

# THE EFFECT OF COMPETENCY, DISCIPLINE, AND ATTITUDE TOWARD EMPLOYEES' PERFORMANCE AND ITS IMPLICATIONS ON THE PERFORMANCE OF ACEH TRANSPORTATION DEPARTMENT

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## Abstract

The Department of Transportation Office has a significant role in improving quality transportation services in the regions because it is related to public services in the transportation sector. This study aims to determine the effect of competence, work discipline, work attitudes, and employees' performance and its implications on the performance of the Transportation Department in Aceh. The sample in this study is 157 respondents analyzed using the Structural Equation Modeling (SEM) method. The results show that competence, work discipline, and work attitude have the positive and significant effects on the employees' performance. Moreover, the findings also reveal an actual fact that competence, work discipline, and work attitude have a positive and significant effect on the performance of the Aceh Transportation Department. However, there is an indirect effect of competence, work discipline, and work attitude toward employees performance in Aceh Transportation Department. The study holds important implications for both theory and practice.

Keywords: *Competence, discipline, attitude, employees' performance, and departments' performance*

## 1. INTRODUCTION

Human resource is the core of an organization. The organization, including government agencies must have qualified human resources and have high competitiveness in line with increasingly dynamic changes. The quality of human resource defines as having good knowledge, abilities, skills and attitudes towards working. The work paradigm and bureaucracy attract government officials inquire employees to adapt and create innovation to perform optimally. They are responsible on providing professional, honest, fair and equitable services for society in carrying out governmental and developmental tasks. The transportation department is one of the regional work units in Aceh province that play a significant role to encourage improvement of Aceh transportation services in land, ocean and air. This agency carries out the operational activities related to public services in the transportation sector. For administrative service processes, it provides services such as determining technical policies, planning, organizing and supervising transportation system, granting permit and implementing public services. The other administrative services include preparing technical programs and policies and implementing government affairs in the transportation sector. The quality public services must support the optimal employees' performance in accordance with the standards and objectives of the Aceh Transportation Department. Performance is the level of success in carrying out tasks and the ability to achieve predetermined goals. The performance considers as good and successful if the goals are achieved. Competency is one of the factors that influence employees' performance. The development of employees' competency is crucial to support the effort done by the institution in doing adaptation. Each task must be carried out by employees who have sufficient technical expertise and training. Theoretically, employees' competency is considered as the main driver of organization/company performance (Elbaz et al., 2018). The competent employees will achieve a high level of performance by making various effective efforts with creative and innovative working challenges and having unique skills (Kong, 2013). Based on several relevant literatures, competency defines as the authority (power) to determine or making decision (Purwadarminta, 2018). Further, competency defines as the overall knowledge, skill, behavior and attitude shown by successful people in carrying out a task with optimal work performance.

A number of empirical findings state that there is a positive influence between competence and performance. The research from Martin et.al (2021) found a positive relationship between

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competence and individual performance reveal the most significant effect is on the core competency. Additionally, the research done by Mallillin and Mallillin (2019) also acknowledge that the competence has the influence towards performance and leads to successful individual performance. This result means that the employees have high competency will have good self-confidence not to make mistakes at work, and will be able to complete the work optimally. The similar finding shows the same result where the effect of competence toward employees' performance through a competency process reflected by knowledge, skills and character that relates to actual effect toward performance (Prayitno et.al, 2020).

Work discipline is also one of the factors that employee must have to achieve organizational goal because it is a form of work compliance and self-responsibility towards the agency. Discipline defines as the loyalty and obedience attitude of a person or group of people toward both written and unwritten regulations - reflected in the form of behavior and actions. Without good employees' discipline, it is difficult for an organization to reach the optimal results (Sedarmayanti, 2011). Several empirical findings from researchers strengthen the positive influence between work discipline and performance. The study shows positive and significant influence of work discipline on employees' performance (Ida et.al, 2022). Additionally, several studies reveal that work discipline have significant and positive effect on employees' performance (Hidayati, et.al, 2019, Firmansyah et.al, 2020, and Wahyudi et.al, 2020).

The other factor that influence employees' performance is work attitude. Work attitude is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions occur within a person. Studies related to work attitudes and employees' performance carried out by the researchers. Adila dan Pintauly (2023) found that work attitude has a significant effect on performance. The same finding from Alias (2018) shows that an undisciplined work attitude will affect employees' performance. Further, Arynagara (2022) and Nugroho & Wahjoedi (2023) found that work attitude has a significant impact on employees' performance. Additionally, research on attitude includes work commitment conducted by Cabrera and Estacio (2022) proves that attitudes (work commitment) have greater influence on the employees' performance rather than another attitudinal factors (leadership, job satisfaction and training). Although various studies highlight the issues of competence, work discipline, and work attitudes toward employees' performance, on the other hand, there is still limited research that focus on the organizational public sectors in Aceh. Therefore, this research is conducted responding to the answer to fill those gaps with a case study at the Aceh Transportation Department.

## **2. THE IMPLEMENTATION METHOD**

This study use a descriptive approach by applying theories as the basis and combined with the results of processed data (Creswell and Creswell, 2018; Neuman, 2014). The chosen theories are based on the research objectives and tried to explain the effect of competence variable, work discipline and work attitude on the performance of Aceh Transportation Department employees. The sample were 157 respondents. Furthermore, the data is analyzed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method by focusing on the data analysis steps by Hair et.al (2014) including the model specification, evaluation of measurement model, and evaluation of structural model.

## **3. RESULTS AND DISCUSSION**

### **3.1 Result**

The characteristics of respondents include the respondent's gender, age, education level, marital status and respondent's working period. Based on the result, those components was identified as shown in Table 1.

**Table 1. Respondent Characteristics**

Characteristic	Frequency	Percentage
Gender		
Man	105	66,9
Woman	52	33,1
Age		
20 - 29 years	4	2,5
30 - 39 years	45	28,7
40 - 49 years	73	46,5
More than 50 years	35	22,3
Marital Status		
Single	26	16,6
Married	125	79,6
Widow/Widower	6	3,8
Education		
Senior High School	22	14,0
Associate Degree	33	21,0
Bachelor Degree	82	52,2
Master Degree	20	12,7
Years of Service		
< 3 years	16	10,2
3 – 8 years	37	23,6
9 – 14 years	55	35,0
15 - 20 years	39	24,8
More than 21 years	10	6,4

Source: Primary Data, 2023 (processed)

Based on the Table 1 above, it can be seen that around 105 people or 66,9% respondents consisted of male, aged 40 to 49 years were 73 respondents or 46,5%, 125 respondents or 79,6% were married, 82 respondents or 52,2% had a bachelor degree, 55 respondents or 35,0% had a working period of 9 to 14 years.

### Evaluation of Measurement Model (Outer Model)

Evaluation of measurement model is carried out to assess the validity and reliability of the model. This model is an evaluation of the relationship between the construct or variable of study and the indicators which is used to measure the construct or variable itself. Reflective indicators were evaluated through convergent and discriminant validity for the indicators forming the latent construct, also through composite reliability and Cronbach's alpha for its block indicator (Ghozali, 2011).

**Table 2. Loading Factor Values**

Variable	indicator	Loading Factor	Description
Competence	a1	0,823	Valid
	a2	0,828	Valid
	a3	0,821	Valid
	a4	0,916	Valid
	a5	0,885	Valid
Work Discipline	a6	0,833	Valid
	b1	0,809	Valid
	b2	0,894	Valid
	b3	0,739	Valid
	b4	0,925	Valid

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Work Attitude	b5	0,791	Valid
	c1	0,916	Valid
	c2	0,791	Valid
	c3	0,925	Valid
	c4	0,789	Valid
Employees' Performance	kk1	0,894	Valid
	kk2	0,739	Valid
	kk3	0,916	Valid
	kk4	0,919	Valid
	kk5	0,812	Valid
Departments' Performance	kk6	0,824	Valid
	ko1	0,812	Valid
	ko2	0,713	Valid
	ko3	0,714	Valid
	ko4	0,789	Valid
	ko5	0,812	Valid

Source: Primary Data, 2023 (processed)

Table 2 shows that the indicators which were used for further analysis - the indicators that have values of loading factor above 0,70, and a p-value under 0,05. According to the loading factor criteria, the measurement model used in this study was good. The intended measurement model referred to the indicators used to measure each variable. It means that the indicators of departments' performance were able to reflect Departments' performance; so it can be used to measure variables of Departments' performance at the Aceh Transportation Department. Composite Reliability measures the internal consistency of the measurement indicators that is used to form variables. The measurement model was claimed good if the composite reliability and Cronbach's alpha were higher than 0.60. Furthermore, based on AVE criteria, the measurement model was declared to be qualified if it had an AVE value above 0.50.

**Table 3. Internal Consistency Measures for Measurement Model**

Variable	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Competence	0,749	0,805	0,662
Work Discipline	0,816	0,904	0,654
Work Attitude	0,882	0,909	0,631
Employees' Performance	0,804	0,851	0,543
Departments' Performance	0,820	0,938	0,751

Source: Primary Data, 2023 (processed)

Based on Table 3, it can be concluded that the Cronbach's Alpha for each variable of study has a higher value than 0.70. Hence, all instruments were qualified as the variable of study.

### Evaluation of Structural Model (Inner Model)

The value of  $R^2$  for each endogenous variable was 0,712 on employees' performance and 0.658 on the Departments' performance. Both values indicated the structural model which was used to estimate the effect between variables. It was categorized good and able to provide accurate estimation results.

**Table 4. R<sup>2</sup> and Adjusted R<sup>2</sup> Values**

Variable	R <sup>2</sup>	Adjusted R <sup>2</sup>
Employees' Performance	0,712	0,507
Departments' Performance	0,658	0,433

Source: Primary Data, 2023 (processed)

### 3.2 Discussion

#### The Direct Effect of Competence, Work Discipline, and Work Attitudes toward Employees' Performance

Coefficient value of competence on employees' performance was obtained 0,245 (p-value < 0.05). It means that the competence has a positive and significant effect on the employees' performance of Aceh Transportation Department. The better competency possessed by employees, the higher employees' performance can be achieved. In contrast, if the competence decreased, this condition will create an impact in reducing employees' performance.

**Table 5. Path Coefficient of Each Variable**

Variable	Estimated Coefficient	t-statistic	p-value
Competence → Employees' Performance	0,245	9,990	0,000
Work Discipline → Employees' Performance	0,154	6,244	0,000
Work Attitude → Employees' Performance	0,220	10,337	0,000

Source: Primary Data, 2023 (processed)

The results of this study were consistent with the research conducted by Rahardjo (2014) which stated that individual competence influenced the improvement of employees' performance, especially related to the tasks held and used by employees. This study results proved the competence had a significant effect in improving performance of employees. Based on the statistical result in Table 3.10, it could be seen that the coefficient of work discipline on employees' performance was obtained 0,154 (p-value < 0.05), work attitude was 0,220 (p-value < 0.05), employees' performance toward the Departments' performance was 0,200 (p-value < 0.05). It meant that employees' performance had a positive and significant effect on the performance of Aceh Transportation Department. Moreover, the better employees' performance was produced would impact to the better Departments' performance. Based on the explanation above, it could be concluded that employees' performance would significantly influence the performance of Transportation Department.

**Table 6. Summary of the First to the Third Hypothesis Test**

No	Variable	t-statistic	p-value	Conclusion
1	Ho1 : $\gamma_{1.1} = 0$ Ha1 : $\gamma_{1.1} \neq 0$ ; Competence had no effect on the employees' performance of Aceh Transportation Department Competence influence employees' performance of Aceh Transportation Department	9,990	0,000	Ha1 accepted Ho1 rejected
2	Ho2 : $\gamma_{1.2} = 0$ ; Work discipline had no effect on the employees' performance of Aceh Transportation Department	6,244	0,000	Ha2 accepted Ho2 rejected

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	Ha2 : $\gamma_{1.2} \neq 0$ ;	Work discipline influence employees' performance of Aceh Transportation Department			
3	Ho3 : $\gamma_{1.3} = 0$ ;	Work attitude had no effect on the employees' performance of Aceh Transportation Department	10,337	0,000	Ha3 accepted Ho3 rejected
	Ha3 : $\gamma_{1.3} \neq 0$ ;	Work attitude influence employees' performance of Aceh Transportation Department			

Source: Primary Data, 2023 (processed)

**The Direct Effect of Competence, Work Discipline, Work Attitudes and Employees' Performance toward Departments' Performance**

Coefficient value of competence on the Departments' performance was obtained 0,429 (p-value < 0.05). It means that the competence positively and significantly affect performance of Aceh Transportation Department. The better competencies possessed by employees, the more Departments' performance will improve in order to achieve organizational goals. Based on the description above, the fourth hypothesis which stated that competence influenced the Departments' performance could be accepted.

**Table 7. Path Coefficient of Each Variable**

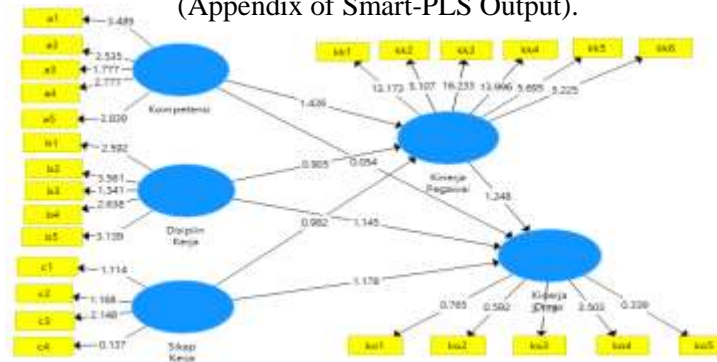
Variable			Estimated Coefficient	t-statistic	p-value
Competence	→	Departments' Performance	0,429	8,963	0,000
Work Discipline	→	Departments' Performance	0,216	5,628	0,000
Work Attitude	→	Departments' Performance	0,180	3,728	0,000
Employees' Performance	→	Departments' Performance	0,200	3,689	0,000

Source: Primary Data, 2023 (processed)

Meanwhile, coefficient value of work discipline toward the Departments' performance was obtained 0,216 (p-value < 0.05), work attitude was 0,180 (p-value < 0.05). It means that work attitudes positively and significantly affected the performance of Aceh Transportation Department. The better work attitudes shown by the employees resulted to the better Department' performance can be obtained. Accordingly, it can be concluded that work attitudes has an effect toward Departments' performance. Graphically, the path of coefficient value also can be seen on the Smart-PLS (Algorithm) output, the result as shown in Figure 1 :



Figure 1.  
(Appendix of Smart-PLS Output).



**Figure 1. Full model confirmatory factor analysis (CFA)**

By positioning Departments' performance as an endogenous variable, the statistical results show that competency has a positive effect toward the performance of Aceh Transportation Department with an estimated coefficient as 0,479 ( $p\text{-value} < 0.05$ ). The better competency possess by employees, the higher performance or work achievement is obtained. On the other hand, when the employees' competency level is low, it will have an impact on lowering the performance. The results of study is consistent with a research conducted by Sarmawa (2015) that an organization needs the people who have good competency to achieve the results efficiently and effectively. In the sectors that dominated by services, the importance of human capital cannot be denied. In order to get the return on investment, physical resources and technology greatly depend on someone's competency. By having competency, an employee will have good knowledge, analytical thinking skill, communication skills and courage in decision making. These factors are the main determinants of an organization. It indicates that having the higher employee competency will contribute to the better departments' performance.

The hypothesis testing related to the direct influence of competence on the Aceh Transportation Departments' performance is carried out 95% of confidence. As explained previously, the estimated coefficient of competency on the Aceh Transportation Departments' performance showed  $p\text{-value}$  as  $0.000 > 0.05$ . It means that on the confidence of 95%, the competency has a significant effect toward performance. Thus, the fourth hypothesis states the competence affected Aceh Transportation Departments' performance is accepted. Moreover, by positioning the performance of Aceh Transportation Department as an endogenous variable, the statistical results show that work discipline positively affected Departments' performance with the estimated coefficient of 0,216 ( $p\text{-value} < 0.05$ ). The better assessment of employees' work discipline, the higher performance or achievement will be achieved. In contrast, when the assessment of work discipline lower, it will impact on the decreasing of the performance. This result is in line with the research of Ruliyanto (2017) that show that a very significant positive relationship between work discipline and employees' performance. It means that the higher level of work discipline resulting the higher employees' performance in an organization. Otherwise, the lower of work discipline will impact to the lower performance of employees.

Further, the hypothesis testing on the direct influence of work discipline toward the performance of Aceh Transportation Department is at 95% of confidence. As shown above, the estimate coefficient of work discipline on the Departments' performance showed a  $p\text{-value}$  as  $0.000 > 0.05$ . It means that at 95% confidence, work discipline has a significant effect on the Departments' performance. Hence, the fifth hypothesis about work discipline has a significant influence on the Aceh Transportation Department performance. It means that the hypothesis is accepted. In addition, the statistical analysis also reveals the result of work attitude has a positive effect on the performance of Aceh Transportation Department with an estimated coefficient of 0,180 ( $p\text{-value} < 0.05$ ). The better assessment of employees' work attitude, the higher performance or achievement will be done. Conversely, when the assessment of work attitudes decreased, it will

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impacted on the performance. This result in line with the research conducted by Rachim (2014) that each individual has their own ways to respond the problems they faced, but an organization must take part in resolving these situations in order to create a conducive working atmosphere and environment. So, it can be responded positively by its employees. The hypothesis testing related to direct influence of work attitudes on the performance of Transportation Department is at 95% confidence. As explained previously, the estimated coefficient for work attitudes toward Departments' performance indicated a p-value as  $0.000 > 0.05$ . It means that on 95% of confidence, work attitudes had a significant effect on the performance of Aceh Transportation Department. Thus, the sixth hypothesis about work attitude has significant influence on the performance of Aceh Transportation Department is accepted.

The statistical result of analysis shows that employees' performance has a positive effect on the performance of Aceh Transportation Department with an estimated coefficient of 0,200 (p-value  $< 0.05$ ). The better employees' assessment on performance, the higher work performance or achievement will be gained. In contrast, the lower of employees' assessment resulting on the lower of the performance. This result is consistent with the research of Wijayanti (2015) that employees' performance is basically the result of employees' work during a period of time. It is the target that has mutually stated in the agreement. In a performance appraisal, various circumstances and development that influence performance are considered. According to the results, it can be explained that the employees' performance has an impact on the performance of Aceh Transportation Department, especially in improving the quality of work results and in achieving the organizational goals. Furthermore, the hypothesis testing related to the direct effect of employees' performance toward the Aceh Transportation Department performance is at 95% of confidence. As described previously, the estimated coefficient of employees' performance toward Departments' performance shows a p-value as  $0.000 > 0.05$ . It indicates that on 95% confidence, the employees' performance has a significant effect toward the performance of Aceh Transportation Office. Hence, the seventh hypothesis is accepted.

**Table 8. Summary of the Fourth to the Seventh Hypothesis Test**

No		Variable	t- statistic	p-value	Conclusion
4	Ho4 : $\gamma_{1.4} = 0$ ; Ha4 : $\gamma_{1.4} \neq 0$ ;	Competence had no effect on the performance of Aceh Transportation Department Competence influenced the performance of Aceh Transportation Office	8,963	0,000	Ha4 accepted Ho4 rejected
5	Ho5 : $\gamma_{1.5} = 0$ ; Ha5 : $\gamma_{1.5} \neq 0$ ;	Work discipline had no effect on the performance of Aceh Transportation Department Work discipline influenced the performance of Aceh Transportation Department	5,628	0,000	Ha5 accepted Ho5 rejected
6	Ho6 : $\gamma_{1.6} = 0$ ; Ha6 : $\gamma_{1.6} \neq 0$ ;	Work attitude had no effect on the performance of Aceh Transportation Department Work attitude influenced the performance of Aceh Transportation Department	3,728	0,000	Ha6 accepted Ho6 rejected
7	Ho7 : $\gamma_{1.7} = 0$ ;	Employees' performance had no effect on the performance of Aceh	3,689	0,000	Ha7 accepted



Ha7 : $\gamma_{1.7} \neq 0$ ;	Transportation Department Employees' performance influenced the performance of Aceh Transportation Department	Ho7 rejected
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Source: Primary Data, 2023 (processed)

According to the summary of hypothesis testing above, it can be concluded that that direct effect of competence, work discipline and work attitudes on the performance of Aceh Transportation Department were significant at 95% of confidence. It meant that the assessment of employees for competence, work discipline and work attitudes could enhance their performance as the leader expectation and working targets could be realized optimally.

### **The Indirect Effect of Competence, Work Discipline, Work Attitude toward Departments' Performance through the Employees' Performance**

As described previously, this study positioned employees' performance as mediating variable between the performances of Aceh Transportation Department. In other words, the employees' performance is placed as an intermediary variable between variables. By the use of Smart-PLS as a data processing tool, the Structural Equation Model (SEM)-PLS can directly provide information regarding the direction and significance of indirect effect between variables. The direction and significance of indirect effects would display in Table 9.

**Table 9. Indirect Effects**

Variable			Estimated Coefficient	t-statistic	p-value
Competence	Employees' Performance	Departments' Performance	0,034	6,367	0,000
Work Discipline	Employees' Performance	Departments' Performance	0,048	8,963	0,000
Work Attitude	Employees' Performance	Departments' Performance	0,044	3,714	0,000

Source: Primary Data, 2023 (processed)

The estimation results of the influence of competence on the performance of Aceh Transportation Department through employees' performance (indirect effect) resulted coefficient estimation as 0,034 with a p-value as 0.000 ( $< 0.05$ ). It can be said that the competency has significantly enhance the performance of Aceh Transportation Department on the employees' performance. This result is similar with the direct effect as explained previously. On the confidence level of 95%, the competency also has a significant effect on the performance of Transportation Department in Aceh. As a result, these findings provide empirical evidence that the competency could actually improve the Aceh Transportation Department performance, both direct and indirect influence towards the employees' performance. Based on these results, it can be interpreted that the mediating role of employees' performance between the performance of Aceh Transportation Department and the competency is a partial mediation. With or without employees' performance, competence can significantly influence the performance of Aceh Transportation Department. In addition, the estimation results of to the influence of work discipline on the performance of Aceh Transportation Department through employees' performance (indirect effect) show that the estimated coefficient as 0,048 with a p-value of 0.000 ( $< 0.05$ ). Thus, it can be interpreted that work discipline is also significantly increased the performance of Aceh Transportation Department through employees' performance. It means that the existence of employees' performance as a mediating variable increased the significant influence of work discipline. In contrast, without involving employees' performance as a mediating variable, the influence of work discipline on the performance of Aceh Transportation Department was also significant. Therefore, the mediating

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role of employees' performance in the relationship between work discipline and officials' performance is full mediation. It means that the significant influence of work discipline and the performance of Aceh Transportation Department only applicable on the employees' performance. On the other hand, without employees' performance, the work discipline can also significantly improve the performance of Aceh Transportation Department.

Furthermore, the estimated results related to the influence of work attitudes on the performance of Aceh Transportation Department through employees' performance (indirect effect) produced an estimated coefficient as 0,044 with p-value of 0.005 ( $< 0,05$ ). It could be interpreted that work attitudes could also significantly enhance the performance of Aceh Transportation Department through employees' performance. It means that the existence of employees' performance as a mediating variable increased the significance of the influence of work attitudes on the performance of Aceh Transportation Department. In contrast, without involving employees' performance as a mediating variable, the influence of work attitudes is not significant. Hence, the role of mediating employees' performance between work attitudes and performance of Aceh Transportation Office was full mediation. This means that the significant influence of work attitudes on the Departments' performance only occur through employees' performance. On the other hand, without employees' performance, the work attitudes can not significantly enhance the performance of Aceh Transportation Department.

**Table 10 Summary of the Eight to the Tenth Hypothesis Test**

No	Variable	t-statistic	p-value	Conclusion
1	Ho8 : $\gamma_{1.1} = 0$ Ha8 : $\gamma_{1.1} \neq 0$	6,367	0,000	Ha8 accepted Ho8 rejected
2	Ho9 : $\gamma_{1.2} = 0$ Ha9 : $\gamma_{1.2} \neq 0$	8,963	0,000	Ha9 accepted Ho9 rejected
3	Ho10 : $\gamma_{1.3} = 0$ Ha10 : $\gamma_{1.3} \neq 0$	3,714	0,000	Ha10 accepted Ho10 rejected

Source: Primary Data, 2023 (processed)

The research findings provide empirical evidence on the influence of competence, work discipline and work attitudes on employees' performance. This finding is consistent with the research result of Rahardjo (2014) that competence, work discipline and work attitudes could improve employees' performance and departments' performance. This study also provided strong evidence that employees' performance can increase the performance of Aceh Transportation Department. This finding is in line with the results of an empirical study conducted by Robbins, Stephen, and Mary (2017) that employees' performance can boost up the performance of an organization such as in Aceh Transportation Office. For the long-term effect, it shows a positive relationship between performance and employees' performance. This finding is also consistent with the research of Samsuar (2019) that the performance of employees will give a positive and significant influence on the performance of PT. Bank Aceh Syari'ah, Operational Central Office. Thus, it will create a real contribution in improving the performance of Aceh Transportation Department, especially in providing better services to the society.

#### 4. CONCLUSION

The results of this study show that the competency possessed by the employees of Aceh Transportation Department have a positive impact in enhancing employees' performance shown by the ability and knowledge they have. As a result, the employees can carry out their main duties and functions optimally. Moreover, the competency possesses by the employees also contributes to the improvement of the organizational performance of Aceh Transportation Department. It can be seen from the working ability demonstrate by employees according to the competency standard settled by Aceh Transportation Department. In addition, work discipline of employees also has an impact toward the improvement of their performance. It is because the work discipline applies by the leader for all organization members in order to comply every rules. The implementation of strict work discipline has an impact on increasing employees' performance and organizational performance of Aceh Transportation Department. Moreover, the work attitudes shown by the employees also indicate the influence to increase employees' performance and organizational performance, especially attitude related to the willingness to accept suggestions from colleagues and the leader, and the attitude of employees to respond every situation in the office. On the other hand, there is an indirect effect of competency, work discipline and work attitude toward the Departments' performance through employees' performance of Aceh Transportation Department.

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