117	-0.094	-0.607	0.546
	Work environment	0.279	0.130	0.359	2.147	0.370

Dependent Variable: Employee performance

The significance value for each variable in the aforementioned table is more than 0.05, and as all variables pass the heteroscedasticity test under the traditional assumption test, it may be concluded that there is no heteroscedasticity.

4.3.4. Multicollinearity Test

Table 8 Result of multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.374	2.458		5.035	0.000		
	Work attitude	0.164	0.175	0.175	0.936	0.354	0.476	2.102
	Work communication	-0.071	0.117	-0.094	-0.607	0.546	0.686	1.459
	Work environment	0.279	0.130	0.359	2.147	0.037	0.592	1.690

Dependent Variable: Employee performance

The variables in this study have all met the requirements, thus hypothesis testing can move on based on the data presented in the table above. The work attitude variable has a tolerance value of 0.476 > 0.10 and a VIF value of 2.102 < 10.00. While the VIF value is 1.459 < 10.00, the tolerance value for the work communication variable is 0.686 > 0.10. The VIF value is 1.690 < 10.00, while the tolerance value for the work environment variable is 0.592 > 0.10.

4.4. Hypothesis test (t-Test)

The results of the calculation of the t test using the SPSS program are as follows:

Table 9 Result of t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.213	2.410		1.748	0.087
	Work attitude	0.300	0.086	0.373	3.492	0.001
	Work communication	0.374	0.097	0.451	3.843	0.000
	Work Environment	0.110	0.117	0.103	0.936	0.354

Dependent Variable: Employee performance

4.4.1. Effect of work attitude (X1) on employee performance (Y)

Based on the aforementioned data analysis, it is known that the significant value of the relationship between employee performance (Y) and work attitude (X1) is 0.001, which is lower than the 5% significance level (0.05), it is significant impact. These findings provide an explanation for the work attitude variable (X1)'s considerable positive relationship with the performance variable (3.942). Research on companies with development project work objects that certainly require responsibility for results. With the results obtained, at PT MATU Pasuruan, the employee work attitude factor is more emphasized on understanding work that is the responsibility of employees without direct supervision and greatly affects the performance of these employees, henceforth is one of the factors that will affect company performance.

4.4.2. Effect of Work Communication (X2) on Employee Performance (Y)

The influence of work communication variable (X2) on employee performance (Y) has a significant value of 0.000, which is smaller than the 5% significance level (0.05), according to the data analysis discussed above. With these findings, it is clear that the performance variable of 3.150 is significantly influenced by the work communication variable (X2). Basically the communication that occurred at PT MATU Pasuruan, communication has been established with an emphasis on the quality of work handled, so that in this study it can be seen that communication relations, both from

project leaders and subordinates, between fellow employees at one level, and externally with the surrounding community are very good . This is due to cultural factors that occur around locations that are known for the principle of kinship. Therefore, work communication in this study has a significant effect on employee performance, which will result in one indicator of company performance growth.

4.4.3. Effect of the Work Environment (X3) on Employee Performance (Y)

According to the aforementioned data analysis, the significant value of the relationship between the work environment variable (X3) and employee performance (Y) is 0.354, which is higher than the 5% significance level (0.05). With these findings, it is clear that the workplace environment has no significant impact on employees' performance.

4.5. Hypothesis test (F-Test)

The test results using the F-test obtained the following results:

Table 10 Result of F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.694	3	41.565	18.252	0.000
	Residual	109.306	48	2.277		
	Total	234.000	51			

a. Dependent Variable: Employee performance; b. Predictors: (Constant). Work attitude. work communication. work environment

According to the analysis's findings, the F-count value is 18.252 with a significance level of 0.000. where 2.80 is recognized as the F-table value. So that 18.252 > 2.80 is the F-count > F-table, with 0.000 < 0.05 being the significant value. These findings indicate that workplace environment, communication, and attitude all have a significant impact on employee performance at the same time.

4.6. Determination Coefficient Test

The test results using the Determination Test (R^2) obtained the following results:

Table 11 Result of determination coefficient test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.452	0.204	0.155	1.844	0.204	4.112	3	48	0.011	2.140

a. Predictors: (Constant). Work attitude, work communication, work environment; b. Dependent Variable: Employee performance

The R square value is 0.204, which indicates that the independent variables of work attitude, work communication, and work environment can account for 20.4% of the dependent variable, employee performance, with the remaining percentage being influenced by factors outside of the study.

4.7. Managerial Implication

In addition to providing input for organizations/companies where in particular the influence of work communication is the most dominant in influencing employee performance, it is not enough to prioritize the principle of kindship but must carry out professional work communication so that the business can develop better, implementing a Daily Management System that includes all levels for more professional operational control [12]. This study also provides input to enrich the work attitude relationship theory. work communication. work environment and employee performance.

5. Conclusion

From the results of the analysis performed. Can be concluded that:

- Work attitude (X1) has a significant effect on employee performance (Y).
- Work communication (X2) has a significant effect on employee performance (Y).
- Work environment (X3) has no significant effect on employee performance (Y).
- Work attitude, work communication and work environment have a significant effect simultaneously on employee performance (Y).
- Work communication (X2) is the most dominant variable in influencing employee performance (Y).
- Work attitude (X1), work communication (X2), and work environment (X3) are able to explain the dependent variable employee performance (Y), which is 20.4%, while the rest is influenced by other variables outside the research.

In this study, work communication is a factor that has a significant and dominant influence on employee performance compared to other independent variables. Work conflict can make employees conflict with each other and cause a lack of focus on their duties so that it will have an impact on their performance. In particular, conflicts between employees can be minimized by organizational/company programs that demand togetherness and good communication. Communication with an emphasis on the quality of the work handled, both from the project leader and his subordinates, between fellow employees at one level, and externally with the surrounding community is very good. This is due to cultural factors that occur around locations that are known for the principle of kinship as local wisdom.

Compliance with ethical standards

Disclosure of conflict of interest

The Authors wish to declare that none has any interest to disclose.

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