

**ENGAGEMENT AND WORK ATTITUDE TOWARDS PERFORMANCE OF  
EMPLOYEES AT SERBA JADI CAMAT OFFICE, SERDANG  
BEDAGAI, NORTH SUMATRA**

Abd. Rasyid Syamsuri<sup>1\*</sup>, Linda Hartaulina Lingga<sup>2\*</sup>, Suriandi<sup>3</sup>, Layla Yuliannisa<sup>4</sup>, Laila Kurnia Putri<sup>5</sup>

<sup>1-5</sup>Faculty of Economics, Universitas Muslim Nusantara Al Washliyah, Medan, Indonesia.

[abd.rasyidsyamsuri@umnaw.ac.id](mailto:abd.rasyidsyamsuri@umnaw.ac.id)

ARTICLE INFO	ABSTRACT
<p>Received: 2 March 2022 Revised: 30 March 2022 Approved: 15 April 2022</p> <p>Keywords: Work Involvement, Work Attitude, Employee Performance</p>	<p>The purpose of this study is to analysis into the impact of job involvement and attitude on the performance of Serba Jadi Camat Office personnel in Serdang Bedagai Regency, North Sumatra, in both a partial and simultaneous manner. The participants in this study were 35 Serba Jadi Camat Office personnel from the Serdang Bedagai Regency in North Sumatra. Observation and questionnaires were used to obtain data. Job involvement had a positive and significant effect on the performance of Serba Jadi Sub-District Office personnel in Serdang Bedagai Regency, North Sumatra, according to the findings. Serba Jadi Sub-District Office staff in Serdang Bedagai Regency, North Sumatra, have a favorable and significant effect on their performance. Employees of the Serba Jadi Sub-District Office in the Serdang Bedagai Regency, North Sumatra, have a positive and significant effect on their performance. Work involvement and work attitude account for 54.0 percent of employee performance, with the remaining 46.0 percent explained by characteristics not investigated in this study.</p>

**INTRODUCTION**

A good organization, such as government or private organizations, is one that is capable of serving the public interest. Human Resources (HR) is a crucial component that must be considered in order to achieve company goals. The availability of qualified human resources is expected to allow for the resolution of internal and external difficulties. This can be accomplished by enhancing staff performance and attitudes in the workplace. To achieve organizational success, organizations must also involve employees in every job. According to Sethi (2016), someone who is not involved/participated in their organization will assume that work is unimportant to them and will lack an emotional link to the organization, resulting in negative consequences and lower performance.

Employees' effort in accomplishing duties and obligations in accordance with their particular functions demonstrates the effectiveness of organizational performance. Work participation and positive and productive employee work attitudes are indicators of high performance. Performance, according to Mangkunegara (2017), is the consequence of an employee's quality and quantity of work in carrying out his duties in accordance with the responsibilities assigned.

According to Syamsuri (2017), good performance is required to accomplish the complexity of success. Meanwhile, poor performance will have a detrimental impact on the organization's goal-setting process. Employees with poor performance can be identified by their inability to complete work on time, as well as their lack of skills and professionalism at work. According to Wibowo (2014), the development of achieving standards, targets, and available time are markers that can increase employee performance. 1) Objectives, 2) Feedback, 3) Sugestion, 4) Knowledge, and 5) Opportunities make up this indicator.

Serba Jadi Subdistrict, Serdang Bedagai Regency, was established in accordance with Regency Regional Regulation Number 6 of 2016 on the Formation of Serdang Bedagai Regency Regional Apparatus. The Serba Jadi Subdistrict is a Regional Apparatus with Type A, according to Article 3 of the Regional Regulation of Serdang Bedagai Regency Number 6 of 2016 concerning Formation of Regional Apparatus, paragraph (2). The role of the Serba Jadi Camat office in order to realize the regional development of Serdang Bedagai Regency is based on the Regulation of Serdang Bedagai Regent Number 28 of 2008 concerning Details of the Main Duties and Function

Work involvement refers to an employee's significant care for the work at hand, as well as a strong belief in their capacity to perform a task and a sense of being physically tied to it (Mangkunegara, 2017). Job participation, according to Ching (2015), is the amount of work that employees do that influences their performance. Employees will obtain a good performance if they participate actively and fulfill their obligations, and they will feel pleased and satisfied about the work they accomplish if they participate actively and complete their duties. According to Ching's (2015) perspective, researchers utilize the following factors to quantify work engagement: 1) Work response, 2) Work-related behavior, 3) Work-related sense of duty, and 4) Emotional involvement and 5) absenteeism. The problems that occurred in the Multipurpose Sub-District Office in terms of employee work involvement were still low, indicating that there were still employees who did not come to work, left their places during working hours, and did not return to the office after the break, resulting in late letter disposition. As a result, the work is not finished on time.

Because a positive attitude toward the organization can improve and inspire people to work effectively, work attitude plays a significant part in boosting employee performance. According to Wibowo (2014), attitude is a person's statement propensity, whether happy or unpleasant, that is influenced by people, objects, or events in their surroundings. Sapran (2015) identifies numerous indices of work attitude, including: 1) Workplace comfort is influenced by a variety of factors, including the physical and social environment. 2) Work attitudes and morale can be influenced by superior supervision, good supervision, and attention from superiors. 3) Co-worker cooperation, co-worker cooperation influences the quality and achievement of work completion. 4) Possibilities for advancement, job security, and advanced age can all be used to motivate a positive work attitude. 5) Workplace security, a sense of security, and a well-kept environment will ensure and enhance workplace peace of mind. Employee behavior that was less able to create relationships with other employees was nonetheless seen by researchers in the

phenomena of employee work attitudes. Employees are usually preoccupied with their own business and are unconcerned with the situation at work. The goal of this study is to examine the effect of job involvement and work attitude on the performance of sub-district office employees in Serdang Bedagai Regency, North Sumatra, based on the research phenomena presented.

## RESEARCH METHODS

The following were the data collection procedures used in this study: 1) observation, which entailed making observations by going directly to the Serba Jadi Camat office to obtain the information required. 2) Questionnaire, which entails sending a list of closed questions to Civil Servants and Contract Workers who are participants in this research. The population is a generalization area (a group) made up of things or individuals with specific attributes and characteristics that researchers have identified as being worth studying and concluding. The survey included 35 employees from the Multipurpose Sub-District Office as the total population. Saturated sampling was employed to collect data. Saturated sampling is a sampling method that takes a sample from the entire population.

**Table 1. Population Framework and Research Sample**

No	Information	Amount	%
1.	Civil Servants	20	57,1%
2.	Contract Workers	15	42,9%
	Total	35	100,0%

Source: Multipurpose Sub-District Office, Serdang Bedagai Regency, 2022

Table 1 shows that the number of Civil Servants at the Multipurpose Sub-District Office, Serdang Bedagai Regency, North Sumatra is 20 people (57.1%) and Contract Workers are 15 people (42.9%).

## RESULTS AND DISCUSSION

### 1. Validity Test Results

The validity test was carried out at the Pantai Cermin sub-district office, Serdang Bedagai Regency, North Sumatra, with a total of 35 respondents. The significant level for the validity test measurement criteria is 0.5 (Ghozali, 2018). The results of the validity test for Work Engagement can be seen in Table 2:

**Table 2. Validity Results of Work Involvement**

Indicator	Pearson Correlation	Sig	Measurement criteria	Information
Response to Work	0,620	0,001	0,5	Valid
Behavior involving oneself in work	0,619	0,001	0,5	Valid
Sense of Responsibility towards work	0,781	0,001	0,5	Valid
Emotional involvement	0,856	0,001	0,5	Valid
Attendance	0,808	0,001	0,5	Valid

Source: Research results, 2022

Because the rcount (Pearson Correlation) > 0.5, all claims for Job Involvement have appropriate measurement conditions, as shown in Table 2. Table 3 contains the findings of the validity test of work attitudes:

**Table 3. Work Attitude Validity Results**

Indicator	Pearson Correlation	Sig	Measurement criteria	Information
Working Environment Condition	0,739	0,001	0,5	Valid
Supervision of superiors	0,785	0,001	0,5	Valid
Collaboration from colleagues	0,748	0,001	0,5	Valid
Opportunity to advance	0,598	0,001	0,5	Valid
Security	0,641	0,001	0,5	Valid

Source: Research results, 2022

Because the rcount (Pearson Correlation) > 0.5, all statements for Work Attitudes have appropriate measurement conditions, as shown in Table 3. Table 4 contains the findings of the employee performance validity test:

**Table 4. Employee Performance Validity Results**

Indicator	Pearson Correlation	Sig	Measurement criteria	Information
Objective	0,769	0,001	0,5	Valid
Feedback	0,648	0,001	0,5	Valid
Suggestion	0,755	0,001	0,5	Valid
Knowledge	0,683	0,001	0,5	Valid
Opportunity	0,732	0,001	0,5	Valid

Source: Research results, 2022

Because the rcount (Pearson Correlation) > 0.5, all statements for Work

Attitudes have appropriate measurement conditions, as shown in Table 4. This study's reliability testing was limited to the question items that were determined to be valid. If the responses to the questions are always consistent, a variable is said to be reliable. Cronbach Alpha is the instrument used to assess reliability. If the result is greater than or equal to 0.7, the variable is said to be dependable. If the result is less than or equal to 0.7, the variable is said to be unreliable (Ghozali, 2018). The reliability test results are displayed in Table 5 based on the results of the computation of the reliability test of job involvement, work attitude, and employee performance:

**Table 5. Reliability Test Results**

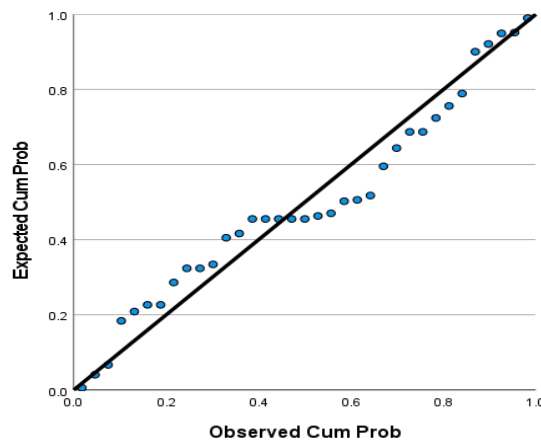
No	Variable	Cronbach's Alpha (CA)	Measurement Criteria	Information
1	Work Engagement	0,772	0,700	Reliable
2	Work attitude	0,728	0700	Reliable
3	Employee Performance	0,761	0,700	Reliable

Source: Research results, 2022

Because Cronbach's alpha > of 0.7, all study variables are included in the dependable group (Table 6). CA values of work participation (0.772), work attitude (0.728), and employee performance (0.761).

## 2. Normality Test Results

The normality test is used to determine whether the residuals have a normal distribution. The following methods can be used to perform a normality test: Plot Graph with Kolmogorov Smirnov Test a variable is stated to be normal if the findings of the research with Plot Graphs reveal that it is. If both plots are linear (that is, they can be represented by a straight line), the residuals are regularly distributed.



**Figure 1. Normal graph of PP plot**

Source: Research Results, 2022

Figure 1: The points in the normal PP plot graph follow the data along the diagonal line, indicating that the data is normally distributed. When the significance > 0.05, the technique using the Kolmogorov-Smirnov test is considered to be normal, the residuals are said to be normally distributed.

**Table 6. Kolmogorov-Smirnov Test Results**

		Unstandardized Residual	
N		35	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.38905947	
Most Extreme Differences	Absolute	.139	
	Positive	.139	
	Negative	-.091	
Test Statistic		.139	
Asymp. Sig. (2-tailed) <sup>c</sup>		.085	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.081	
	99% Confidence Interval	Lower Bound	.074
		Upper Bound	.088

a. Test distribution is Normal.

b. Calculated from data.

Source: Research results, 2022

Table 6 shows that the Asymp. Sig. (2-tailed) value of 0.85 is greater than the significant value (0.05), indicating that the residual data is normally distributed.

### 3. Multicollinearity Test Results

The existence or absence of multicollinearity symptoms can be determined using the SPSS program's tolerance value and VIF (Variance Inflation Factor). Tolerance is a measurement of a variable's variability that is not explained by other independent variables. There is no multicollinearity if the Tolerance value is greater than 0.1 or the VIF value is less than 5. Table 7 shows the outcomes of the processing:

**Table 7. Multicollinearity Test Results**

Model	Coefficients <sup>a</sup>			
	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
(Constant)	3.812	2.753		
Work Engagement	.494	.198	.407	2.460
Work attitude	.324	.197	.407	2.460

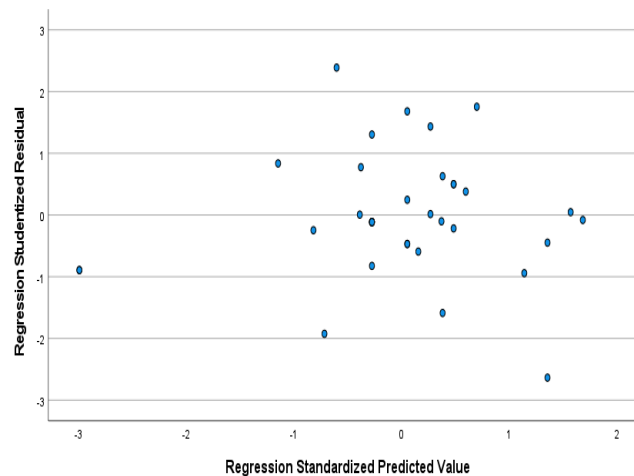
a. Dependent Variable: Employee performance

Source: Research Results, 2022

Work Involvement (X1) has a tolerance value of (0.407>0.1) and VIF (2.460) < 10, and Work Attitude (X2) has a tolerance value of (0.407) >0.1) and VIF (2.460) < 10), therefore there is no multicollinearity problem in either of the independent variables.

#### 4. Heteroscedasticity Test

The heteroscedasticity test, according to Ghozali (2013), is used to evaluate a regression model in which the variance inequality arises from one observer's residual to another observer's residual. The findings of this study's heteroscedasticity test can be found in Figure 2:



**Figure 2. Scatter plot**  
Source: Research Results, 2022

Figure 2 depicts the irregularity of the residual distribution, which includes scattered points. The result is that there are no indications of heteroscedasticity, indicating that the regression model may be used to predict performance based on work involvement and attitudes. The Glejser test is an alternative method for doing the heteroscedasticity test. If the probability value (sig) is greater than or equal to 0.05, then there is no heteroscedasticity (Ghozali, 2016). Table 8 shows the results of the Glejser test:

**Table 8. Glejser Test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.812	2.753		1.385	.176
Work Engagement	.494	.198	.469	2.494	.018
Work attitude	.324	.197	.310	1.748	.109

a. Dependent Variable: ABS\_Res

Source: Research Results, 2022

There is no concern with heteroscedasticity, as seen in Table 8. The work participation variable (X1) has a significant test result of 0.18 > 0.05, and the work

attitude variable (X2) has a significant test result of  $0.109 > 0.05$ , indicating that the regression model has no heteroscedasticity.

## 5. Multiple Linear Regression Results

The effect of job involvement variables (X1) and work attitudes (X2) on employee performance (Y). was studied using the multiple regression analysis approach Using the IBM SPSS computer tool, the data was statistically processed for analysis and hypothesis testing. Table 9 contains the results of the Multiple Linear Regression Test:

**Table 9. Multiple Linear Regression Test Results**  
Coefficients<sup>a</sup>

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.812	2.753		1.385	.176
Work Engagement	.494	.198	.469	2.494	.018
Work attitude	.324	.197	.310	1.748	.109

a. Dependent Variable: Employee performance

Source: Research Results, 2022

Table 9 shows that the constant value (a) is 3.812 in the second column (unstandardized Coefficients) part B, the regression coefficient for work involvement variable (b1) is 0.494, and the regression coefficient for work attitude variable (b2) is 0.324, resulting in multiple linear equations as follows:  $Y = 3,812 + 0,494X_1 + 0,324X_2 + e$ . The following is the explanation of this equation:

- The constant (a) of 3.812 denotes a constant value; that is, if job involvement and attitude have an impact on the employee's performance, the employee's performance will be 3.812.
- The (b1) coefficient is 0.494. This suggests that increasing work involvement by one unit will result in a 0.494 rise in employee performance.
- The (b2) coefficient is 0.324. This suggests that if an employee's work attitude improves by one unit, their performance improves by 0.324.

## 6. Hypothesis Results

### 1. T test (partially)

The t-test was used to determine if job involvement, work attitude, and organizational commitment had a significant impact on the performance of employees at the Serba Jadi Camat Office in Serdang Bedagai Regency, North Sumatra. The test requirements are: 1)  $H_0: b_i = 0$ , indicating that job participation and attitude have a limited impact on employee performance. 2)  $H_0: b_i > 0$ , implying that work participation and attitude have a partial impact on employee performance. The following are the conditions for making a decision: 1) If  $t_{count} < t_{table}$  at  $\alpha = 5\%$ ,  $H_0$  is acceptable; 2) If  $t_{count} > t_{table}$  at  $\alpha = 5\%$ ,  $H_0$  is unacceptable. With degrees of freedom (df) =  $n - k = 35 - 3 = 32$ , the value of  $t_{table}$  is  $t_{table} = 0.05 (32) = 1.69389$ . Table 10 shows the findings of the t-test in this study:

**Table 10. t test results**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.812	2.753		1.385	.176
Work Engagement	.494	.198	.469	2.494	.018
Work attitude	.324	.197	.310	1.748	.109

a. Dependent Variable: Employee Performance

Source: Research Results, 2022

The partial hypothesis test yielded the following results: 1) work involvement (tcount (2.494) > ttable (1.69389) with a significance value of  $0.005 < 0.18$ ). This means that partial work involvement has a considerable impact on Serba Jadi Camat Office employees' performance in Serdang Bedagai Regency, North Sumatra, and the hypothesis is accepted. 2) Work attitude had a significant value of  $0.109 < 0.05$  and tcount (1.748) > ttable (1.69389). This suggests that the employees of the Serba Jadi Subdistrict Office, Serdang Bedagai Regency, North Sumatra, are affected by their work attitudes in a partial and major way, and the hypothesis is supported.

## 2. F test (simultaneously)

The purpose of this study was to see if job involvement and attitude had a substantial impact on employee performance at the Serba Jadi Sub-District Office in Serdang Bedagai Regency, North Sumatra. This is the hypothetical model that was utilized for the F test: 1)  $H_0: b_1 = b_2 = b_3 = 0$ , implying that work participation and attitude have no effect on employee performance at the same time. 2)  $H_0: b_1 b_2 b_3 \neq 0$ , implying that work involvement and attitude both influence employee performance. The following are the conditions for making a decision: 1) If  $F_{count} < F_{table}$  at  $\alpha = 5\%$ ,  $H_0$  is approved; 2) If  $F_{count} > F_{table}$  at  $\alpha = 5\%$ ,  $H_0$  is rejected. Because the total number of variables (k) in this study is 3, and the number of samples (n) is 35,  $df_1$  (the numerator) =  $3 - 1 = 2$  and  $df_2$  (the denominator) =  $35 - 3 = 32$ ,  $F_{table} (2:32) = 2,042$ . Table 11 shows the findings of the F test used in this study:

**Table 11. F Test Results**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.969	2	38.484	18.772	.001 <sup>b</sup>
	Residual	65.603	32	2.050		
	Total	142.571	34			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Attitude, Work Engagement

Source: Research Results, 2022

The Fcount value of 18.772 > Ftable 2.042 with a significance of 0.01 0.05 was calculated based on the results of the ANOVA or F-test in Table 11. The findings of this F test show that job engagement and attitude have a substantial impact on the performance of Serba Jadi Sub-District Office personnel in Serdang Bedagai Regency, North Sumatra.

## 7. Determination Test

Table 12 shows the results of using SPSS to assess the coefficient of determination:

**Table 12. Coefficient of Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 <sup>a</sup>	.540	.511	1.43181

a. Predictors: (Constant), Work Attitude, Work Engagement

b. Dependent Variable: Employee Performance

Source: Research Results, 2022

The R value of 0.735 indicates that the association between job involvement and work attitude on employee performance is 73.5 percent, as shown in Table 12. The R<sup>2</sup> score of 0.540 indicates that 54.0 percent of the employee's performance can be described by job involvement and work attitude, with the remaining 46.0 percent explained by characteristics not investigated in this study. The standard Error of the Estimate and adjusted R Square 0.511 are two methods for calculating the variation of the anticipated value. The value of the Standard Error of the Estimate is 1.43181. The lower the Standard Error of the Estimate value, the better.

### **The Impact of Work Involvement and Work Attitude on Employee Performance is discussed.**

The findings of the work involvement research have a positive and significant impact on the performance of Serba Jadi Sub-District Office employees in Serdang Bedagai Regency, North Sumatra, as evidenced by partial hypothesis testing results with tcount (2.494) > ttable (1.69389) and a significance value of 0.005 < 0.18. These findings show that the work participation component has a significant impact on employee performance. Employees with a high level of work participation are defined by a strong psychological commitment to the work they do and a strong belief in their capacity to finish it (Robbins, 2014).

Serba Jadi Sub-District Office staff in Serdang Bedagai Regency, North Sumatra, have a favorable and significant impact on their performance. Work attitude, according to Robbins and Judge (2016), is an evaluative statement made toward objects, individuals, or events that is either positive or negative. Work attitude entails a sense of responsibility for one's work as well as a dedication to the organization. tcount (1.748) > ttable (1.69389) and a significance value of 0.109 > 0.05 are the results of partial hypothesis testing. The impact of work involvement and attitude on the Serba Jadi Sub-District Head Office's performance in the Serdang

Bedagai Regency, North Sumatra. The Fcount value is 18.772 and the significance level is 0.01. When simultaneously testing the hypothesis (F test), the Fcount value is 18.772 and the significance level is 0.01. Work involvement has a stronger influence on employee performance, according to multiple linear regression analysis, with a regression coefficient value of 0.324, which is higher than the regression coefficient value of work attitudes and work involvement.

## **CONCLUSION**

1. Work involvement has a positive and significant effect on the performance of the Serba Jadi Sub-District Office, Serdang Bedagai Regency, North Sumatra.
2. Work attitude has a positive and significant effect on the performance of the Serba Jadi Sub-District Office employees, Serdang Bedagai Regency, North Sumatra.
3. Work involvement and work attitude have a positive and significant effect on the performance of the Serba Jadi Sub-District Office employees, Serdang Bedagai Regency, North Sumatra.

## **RESEARCH LIMITATIONS**

There are theoretical constraints and research phenomena in Limitations of Research on Involvement and Work Attitudes on Employee Performance at the Sub-District Head Office Serdang Bedagai, North Sumatra. Future researchers should be able to contribute to and complete theories, as well as investigate study phenomena that are more observant in offering the research's perfection.

## **RESEARCH IMPLICATIONS**

Training programs that develop knowledge and abilities can be used to improve employee involvement, attitude, and performance on the job. Because employees who are totally involved with their work will be able to fulfill organizational goals, the program can incorporate numerous abilities linked to executing tasks, addressing difficulties, and understanding each task according to their particular fields.

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