
The Influence of Attitude, Knowledge and Skill on Discipline and its Impact on the Performance of the Employees of the Anambas Islands Transportation Department

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ABSTRACT

The purpose of this research is to find out how the influence of work attitude, work knowledge, and work skills on work discipline and its effect on employee performance. This study uses quantitative analysis with descriptive and verification methods (path analysis) to determine the condition of the variables and the relationship between the variables studied, so as to produce conclusions that will clarify the object of research. The population in this study were all employees at the Anambas Islands Regency Transportation Service, totaling 281 people. Respondents in this study were selected through the Proportional Certified Random Sampling technique and determining the number of samples using the Slovin technique formula. Based on calculations, the sample who became respondents in this study were 80 people. The findings of this study are that partially all independent variables have a significant positive effect. The effect of attitude on employee work discipline is 35.58%, the effect of work knowledge on employee work discipline is 21.72%, the effect of skill on employee work discipline is 29.74%, and simultaneously the total effect of attitude, knowledge and work skills on employee work discipline of 87.04%, while the influence of other variables outside the variables not examined is 12.96%, and the effect of work discipline on employee performance is 78.00%.

Keywords: Attitude, Knowledge, Skills, Discipline, Performance

INTRODUCTION

Human resources are one of the elements of an organization and play a crucial role in organizational activities. Humans, as one of the components of the organization, are the determining resource for achieving the organization's vision and mission. Therefore, human resources must be managed in such a way that they are effective and efficient in achieving the organization's mission and goals.

Human resource management plays an important role in organizations because human resources are the managers of the system. Human resources are both the holders and drivers of every activity or operation of the company in achieving the company's established goals. To achieve the company's goals, the company needs to create high employee performance because the company's success is influenced by the performance of its individuals. Therefore, the company must be able to improve the attitude, knowledge, skills, and work discipline of its employees. This is done so that human resources have attitudes and behaviors that emphasize dedication, honesty, responsibility, discipline, and authority, allowing them to provide services in accordance with the development needs of society.

According to Kasmir, everyone believes that no company can carry out its activities without humans. This means that humans are needed even though their numbers may be minimal, even with advanced technological machines. Humans are placed by God as the most intelligent beings among others. However, the intelligence, characteristics, and behaviors of humans differ from one another. Why is this? It's because humans are indeed created differently, but if they have the same goal, it is easy to manage them even with their differences, as mentioned.

The success of an organization, in this case, a government agency, can be achieved by improving the performance of its employees. Performance is the work output achieved by an individual according to their role or tasks within a specific period, which is related to certain standards or values set by the organization where the individual works. Employees with high performance make a significant contribution to the organization. Low levels of employee competence and skills will negatively impact productivity and the employee's own performance, as well as the survival of the company/agency. This demands that every

company leader be able to improve employee performance in various ways.

Without high work achievements or high employee performance, work may be poorly executed by employees, which can hinder the company's goal achievement efforts. Good employee performance can be achieved through the provision of strong attitudes, knowledge, and job skills within employees, as well as the implementation of high discipline.

Similarly, in the Transportation Department of the Kepulauan Anambas Regency, high employee performance is expected. It can be said that the performance of an employee is either good or not. Based on a brief interview and preliminary survey conducted by the researcher with the Head of Personnel, he explained the conditions and problems related to human resources, including the ineffective management mechanism of data in each work unit. The problems experienced by the Transportation Department of the Kepulauan Anambas Regency can be seen in the performance record results from January to December 2016 to 2020.

The performance of employees in the Transportation Department of the Kepulauan Anambas Regency fluctuated from 2016 to 2020. In 2016, the performance was categorized as "good" with an achievement score of 90.20%, represented by grade B. However, in 2017, the performance declined, categorized as "less satisfactory" with an achievement score of 65.40%, represented by grade D. In 2018, it improved to a "satisfactory" category with an achievement score of 71.34%, represented by grade C. In 2019, there was a decline in performance compared to the previous year, with an achievement score of 70.88%, still within the "satisfactory" category. In 2020, there was an improvement in performance with an achievement score of 78.90%, still within the "satisfactory" category.

The data provided by the Transportation Department indicates that the employee performance in the Kepulauan Anambas Regency Transportation Department has not yet reached the target of an "excellent" grade. It can be said that the performance of the Transportation Department of the Kepulauan Anambas Regency is not optimal, which means that the department's expectations do not align with the goals set, and this can hinder the department from achieving its objectives.

Therefore, paying attention to employee performance is essential for every department, including the Transportation Department of the Kepulauan Anambas Regency.

The author believes that the secondary data provided by the department is insufficient, so it is used as a basis for conducting further research. As instructed by the supervisor to get an overview of employee performance in the Transportation Department of the Kepulauan Anambas Regency, the author conducted a preliminary survey by distributing questionnaires to 30 randomly selected employees as respondents.

In 2020, the absenteeism rate of employees in the Transportation Department of the Kepulauan Anambas Regency was 36%. This means that the absenteeism rate of employees fluctuated, with the highest absenteeism rate in 2019 at 39% and the lowest in 2016 and 2017 at 31%.

In this regard, employee discipline also reflects their attitude, knowledge, and skills in work. As seen from the absenteeism table above, the relationship between discipline and performance is not effectively established. Employees who are less disciplined may receive reprimands from their superiors, but there are still employees who disregard these reprimands and continue to make mistakes.

According to Hasibuan, good work discipline means that employees comply with regulations, such as arriving on time, being orderly and organized, dressing neatly, handling work equipment carefully, following the company's work methods, and having a high sense of responsibility. However, in reality, not all employees in the Transportation Department of the Kepulauan Anambas Regency have good discipline. Some employees arrive late, leave early without notification, and fail to meet the requirements of good discipline.

The results of the preliminary survey indicate that work discipline among employees in the Transportation Department of the Kepulauan Anambas Regency is still low, with an average score of 69% out of the targeted 100% set by the department. This can be observed from the dimensions of compliance with time and compliance with company regulations, where employees do not always adhere to time rules such as work hours, break times, and quitting times. Moreover, in terms of complying with company regulations, the majority of employees do not consistently

adhere to the rules. It can be concluded that the employees' lack of discipline regarding time and company regulations prevents them from completing their work on time, thus hindering them from achieving the targets.

METHODS

Dalam penelitian ini, penulis menggunakan analisis kuantitatif dengan metode deskriptif dan verifikatif, untuk mengetahui kondisi variabel dan hubungan antara variabel yang diteliti, sehingga menghasilkan kesimpulan yang akan memperjelas tentang obyek penelitian.

Penelitian kuantitatif adalah penelitian yang berlandaskan pada filsafat positivisme, digunakan untuk meneliti populasi atau sampel tertentu, pengumpulan data menggunakan instrumen penelitian, analisis data bersifat kuantitatif/statistik, dengan tujuan untuk menggambarkan dan menguji hipotesis yang telah ditetapkan (Sugiyono, 2018:15). Sedangkan Sialen (2018:18) mengungkapkan bahwa penelitian kuantitatif adalah prosedur penelitian yang menghasilkan data berupa angka-angka dan umumnya dianalisis dengan menggunakan statistik deskriptif atau inferensial.

Metode deskriptif menurut Sugiyono (2018:226) adalah metode yang digunakan untuk menganalisis data dengan cara mendeskripsikan atau menggambarkan data yang telah terkumpul sebagaimana adanya

tanpa bermaksud membuat kesimpulan yang berlaku untuk umum atau generalisasi. Tujuan dari penelitian deskriptif adalah untuk membuat deskripsi, gambaran atau lukisan secara sistematis, factual, dan akurat mengenai fakta-fakta, sifat-sifat serta hubungan antar fenomena yang diselidiki. Metode deskriptif digunakan dalam penelitian ini untuk mengetahui kondisi Attitude, Knowledge, Skill, disiplin dan kinerja pegawai Dinas Perhubungan Kabupaten Kepulauan Anambas.

Selain metode penelitian deskriptif, penulis juga menggunakan metode verifikatif. Menurut Sugiyono (2018:8) metode verifikatif adalah suatu penelitian yang dilakukan terhadap populasi atau sampel tertentu dengan tujuan untuk menguji hipotesis yang telah ditetapkan. Metode verifikatif dalam penelitian ini digunakan untuk menguji kebenaran teori yang telah dikemukakan dan menjawab rumusan masalah yaitu untuk mengetahui seberapa besar pengaruh Attitude, Knowledge dan Skill terhadap disiplin dan berdampak pada kinerja pegawai Dinas Perhubungan Kabupaten Kepulauan Anambas.

RESULT

Based on the analysis results using SPSS V.26 on 80 respondents, the magnitude of the correlation coefficients among the independent variables was obtained. The magnitude of the correlation coefficients can be seen in Table 1.

Table 1. Correlation Between Attitude and Knowledge Variables

Correlations		ATTITUDE	KNOWLEDGE
Attitude	Pearson Correlation	1	.765**
	Sig. (2-tailed)		0
	N	80	80
Knowledge	Pearson Correlation	.765**	1
	Sig. (2-tailed)	0	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2. Correlation Between Attitude and Skill Variables

Correlations		ATTITUDE	SKILL
Attitude	Pearson Correlation	1	.758**
	Sig. (2-tailed)		0
	N	80	80
Skill	Pearson Correlation	.758**	1
	Sig. (2-tailed)	0	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2. Correlation Between Knowledge and Skill Variables

Correlations			
		ATTITUDE	KNOWLEDGE
Knowledge	Pearson Correlation	1	.790**
	Sig. (2-tailed)		0
	N	80	80
Skill	Pearson Correlation	.790**	1
	Sig. (2-tailed)	0	
	N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the calculation of correlation coefficients and the criteria for the relationship between the independent variables, the following results were obtained: the relationship between attitude and knowledge has a correlation coefficient of 0.765, the relationship between attitude and skill has a correlation coefficient of 0.758, and the relationship between knowledge and skill has a correlation coefficient of 0.790. Therefore, it

can be said that the above variables have a positive relationship with a high correlation strength (high correlation).

The results of the path analysis of attitude, knowledge, and skill variables on employee discipline in the Department of Transportation of the Kepulauan Anambas Regency can be explained in the following diagram:

Table 4. Correlation of Attitude, Knowledge, and Skill Variables with Discipline

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-2.647	1.545		-1.71	0
1 Attitude	0.348	0.059	0.501	7.35	0
Knowledge	0.141	0.05	0.338	3.796	0
Skill	0.237	0.074	0.412	3.83	0

a. Dependent Variable: DISIPLIN

Table 5. Path Coefficients of X_1 , X_2 dan X_3 on Y

The path coefficient of X^1 on Y	$\rho_{\psi\zeta 1}$	0.5
The path coefficient of X^2 on Y	$\rho_{\psi\zeta 2}$	0.34
The path coefficient of X^3 on Y	$\rho_{\psi\zeta 3}$	0.41

The magnitude of the influence of each independent variable on the dependent

variable, including both direct and indirect effects, can be seen in the following table:

Table 5. Direct Effects

Variabel	Pengaruh Langsung	Total
Attitude (X_1)	= $0.501 \times 0.501 \times 100\%$	25.10%
Knowledge (X_2)	= $0.338 \times 0.338 \times 100\%$	13.11%
Skill (X_3)	= $0.412 \times 0.412 \times 100\%$	16.97%

The magnitude of the influence of each independent variable on the dependent variable, in terms of direct effects, indicates that the Attitude variable has a direct influence on discipline by 25.10%, while the Knowledge variable has a direct influence on discipline by 13.11%, and the Skill variable has a direct influence of 16.97%.

Table 6. Indirect Effects

Variabel	Indirect Effects	Total
X_1 Through X_2	= $0.501 \times 0.619 \times 0.338 \times 100\%$	10.48%
X_1 Through X_3	= $0.501 \times 0.619 \times 0.412 \times 100\%$	12.77%
X_2 Through X_3	= $0.338 \times 0.619 \times 0.412 \times 100\%$	8.61%

Table 7. Path Coefficients of Discipline on Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	0.78	0.768	2.14037

- a. Predictors: (Constant), Discipline
b. Dependen Variabel : Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	5.547	0.842		6.51	0
1 Skill	0.627	0.031	0.897	18.9	0

- a. Dependent Variable: Performance

Based on the above output, the path coefficient ρ_{ZY} is obtained as 0.897 and the R^2_{YX} value is 0.780 or 78.00%. With the R^2_{YX} value, we can calculate the influence of other factors (error) which is $100\% - 78.00\% = 22.00\%$. This 22.00% is attributed to other variables not examined in this study.

The influence of Attitude, Knowledge, and Skill on Discipline simultaneously

The calculation results for multiple determination coefficients ($R^2_{Y X1, X2, \text{ and } X3}$), correlation coefficients ($R_{Y X1, X2, \text{ and } X3}$), determination coefficients of other variables on Y (ρ^2_{Ye}), and path coefficients of other variables on Y (ρ_{Ye}), using SPSS 26, yield detailed values of correlation coefficients and determination coefficients as shown in Table 4.42 below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	0.87	0.861	1.82291

- a. Predictors: (Constant), Attitude, Knowledge, Skill
b. Dependent Variable : Discipline

DISCUSSION

1. The Influence of Attitude on Discipline

Based on the analysis results, it can be concluded that attitude has an influence on discipline. Therefore, it can be inferred that attitude has a positive influence on discipline. The partial influence of attitude on discipline, both direct and indirect, is 35.58%.

This research result is consistent with the study conducted by Alias and Serlin (2018) that a non-disciplined work attitude will affect employee performance. Teguh (2019) found that within the competency variable, there is an attitude dimension related to employee discipline, which influences employee performance. Rosnaini and Husrudy Tanjung (2019) showed that attitude is one of the dimensions of discipline and has a positive and significant influence on the performance of government employees. Irfan et al. (2020) stated that attitude is a dimension of the discipline variable that needs to be improved for every employee and has a positive influence on performance.

The Influence of Knowledge on Discipline

Based on the analysis results, it can be concluded that knowledge has an influence on discipline. Therefore, it can be inferred that knowledge has a positive influence on discipline. The partial influence of knowledge on discipline, both direct and indirect, is 21.72%.

The research conducted by Kuncoro (2019) stated that competence, which is part of employee knowledge, affects performance. The better the employees' knowledge, the better their performance and level of discipline. Saprudin (2018) stated that knowledge is an object possessed by everyone, such as eyes, nose, ears, and so on, which can be used to work more effectively and be disciplined in following rules. Alias and Serlin (2018) stated that higher knowledge and experience of employees lead to more disciplined work results. Dina Herlina (2014) showed research results indicating that the education of an employee influences their work, making it more disciplined and timely.

2. The Influence of Skill on Discipline

Based on the analysis results, it can be concluded that skill has an influence on discipline. Therefore, it can be inferred that skill has a positive influence on discipline. The partial influence of skill on discipline, both direct and indirect, is 29.74%.

The research conducted by Azis (2018) showed that within the competence, there is a skill component that positively and significantly influences performance. Proper placement of employees according to their skills provides comfort in working and makes employees more timely in completing tasks. I Gusti Agus (2021) stated that training is part of an employee's skill to work well and be disciplined. Rahmad (2018) showed in his research that training yields positive and significant results for employees, teaching them to utilize time to the fullest. Aziz (2018) found that promotions can improve employees' interest in performing better and being more disciplined in adhering to all established rules. Kuncoro (2019) stated that one of the factors that can enhance employees' skills is providing motivation for them to deliver good work results and be disciplined in following the established regulations.

3. The Influence of Attitude, Knowledge, and Skill on Discipline

Based on the analysis results, it can be concluded that attitude, knowledge, and skill collectively influence employee discipline in the Department of Transportation of Kepulauan Anambas Regency.

The total influence or simultaneous influence of attitude, knowledge, and skill on discipline is 87.04%, while the influence of other variables outside of this study is 12.96%. Other variables not examined by the author also have an influence on employee discipline.

According to Steers in Mangkunegara (2016:271), there are three factors that affect discipline and employee performance: (1) ability, personality, and job interest, (2) clarity and acceptance of role explanations for employees, and (3) the level of job motivation. Azwar (2011) defines attitude as a component of cognition, affect, and conation that interact in understanding, feeling, and behaving towards an object. If an employee's attitude

is good, it is accompanied by good knowledge and skills. Robbin and Judge (2013:73) describe attitude as a statement of evaluation, whether pleasant or unpleasant, towards an object, individual, or event. When combined with employee knowledge and skills, it forms a positive attitude and discipline.

4. The Influence of Discipline on Employee Performance

Based on the test results, it can be determined that the influence of discipline on employee performance in the Department of Transportation of Kepulauan Anambas Regency is 78.00%, while the influence of variables outside of discipline that affect employee performance is 22.00%.

This research result is consistent with I Gusti Agus (2021), who states that discipline reflects strength, as successful individuals in improving their performance have high discipline. Rahmad (2018) explains that work discipline is a tool used by managers to communicate with employees, encouraging them to change their behavior and improve their awareness and willingness to adhere to rules and behave well to achieve better performance. Rudi Setiaji et al. (2021) found that discipline has a positive and significant influence on employee performance. Firman (2019) showed that discipline influences the performance of employees in achieving targets. Sitorus (2016) stated that discipline has a significant impact on improving employee performance. Dapu (2015) found that work discipline has a positive and significant influence in enhancing employee performance.

In conclusion, attitude, knowledge, and skill have a positive influence on discipline. When combined, these factors collectively contribute to employee discipline in the Department of Transportation of Kepulauan Anambas Regency. Discipline, in turn, has a significant impact on employee performance. It is important for organizations to focus on fostering a positive attitude, enhancing knowledge and skills, and promoting a culture of discipline to improve overall employee performance.

CONCLUSION

Based on the results of research that has been conducted to determine "The Influence of Attitude, Knowledge and Skills on Discipline and Their Impact on the Performance of Employees of the Anambas Archipelago District Transportation Office", the following conclusions can be drawn: Employee work attitude at the Anambas Islands District Transportation Office which consists of the dimensions of trust, emotional work and responsibility are interpreted in unfavorable criteria with an average of 3.35. There are several indicators suggested to focus on improvement, namely, the indicator of not being able to control oneself at work is given an average of 3.07, and not being able to do all the work that must be given immediately 3.35. Employee work knowledge at the Anambas Islands Regency Transportation Service which consists of the dimensions of education, experience and interest are interpreted in unfavorable criteria with an average of 3.33. There are several indicators suggested to focus on improvement, namely, regarding indicators of lack of interest in increasing knowledge in the current work field with an average of 3.30, and having minimal understanding when dealing with the tasks carried out with an average of 3.28. The work skills of employees at the Anambas Islands Regency Transportation Service consisting of skills, personality and training dimensions are interpreted in unfavorable criteria with an average of 3.33. There are several indicators suggested to focus on improvement, namely regarding indicators of lack of skills in completing work according to the time directed and less commitment in doing work with an average of 3.28.

Employee work discipline at the Anambas Islands Regency Transportation Service which consists of dimensions of time rules, organizational rules, work behavior rules and other rules in the organization are interpreted in unfavorable criteria with an average of 3.32. There are several indicators suggested to focus on improvement, namely regarding indicators often not following the applicable SOP with an average of 3.28.

The performance of employees at the Anambas Islands Regency Transportation Service consisting of the dimensions of the quantity of work, quality of work, cooperation and initiative is interpreted in unfavorable criteria with an average of 3.36. There are several indicators suggested to focus on

improvement, namely regarding the indicator of not being able to complete the work assigned according to the work target set with an average of 3.32.

The influence of work attitude on employee discipline in the Anambas Archipelago Transportation Service, both directly and indirectly, is 35.58%.

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