

A Personal Working Attitude at Private Universities in Medan, North Sumatra, Indonesia

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Abstract: *It is good to work very hard...but it is not good enough! If that sweat and toil is not giving you the results you need then it has very little value. Try this definition of good performance...Doing (A) - the right activities. Getting (R) - the right results. Using (i) the right intentions, purpose, motivation etc. This is helpful because it is all about doing the right things and having the right approach. Lucky people can get good results...but not perform well. People can be unlucky (a product they are selling gets recalled) but demonstrate outstanding performance. You cannot simply judge people's performance on sales results, production targets, click rates or staff turnover - judge performance on what they do and why they do it...in addition to the results they get. A personal working attitude does not affect the performance of the employees. This is because the educational staffs in most of universities in Medan City show that there are still many educational staff who refuse to change the culture within the organization*

Keywords: *person; working attitude; private university; Medan*

I. Introduction

Performance of employee is the result of a complex process, the personal self employee (internal factor) and strategic efforts of the company. Internal factors such as motivation, goals, expectations and others, while examples of external factors are the physical and non-physical environments of the company (Luthans, 2006). Good performance is certainly a hope for all companies and institutions that employ employees, because the performance of these employees in the end is expected to improve the overall performance of the company. Managing by providing facilities and infrastructures which strive to create a work environment and a conducive working climate that can encourage employees to always innovate and be creative, including creating a fair system and flexible structure with clear, humane divisions of tasks, authority and responsibility, taking care of employee and his efforts in achieving his career goals. It is important for companies to make employees feel comfortable with their work and work environment so that they can achieve the best performance. In work, the working environment directly affects the work attitude and determine employee performance. The pleasant working environment makes a positive employee attitude and gives the impetus to work more diligently and better. Conversely, if the environment situation is not fun they tend to leave the environment.

II. Methodology

The meaning of attitude is a determinant of behavior because both are related to the perception of personality, feelings and motivations. Attitude is a mental state that is studied and organized through experience, to produce a specific effect on an individual's response to other related people, objects and situations (Ivancevich et al., 2007). Attitude is an intrinsic part of a person's personality that can be learned and can be changed (Petty et al., 2002; Ryan et al., 1999). One of the theory suggests that people seek compatibility between faith and their sense to the object and state that attitude modifications can be made by changing the side feeling or belief (Roe and Ester, 1999). The theory argues that cognitive, affective and behavioral determine the attitude and that attitude is finally determined the cognitive, affective and behavior. A component of cognition is what people know about themselves and their environment. Cognition component consists of individuals' perceptions, opinions, and beliefs that refer to the thinking process with particular emphasis on rationality and logic (Roe and Ester, 1999). A critical element of cognition is evaluative belief which is held by a person, and can be manifested in the form of personal's impression against an object. Affection is the emotional component of attitudes which is often learned from parents, teachers and members of the working group. Affection is part of the attitude associated with certain feelings on people, group, or situation (Roe and Ester, 1999). Meanwhile the behavioral component of attitude refers to the tendency of a person to act in a certain way to the object (Roe and Ester, 1999).

Leon Festinger suggests the cognitive dissonance theory which refers to each inconsistencies of someone in feeling two or more personal's attitude or between behavior and attitudes (Ivancevich et al., 2007). Festinger (Ivancevich et al., 2007) states that any form of uncomfortable inconsistency is for someone will ask the person to reduce dissonance (conflict). Although cognitive dissonance theory helps to understand how individual tries to understand the environment, but the theory does not predict what people will do to reduce or

eliminate the dissonance (Ivancevich et al., 2007). The cognitive dissonance theory has many practices of managerial applications to motivate and is a basic theoretical for what is known as the equity of motivation theory (Ott, 1996). Equity of motivation theory talks about predictions that employees pursue a balance between their investments and awards earned from their work. For example, if an employee feels that other employees are paid more for the same productivity level, the employee will be motivated to ask for an increase or decrease the productivity level, or even look for another job. Attitude has a causal relationship with behavior that is an attitude owned by the individuals to determine what they are doing. The attitude which is considered important by the individual tends to show a strong correlation with the behavior. The more specialized the attitude and the behavior of the more special, the stronger the relationship between the two is. The discrepancy between attitudes and behavior likely arises when social pressure to behave in certain ways to have extraordinary powers (Ivancevich et al., 2007). Based on that it can be said that attitude influences the individual decisions. An attitude comes from various sources, can be measured, can change and can be influenced by the individuals experience from various environments.

Attitude is an evaluative statement either pleasantly or unpleasantly towards an object, individuals and events (Ivancevich et al., 2007). This reflects how the individual's feeling about something. Attitude is a product of the socialization process in which a person acts with stimulus he receives (McGuire and William, 1995). Attitude is the lasting effect that is felt to an object. The effect can be positive or negative, good or bad. A positive attitude makes someone closer to the object, on the contrary the negative attitudes cause people avoid the object (Newcomb et al., 1981). Attitude helps the individual to determine how people view the situation and decide how the individual behaves to a situation or object. Humans relate to other people or objects in a society with a complex attitude. Attitude has three interrelated components:

- 1) Cognitive component is an attitude in perceptions oriented thinking, values and judgment of a matter. Cognitive involves thinking processes, rationality, logical and evaluative beliefs. Cognitive component contains a person's belief about something which is valid or corrector the attitude object. When trust is shaped, it will be the basis of a person's knowledge about something that is expected of a certain object.
- 2) Affective components relates to the personal's subjective emotional against an object, in which someone reacts by using emotions in dealing with other people or objects.
- 3) Behavior component is a tendency to do things according to feelings and beliefs. Someone's confidence over something affects the way to act.

The formation of attitude does not come from something inherited genetically, but it is a matter which is formed through the experience. Attitude forms set of mental that affect how the individual sees something different so that it impacts on the perspective and judgment of the surrounding environment and is able to influence behavior. An individual who has a positive attitude toward an object will push him to the positive behavior and leads to support his attitude. Likewise, a person who has a negative attitude toward an object will show negative behavior towards that object. Robbins (1996) states that attitude is important because it affects a person's work. Work attitude is defined as a fundamental evaluation of a person's work experience that refers to a variety of employee's personal views about the work that lead to workplace behavior (Harrison et al., 2006). Professional individuals are those who have the strength and long-term commitment of his skills, job and profession. A professional has a loyalty to his profession more than to the other individuals such as colleagues or leaders (Robbins, 1997). The relationship between the attitude of the group and the performance can be different from the relationship that measured at the individual level for several reasons. Variations in attitudes among workers in an organization do not provide evidence of variation degree in the attitude of the entire organization, or the relationship between attitudes and performance in the organization even when the performance of employees in the organization exceeds the employee's performance elsewhere. Their policy like rating scale can generate distribution of performance ratings in two similar organizations. In addition, the evaluation supervisor of individual performance level may not reflect the interdependencies in the work process or the role of behavior improves the productivity of others which can be important determinants of organizational performance. There are several types of attitudes towards the work which is concerned with the behavior of employees in the workplace like work satisfaction, work involvement, and organizational commitment.

- 1) Work satisfaction is one of important elements in the aspect of individual attitudes toward the overall performance. Someone who has a high level of work satisfaction has a positive attitude towards the performance while someone who is not satisfied with the work has a negative attitude (Robbins, 2002). Managers need to seek to generate a group of workers who received work satisfaction within the organization and can generate a productive worker.
- 2) Work involvement is how far the individual role and his interests in the work. The workers who have high work involvement phase is often associated with serious attention to the type of work performed.

- 3) Commitment to the organization is a situation where the workers associate themselves with the organization and have a loyal sense towards the organization (Robbins, 2002). Commitment to the organization can be realized through the behavior of full individual involvement on the work, has a satisfaction and can produce high achievement.

The most popular method of attitude measurement is through attitude surveys (Simpson, 2002). Attitude survey is an attempt to get a response from employees through questionnaires about their feelings towards work, teamwork, supervisor and organization. The value of individual attitude is obtained by accumulating the responses to the questions questionnaire. These values are then averaged for the working group, team, department, division or organization as a whole (Simpson, 2002). Managers need to conduct employee surveys at regular intervals so that the managers can detect the problems and implement the necessary steps for change. To change one's attitude, it needs skill to address the personals' cognitive and emotional components. It can be done by using one of the approaches that challenge the personal's behavior to provide new information. Provide new information is one method to change attitudes and behavior.

The attitude transformation takes time, energy, and commitment. Managers need to understand that attitude change takes time and should not set unrealistic expectations for rapid change (Moore, 2003). Attitudes are formed over a lifetime through the process of individual socialization. Individual socialization process includes the values formation and beliefs during childhood, is influenced not only by the family, religion, and culture, but also by socio-economic factors. This socialization process affects one's attitude toward his work or related behavior. Open communication creates an environment where employees feel safe to express dissent, and their opinions are respected. Each person has an attitude, either positive or negative, and helps workers realize their full potential which requires efforts. Environmental factors can affect the work of three attitude components in which the stimulus trigger the cognition (mind), affection (emotional), and behavior. In essence, the stimulus produces attitudes formation which leads to one, or more responses. Sometimes there is a mismatch between attitude and behavior. This is often called cognitive dissonance. The theory component of cognitive, affective, and behavior as a determinant of attitudes which has important implications for the individual, where the individual must be able to demonstrate a positive contribution to the organization more than the negative side. Through the development of a positive attitude toward organizations and work, individuals can achieve effectiveness.

III. Discussion

Working attitude (with notation = X_3)

Work attitude is a combination of complex things concerning the personality, beliefs, values, behaviors, and motivations. Attitude has three interrelated components namely:

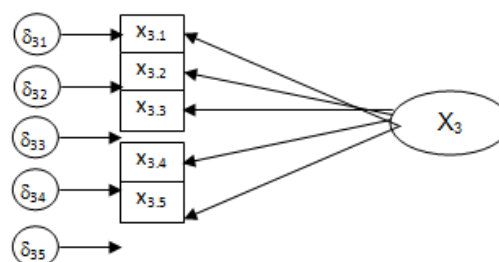
- a. Cognitive component (thinking) is an attitude in the shape of perceptions oriented thinking, values and assessment of towards cases which involve thinking process, rationality, logical and evaluative beliefs.
- b. Affective component (emotional) in which we react by using emotions in dealing with other people or other objects
- c. Behavioral component is a tendency to do things according to feelings and beliefs.

The measurement of good or bad attitude of an employee (educational staff) is measured by using these indicators (Robbins, 1996):

- a. Logic level thinking) ($x_{3,1}$)
- b. Systematic in the act ($x_{3,2}$)
- c. Sceptivity ($x_{3,3}$)
- d. Rationality ($x_{3,4}$)
- e. Sensitivity to the environment ($x_{3,5}$)

The definition of this operational variable can be described in the form of the conceptual model of analysis confirmatory as follows:

Figure.1 Analysis Confirmatory of Work Attitude Variable



Source: Results of data processing (2015)

While the measurement model for each indicator of variable measurement $X_3 = \square_3$ is:

$$\begin{aligned} X_{31} &= \square_{X_{31}} \cdot \square_{\square_3} + \square_{\square_{31}} \\ X_{32} &= \square_{X_{32}} \cdot \square_{\square_3} + \square_{\square_{32}} \\ X_{33} &= \square_{X_{33}} \cdot \square_{\square_3} + \square_{\square_{33}} \\ X_{34} &= \square_{X_{34}} \cdot \square_{\square_3} + \square_{\square_{34}} \\ X_{35} &= \square_{X_{35}} \cdot \square_{\square_3} + \square_{\square_{35}} \end{aligned}$$

Population and Sample

Another important thing in research is to determine who will be the target or the source of the measurement data. All objects, things, people or anything plastered by the variable to be measured can be categorized as a population. In other words, the entire population is the subject of the research or the total number of units of analysis whose characteristics will be suspected (Qadri, 2005).

Based on such understanding, the population in this study is all academic staffs at the Universities in Medan City. For clearer or certainty of anyone who became members of the population, it is necessary to clarify the characteristics, they are:

- 1) Institutional Characteristics:
The university means here is any colleges, which are managed by private parties in the Medan City.
- 2) Respondents Characteristics:
The research subjects or the respondents or the members of the population are those who legitimately the educators at a university that meet the characteristics of this research. While the characteristics of educational personnel themselves:
 - a. As a legitimate educational personnel, both in status as a permanent employee and private contracts (foundation)
 - b. those who work as educators at the university at least 2 years
 - c. Not in a waiting for retirement period
 - d. Not on long vacation
 - e. Not being exposed to criminal or serving a sentence (sanction).

Based on these criteria, from information obtained it is known that the total number is 1344 personnel.

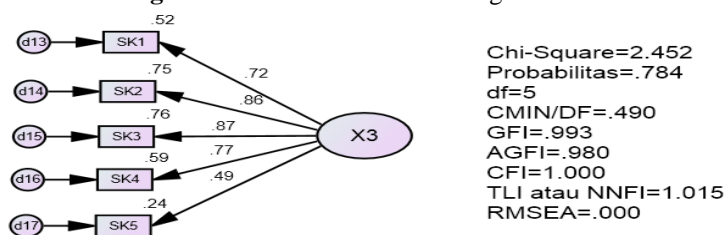
Table.1 Test Result of Validity and Reliability of Work Attitude Variable

Variable	Indicator	Pearson Correlation	Significance	Cronbach's Alpha if Item Deleted
Work Attitude (X ₃)	X _{3,1}	0.834	0.000	0.923
	X _{3,2}	0.881	0.000	0.907
	X _{3,3}	0.788	0.000	0.929
	X _{3,4}	0.960	0.000	0.881
	X _{3,5}	0.926	0.000	0.894

Source: data processing, 2015

Based on the Table 1 above, the significance value of the correlation coefficient from all questionnaire items of work attitude variables shows the significant level (sig) = 0.05. So the work attitude questionnaire is valid and can be used for further research. It is obtained also the values of the Alpha Cronbach from work attitude variable that shows greater than the value of 0.6. Thus the respondents' answers about the work attitude variable are reliable, so that the questionnaire of the work attitude variable is reliable and can be used for further research. In accordance with the initial plan (proposal) that this research is tested by questionnaires. In the tested questionnaire to the 30 samples out of the questionnaire sample of the research, the questionnaires from work attitude variables are valid and reliable so that it can be used for further research. Therefore, at this stage it is conducted the testing of overall validity and reliability to the 145 research samples. The work attitude variables (X₃) are measured by using five indicators that consists of SK1 to SK5. The results of these tests are:

Figure. 2 CFA Model for Working Attitude Variable



Source: Data Processing Result (2015)

Meanwhile the results of goodness of fit model from the measuring instrument of work attitude variable fully can be seen from some of the compliance indices values as shown in below:

Table. 2 Suitability Index of Measuring Instrument Model of Working Attitude Variable

Criteria	Cut off Value	Model Result	Description
Chi-Square	11.070	2.452	Good
CMIN/DF	≤ 2	0.490	Good
Probability	≥ 0,05	0.784	Good
GFI	≥ 0,9	0.993	Good
TLI	≥ 0,9	1.015	Good
CFI	≥ 0,9	1.000	Good
RMSEA	≤ 0,08	0.000	Good

Source: Data Processing Result (2015)

The results of the model fit instrument test for the measurement of the work attitude variable can be concluded that all the required values in modeling have met the requirements of ideal goodness of fit indexes. So the conclusion is that the measuring instrument of the work attitude is unidimensional. Meanwhile the significance level of loading standard coefficient for each indicator in the work attitude variable (X_3) can be seen in below:

Table. 3 Standard Loading Indicator of Work Attitude Variable (X_3)

Indicator	λ	Significance	Construct Reliability
SK1	0.718	.000	0.865
SK2	0.864	.000	
SK3	0.870	.000	
SK4	0.770	.000	
SK5	0.490	.000	

Source: Data Processing Result (2015)

It was obtained information that each measuring indicator of work attitude variable (X_3) has a standard loading value which produces a significance level of ≤ 0.05 , then it can be said that the indicator is valid as a measuring of the work attitude variable (X_3). As well as the construct reliability value > 0.6 . So the conclusion that the measuring instrument of the work attitude is reliable.

Respondents' answers toward the working attitude

Work attitude is the personal characteristic in facing the work that includes the mind to the job, the response toward the job requirements and how someone acts. The merits of of this work attitude can be measured with five indicators which after the measurement results, can be seen in Table 5:17 Figure 5.8

Table. 4 Respondents' answers toward the Work AttitudeBased on the Indicators

Variable	SCORE												Average
	1		2		3		4		5		6		
	f	%	f	%	f	%	f	%	f	%	f	%	
X ₃₁	9	5,2	13,8	59	40,7	28	19,3	21	14,5	8	5,5	145	3,39
X ₃₂	4	2,8	13,8	71	49,0	30	20,7	16	11,0	4	4,8	145	3,32
X ₃₃	8	5,5	9,0	74	51,0	27	18,6	23	15,9	0	0	145	3,20
X ₃₄	5	3,4	7,6	77	53,1	36	24,8	11	7,6	5	3,4	145	3,36
X ₃₅	7	4,8	18,6	60	41,4	36	24,8	13	9,0	2	1,4	145	3,19
X ₃	7	4,8	13,8	75	51,7	20	13,8	17	11,7	6	4,1	145	

Source: Data Processing Result (2015)

1,2..... 6 = scoring scale, from very negative (1) to very positive (6)
 f = frequency = the number of respondents

It can be noted that the respondents generally give a rather negative perception on all indicators from the work attitude variable (X_3) because the total average value is 3.31. Most respondents select a score of 3 (three) or rather negative for logical thinking level indicator ($X_{3,1}$) with a frequency of 59 respondents, or 40.7%, and the total of average value for the indicator ($X_{3,1}$) is 3.39. Most respondents select a score of 3 (three) or rather negative for systematical system indicator in action ($X_{1,2}$) with a frequency of 71 respondents, or 49.0%, and the total of the average value for the indicator $X_{3,2}$ is 3.32. Most respondents select score of 3 (three) or rather negative for indicators of sceptivity ($X_{3,3}$) with a frequency of 74 respondents, or 51.0%, and the total of the average value for the indicator ($X_{3,3}$) is 3.20. Most respondents select a score of 3 (three) or rather negative for the indicator of rationality ($X_{3,4}$) with a frequency of 77 respondents, or 53.1%, and the total of the average value for the indicator ($X_{3,4}$) adalah 3.36. Most respondents select a score of 3 (three) or rather

negative for the indicator of award given ($X_{3,5}$) with a frequency of 60 respondents, or 41.4%, and the total of the average value for the indicator ($X_{3,5}$) is 3.19. This can be explained from the following indicators:

- The relationship between superiors and subordinates who give orders/instructions, the staff are rarely involved in those formal and informal activities, so the care of the educational staff to the university success is low.
- Their lack of understanding about the system and work procedures causes the delay in completing the task

IV. Conclusion

A personal working attitude does not affect the performance of the employees. This is because the educational staffs in most of universities in Medan City show that there are still many educational staff who refuse to change the culture within the organization, especially regarding the development of information technology as an opportunity for the educational staff to learn the improvement.

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