

Work Involvement, Work Attitude, Discipline and Commitment to Employee Productivity Office Regional Revenue Agency Labuhanbatu Regency

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Abstract

This study aims to analyze work involvement, disciplined work attitude and commitment to employee productivity at the Regional Revenue Agency Office of Labuhanbatu Regency. This type of research is quantitative. In this study, the population was 90 employees of the Regional Revenue Agency Office of Labuhan Batu Regency. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Since the number of employees of the Labuhanbatu Regency Regional Revenue Agency is 90 people (less than 100 people), all employees are taken as objects of research. The analysis used is multiple linear regression. Observation, documentation and questionnaires using a Likert scale is a data collection technique used in this study. The multiple linear regression equation is as follows: $Y=1,337+0,385X1+0,209X2 +0,256X3+0,733X4$. Table 6 explains that the B value on work involvement (B1) is 0.385. The value of work attitude (B2) is 0.209. Discipline value (B3) is 0.256. The commitment value (B4) is 0.733, and the constant value (a) is 1.337. The description of the multiple linear regression equation shows that the variables of work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) have a positive direction coefficient on employee productivity. The value of Fcount is $27.571 > Ftable 2.48$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) simultaneously have a positive and significant effect on employee productivity (Y). The value of R Square from the analysis of the coefficient of determination of 0.565 means that work productivity can be explained by the variables of work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) of 56.5%, while the remaining 43.5% can be explained by other variables not examined in this study.

Keywords

work discipline; work involvement; work attitude; discipline commitment; employee productivity



I. Introduction

Office Labuhanbatu Regency Regional Revenue Agency is the executor of government affairs in the field of regional income. Based on the pre-survey observations, the researcher observed that the work involvement of employees in the office Labuhanbatu Regency Regional Revenue Agency is still low, indicated by there are still employees who are late to the office, employees often leave the place during working hours for activities outside the office,

after break time there are still many employees who are not yet in place to return to work, the process of disposition of letters is often late so that the process follow-up is also hampered and the completion of work is not on time. This shows that employee work involvement is still not optimal and effective. Work engagement is defined as an emotional state characterized by passion, dedication, and absorption (Admasachew and Dawson, 2011; de Beer, 2014). In addition, work engagement is related to the individual's ability to distribute work properly and correctly (Chen and Peng, 2019; Huertas-Valdivia et al., 2019). Work engagement is the development and various responsibilities of the work carried out by building relationships, respecting each other and remaining faithful to the principles (Sipe and Frick, 2015;). According to Kanungo quoted by Latifah (2018), the indicators of work involvement are: (1). Actively participate in work, (2). Prioritizing Work, (3). Work is important for self-esteem.

Employees or employees in carrying out their roles in an organization have a variety of work attitudes or behaviors where they work. Between one employee and another, there is no similarity in appreciating the work attitude for the implementation of every work done. Work attitudes contain positive or negative evaluations that a person has about aspects of their work environment. In the science of human resource management, most of the research focused on three attitudes namely job satisfaction, job involvement and organizational commitment. Work attitude is one of the important indicators in increasing employee productivity. Work attitude is very important because it shows how much the organization pays attention to employees. The existence of a good employee work attitude towards the organization will encourage employees to work better. Other phenomena or problems related to employee work attitudes based on researcher observations are focused on the individual work behavior of employees who are less able to build relationships with other employees at work. Employees tend to be closed and only think about their respective jobs. There are also employees who are less able to control their emotional attitudes so that employees who are not able to manage their attitudes well. Employees tend to be closed and only think about their respective jobs. There are also employees who are less able to control their emotional attitudes so that employees who are not able to manage their attitudes well. Employees tend to be closed and only think about their respective jobs. Work attitude is also a reflection of a person's belief in the work he does (Gomendio, 2017). According to Pitriyanti and Halim (2020), work attitude employee has indicators which include: (1). Working Conditions (2). Supervisory Supervision (3). Cooperation from co-workers (4). Willingness (5). Security (6). Work Facilities.

Kempa and Chaterine (2016) suggest that employee work discipline can affect employee productivity because employees who have high work discipline will be able to achieve a good level of work productivity. Octorend (2015), states that discipline is an effort to move employees to obey and follow the rules and responsibilities imposed by the organization on the individual itself. Discipline is also defined as the knowledge and readiness of a person to obey and follow the provisions of a company or organization with applicable social values, such as employees who always come and go home on time according to working hours and do all their tasks well (Liyas and Primadi, 2007). 2017). Discipline is essentially the ability to control oneself in the form of not doing inappropriate actions and supporting something that has been created. Some experts argue that the notion of work discipline is a management action to enforce organizational standards (Octorend, 2015; Lemon and Palenchar, 2018;). An employee will carry out his duties and work effectively and efficiently if employee productivity can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017) which consisted of (1). Punctuality, (2). Using office equipment

properly, (3). High responsibility, (4). Compliance with office rules Some experts argue that the notion of work discipline is a management action to enforce organizational standards (Octorend, 2015; Lemon and Palenchar, 2018;). An employee will carry out his duties and work effectively and efficiently if employee productivity can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017) which consisted of (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules Some experts argue that the notion of work discipline is a management action to enforce organizational standards (Octorend, 2015; Lemon and Palenchar, 2018;). An employee will carry out his duties and work effectively and efficiently if employee productivity can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017) which consisted of (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules An employee will carry out his duties and work effectively and efficiently if employee productivity can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017) which consisted of (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules An employee will carry out his duties and work effectively and efficiently if employee productivity can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017) which consisted of (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules

Organizational commitment is needed as an indicator of employee productivity, commitment includes work involvement. Commitment from employees is important, because the impact is on tardiness, absenteeism, the desire to change jobs, and labor turnover. Factors that influence commitment to the organization include individual characteristics, job characteristics, and work experience. Organizational commitment itself has three components, namely a person's strong belief in and acceptance of organizational goals, a person's willingness to work hard for the organization, and a person's limited desire to maintain membership. Work commitment is defined as the moral responsibility of an employee to his organization, so that in every organizational activity, employees work responsibly, work hard, totally and thoroughly, and dare to take risks (Al-Sada, et al., 2017). According to Luthans (2016), organizational commitment is a strong desire to remain as a member of the organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of values towards organizational goals. Commitment in a general sense is an agreement, when an employee has become part of an organization, then he should keep the agreed contract, such as carrying out obligations in accordance with the attached provisions (Lambert, et al., 2020). According to Robbins and Judge (2011) organizational commitment is the involvement of an employee to identify a particular organization with the goal and desire to maintain membership in the organization. Organizational commitment can also be described as a state of an employee who is willing to carry out organizational tasks and wants to maintain his position in the organization, (Chai et al., (2017). Griffin, (2015) adds that organizational commitment is an attitude that reflects an individual recognizes and is bound by The commitment indicators according to Gopinath, (2020) consist of (1) Commitment to the company (2) Commitment to work (3) Commitment to the work team. This means that there is positive and significant effect from organization communication variable toward organizational commitment, in which improved organization communication would improve organizational (Syakur, 2020). According to Robbins and Judge in Edward (2020), organizational commitment is the level at which a worker identifies an organization, its goals and hopes to remain a member. Fawzy, et al. in Mansaray (2020)

perceived that every organisation must implement market positioning strategies to achieve competitive advantage and become a top performer in its operations.

Work productivity can be defined as knowledge and also input internally by the leadership to employees or workers in an organization by knowing the size of work productivity through the final result of a job (Palvalin, 2017; Reinhardt et al., 2011). Butt et al. (2018) defines worker productivity as knowledge which is described by the efficiency of workers in using the knowledge they have as a form of effective decisions and improvising based on task knowledge. Work productivity is a satisfaction that is directly expected by the leadership of the company or organization. (Halkos and Bousinakis, 2017). According to Zahari and Ubaidillah (2017), an employee productivity can be achieved if indicators of employee productivity can be implemented, which include: (1). Ability, (2). Improve the results achieved, (3). Work Spirit, (4). Self Development, (5). Quality, (6). Efficient.

II. Research Methods

This type of research is quantitative, the place of this research is the Office of Labuhanbatu Regency Regional Revenue Agency on Jalan Gose Gautama, No. 96, Ujung Bandar, South Rantau District, Labuhanbatu Regency, and North Sumatra Province. In this study, the population is Office employees Labuhanbatu Regency Regional Revenue Agency as many as 90 people. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Due to the number of office employees Regional Revenue Agency of Labuhan Batu Regency as many as 90 people (less than 100 people), then all employees are taken as objects of research. The analysis used is multiple linear regression. Observation, documentation and questionnaires using a Likert scale is a data collection technique used in this study.

III. Discussion

3.1 Results

The validity test of the research variables has significant criteria > 0.5 . The validity test in this study was carried out on 30 samples outside the research sample namely at the Regional Revenue Agency Office of Labuhanbatu Regency. Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The results of the validity test in this study can be contained in Table 1:

Table 1. Validity Test Results

Indicator	Total Correlation	Sig Criteria	Description
Actively participate in work	,890	0.5	Valid
Prioritize work	,748	0.5	Valid
Work is important for self-esteem	,803	0.5	Valid
Working conditions	,560	0.5	Valid
Supervision of superiors	,608	0.5	Valid
Cooperation from coworkers	,735	0.5	Valid
Will	,705	0.5	Valid
Security	,578	0.5	Valid

Indicator	Total Correlation	Sig Criteria	Description
Work facilities	,653	0.5	Valid
Punctuality	,613	0.5	Valid
Use office equipment properly	,871	0.5	Valid
High responsibility	,891	0.5	Valid
Compliance with office rules	,853	0.5	Valid
Commitment to the organization	,880	0.5	Valid
Commitment to work	,833	0.5	Valid
Commitment to the work team	,807	0.5	Valid
Ability	,875	0.5	Valid
improve the results achieved	,800	0.5	Valid
Spirit at work	,632	0.5	Valid
Self-development	,749	0.5	Valid
Quality	,810	0.5	Valid
Efficient	,623	0.5	Valid

Description: *Sig Criteria < 0.5
Source: Research Results, 2022.

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6.

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Work Engagement	,831	Reliable
Work attitude	,756	Reliable
Discipline	,818	Reliable
Commitment	,843	Reliable
Employee Productivity	,788	Reliable

Description: *Criteria CA > 0.6.
Source: Research Results, 2022

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is contained in Table 3 One-Sample Kolmogorov-Smirnov Test following:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.54141895

Most Extreme Differences	Absolute	.046
	Positive	.041
	negative	-.046
Test Statistics		.046
asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.
b. Calculated from data.
Description: *p> 0.05.
Source: Research Results, 2022

Table 3 normality test results on onesamplekolmogorov-smirnov has a significance value of 0.200 with a significance value > 0.05. So it can be concluded that the normality test in this study is normally distributed. The following is a normality test using the Histogram graph contained in Figure 1:

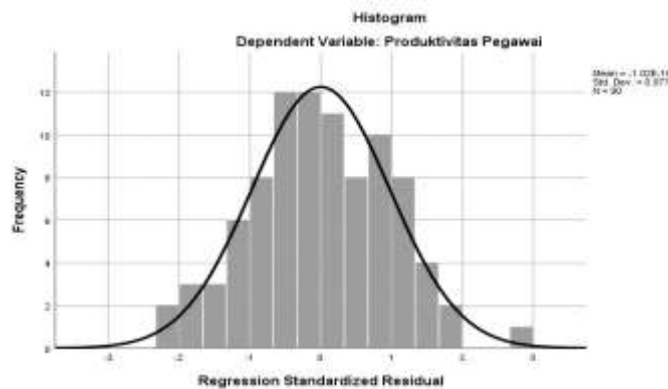


Figure 1. Histogram
Source: Research Results, 2022

Figure 1. Histogram analyzes that the research data has shown a normal curve that forms a perfect concave. The results of the next analysis can be carried out using the multicollinearity test, which is contained in Table 4:

Table 4. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	1.337	2,309			
Work Engagement	.385	.152	.195	.860	1.163
Work attitude	.209	.083	.213	.713	1,402
Discipline	.256	.097	.207	.835	1.197
Commitment	.733	.140	.431	.760	1.315

a. Dependent Variable: Employee Productivity
Description: *p< 0.05.
Source: Research Results, 2022.

Table 4 shows that the three independent variables have a VIF value < 10 and a value tolerance > 0.1 which means that the data in this study did not experience multicollinearity.

Classical assumption testing with heteroscedasticity test in this study can be contained in Figure 2:

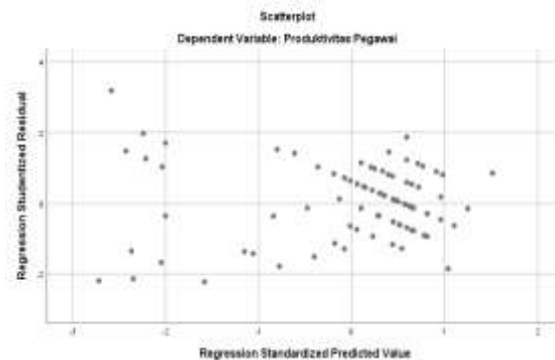


Figure 2. Scatterplot Graph
Source: Research Results, 2022

Based on Figure 2, it can be stated that the data from this study spread above and below the number 0 on the Y axis, and did not form a clear pattern, thus it was stated that the data did not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

Table 5. Results Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error		Tolerance	VIF
1					
	(Constant)	1.337	2,309		
	Work Engagement	.385	.152	.195	.860
	Work attitude	.209	.083	.213	.713
	Discipline	.256	.097	.207	.835
	Commitment	.733	.140	.431	.760

a. Dependent Variable: Employee Productivity

Description: *p< 0.05

Source: Research Results, 2022

Based on Table 5. the following multiple linear regression equation is obtained: $Y=1,337+0,385X_1+0,209X_2 +0,256X_3+0,733X_4$. The B value on work involvement (B1) is 0.385. The value of work attitude (B2) is 0.209. Discipline value (B3) is 0.256. The commitment value (B4) is 0.733, and the constant value (a) is 1.337. The description of the multiple linear regression equation shows that the variables of work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) have a positive direction coefficient on employee productivity.

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) partially on the dependent variable, namely employee productivity (Y). The equation for determining the ttable value can be used as follows: $df = nk-1 = 90-4-1 = 85$. After being calculated using this equation, the ttable value is 1.6629. The results of the t test can be loaded in Table 6:

Table 6. T Test Results

Model		Unstandardized		Standardize	t	Sig.
		Coefficients		d		
		B	Std. Error	Beta		
1	(Constant)	1.337	2,309		.579	.564
	Work Engagement	.385	.152	.195	2.525	.013
	Work attitude	.209	.083	.213	2,519	.014
	Discipline	.256	.097	.207	2,645	.010
	Commitment	.733	.140	.431	5.252	.000

a. Dependent Variable: Employee Productivity

Description: *p< 0.05

Source: Research Results, 2022

In Table 6, it can be seen that the results of the regression analysis obtained a t value of $2.525 > t$ table 1.6629. This means that the work involvement variable (X1) has a positive effect on the employee productivity variable (Y). The significant value is $0.013 < 0.05$, which means that the work involvement variable (X1) has a significant effect on the employee productivity variable (Y). Based on the results of the regression analysis, the t-count value was $2.519 > t$ table 1.6629. This shows that the work attitude variable (X2) has a positive effect on the employee productivity variable (Y). The significant value is $0.014 < 0.05$, which means that the work attitude variable (X2) has a significant effect on the employee productivity variable (Y). The results of the regression analysis obtained the t count value of $2.645 > t$ table 1.6629, which means that the discipline variable (X3) has a positive effect on the employee productivity variable (Y). The significant value is $0.010 < 0.05$, which means that the discipline variable (X3) has a significant effect on the employee productivity variable (Y).

The F test was conducted to test the independent variables, namely work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) simultaneously having a significant relationship or not to the dependent variable, namely employee productivity (Y). As for determining the value of Ftable, the following equation can be used: $df = k; n - k = 4; 90 - 4 = 4; 86$. After being calculated using this equation, $F_{table} = (4; 86)$ then the value of Ftable is 2.48. The results of the F test in this study can be contained in Table 7:

Table 7. F. Test Results

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	274.361	4	68,590	27,571	.000b
	Residual	211.462	85	2,488		
	Total	485,822	89			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Commitment, Job Involvement, Discipline, Work Attitude

Description: *p< 0.05

Source: Research Results, 2022

Table 7 shows the Fcount value of $27.571 > F_{table} 2.48$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that work involvement (X1), work

attitude (X2), discipline (X3) and commitment (X4) simultaneously have a positive and significant effect on employee productivity (Y). The test results The coefficient of determination in this study was conducted to analyze the contribution of the influence of the independent variables, namely work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) to the dependent variable, namely employee productivity (Y). The test results with the coefficient of determination can be contained in Table 8:

Table 8. Coefficient of Determination Test Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.565	.544	1,577

a. Predictors: (Constant), Commitment, Job Involvement, Discipline, Work Attitude

b. Dependent Variable: Employee Productivity

Description: *p< 0.05

Source : Research Results, 2021.

Table 8 shows that the R Square value from the analysis of the coefficient of determination is 0.565, meaning that work productivity can be explained by the variables of work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) of 56.5%, while the rest is 43.5% can be explained by other variables not examined in this study.

3.2 Discussion

The results of the regression analysis obtained the t-count value of 2.525 > t table 1.6629, this proves that the work involvement variable (X1) has a positive effect on the employee productivity variable (Y). Then the significant value is 0.013 <0.05, which means that the work involvement variable (X1) has a significant effect on the employee productivity variable (Y). The results of this study are in accordance with the results of previous research conducted by Dewi (2016) which states that work involvement has a positive and significant effect on employee productivity. Based on the results of the regression analysis, the t-count value was 2.519 > t table 1.6629, which indicates that the work attitude variable (X2) has a positive effect on the employee productivity variable (Y). The significant value is 0.014 < 0, 05 which means that the work attitude variable (X2) has a significant effect on the employee productivity variable (Y). This indicates a previous study by Pitriyani (2020) which stated that work attitudes had a positive and significant effect on employee productivity.

The results of the next regression analysis obtained t arithmetic value of 2.645 > t table 1.6629 which proves that the discipline variable (X3) has a positive effect on the employee productivity variable (Y). Then the significant value is 0.010 <0.05, which means that the discipline variable (X3) has a significant effect on the employee productivity variable (Y). The results of previous studies that are in accordance with research are research conducted by Dewi (2016) which states that discipline has a positive and significant effect on employee productivity.

The t-count value is 5.252 > t-table 1.6629 indicating that the commitment variable (X4) has a positive effect on the employee productivity variable (Y). Then the significant value is 0.000 <0.05, which means the commitment variable (X4) has a significant effect on the employee productivity variable (Y). The results of this study are in accordance with the results of previous research conducted by Augustine (2015) which states that commitment has a positive and significant effect on productivity. The value of Fcount in this study is 27.571 > Ftable 2.48 with a significance value of 0.000 <0.05. From these results, it can be

concluded that work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) simultaneously have a positive and significant effect on employee productivity (Y). The value of R Square from the analysis of the coefficient of determination of 0.565 means that work productivity can be explained by the variables of work involvement (X1), work attitude (X2), discipline (X3) and commitment (X4) of 56.5%, while the remaining 43.5% can be explained by other variables not examined in this study.

IV. Conclusion

1. Work Involvement has a positive and significant effect on Office employee productivity Labuhanbatu Regency Regional Revenue Agency
2. Work Attitude has a positive and significant effect on Office employee productivity Labuhanbatu Regency Regional Revenue Agency
3. Discipline has a positive and significant effect on Office employee productivity Labuhanbatu Regency Regional Revenue Agency
4. Commitment has a positive and significant effect on Office employee productivity Labuhanbatu Regency Regional Revenue Agency
5. Work Involvement, Work Attitude, Discipline and Commitment simultaneously have a positive and significant effect on the productivity of office employees Labuhanbatu Regency Regional Revenue Agency

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