

THE INFLUENCE OF SKILL, ATTITUDE, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT BANDULAN TEA COMPANY

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ABSTRACT

This research aims to test and analyze the influence of Skill, Attitude and Motivation on Employee Performance at the Bandulan Tea Company. The population in this study were all employees of the Bandulan Tea Company in the production department. The sampling technique in this research used stratified random sampling. So the sample used in this research was 89 people. The type of data used in this research is primary data. Data collection by distributing questionnaires offline. The analysis techniques used are Instrument Test, Classical Assumption Test, Model Fit Test, Multiple Linear Regression Analysis and Hypothesis Testing using Partial Test (t Test) with the help of the SPSS Version 20 program. The results of this research can be concluded that: Skills have a positive and significant effect on employee performance. Attitude has a positive and significant effect on employee performance. Motivation has a positive and insignificant effect on employee performance.

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1. Introduction

One of the things that the company emphasizes for its employees is performance. Achieving company performance is an intermediate target for achieving company goals. Company performance is an accumulation of employee performance. Performance is basically what employees do that affects their contribution to the company. Poor employee performance will directly affect company performance, thus disrupting company stability. If the problem is not resolved properly, it will cause disruption in the achievement of organizational goals. (Kismoyogi et al., 2019)

Employees at work must have skills in order to create good performance. Skill is one of the factors in trying to achieve successful organizational goals.. skill is one of the important factors in the world of work because when someone has good work skills, these skills can facilitate work in completing each

job effectively and efficiently without any difficulty, difficulty, which will result in good employee performance. (Ginting, 2019).

In addition to the skills needed for good performance, attitude is also needed. Attitude is a positive or negative response to someone or something in the environment that reflects how you feel about people, objects, or events in the environment. (Wibowo, 2014). Attitude also has a role in the implementation of employee performance because attitude at work is a tendency to think and feel satisfied or dissatisfied with the work environment or the job itself. An employee who has satisfaction in his job will be honest, not arbitrary, about his work and help in the progress of his company. Likewise, an employee who has a good attitude will obey the rules in the company environment and create a sense of discipline in doing his job. In the end, employees who have a good attitude will have good performance as well.

2. Literature Review

Regarding attitude, according to Irawan et al. (2021), it is suggested that work attitude or behavior is the result of the regularity of a person's feelings and thoughts and the tendency to act on aspects of the environment. According to Latief et al. (2019), attitude is a way of placing or carrying oneself, or a way of feeling, thinking, and acting. Mahfud (2019) also explains that attitude is a complex mental state involving beliefs and feelings, as well as a disposition to act in a certain way. This opinion is further enriched by Mahfud (2019), who states that attitudes are mental and neural conditions gained from experience that directly and dynamically influence individual responses to all related objects and situations.

Apart from skills and attitude, motivation is one of the factors that play a role in improving performance (Irawan et al., 2021). Increased employee performance can also be achieved if the company or agency is able to motivate employee performance to form a good work climate so that high performance is achieved. Providing motivation is the work done by a leader or manager to provide inspiration, enthusiasm, and encouragement to others to take action. Motivation is the formation of behavior that is marked by forms of activity or activity through psychological processes. Both are influenced by intrinsic and extrinsic factors that can direct them toward achieving what they want, namely goals. (Prasojo, 2021).

Based on interviews with several employees of the production department at Bandulan Tea Company, the problem experienced by Bandulan Tea Company is a decline in employee performance caused by the lack of maximum ability and motivation in the employees of Bandulan Tea Company, which makes the performance and production results continue to decline so that the resulting production is not in accordance with the targets set by the company. Employees admit that the production set must be large, but the quantity is not sufficient. The reason employees do not meet the targets of the company is because the salary paid is not in accordance with the results of employee work.

Performance, according to Mangkunegara (2017), is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is something that cannot be separated from organizational institutions because when employees carry out tasks or targets set by the company, these activities produce performance that can be measured based on the level of achievement with the expected results. But basically, performance is still individual because each employee has a different level of ability.

Several studies on employee performance have been conducted, including the following: Sadam Putra and Lina (2020) conducted research on the effect of skillskill and attitude on employee performance and performance, and the results showed that skillskill has a positive and significant effect on employee performance. performance. While Nurriqli and Karsudjono's (2020) research shows that skillskill and attitude have a positive and insignificant effect on employee performance, Andoyo's (2020) research on the influence of motivation on employee performance shows that motivation has a positive and significant influence on employee performance. While doing research, Rizal & Radiman (2019) found that motivation has a positive but insignificant effect on employee performance.

3. Method, Data, and Analysis

According to Riani and Sutrisno (2022), work skills are defined as the ability to carry out work based on operational or technical guidelines or instructions from superiors. High skills and abilities are seen as supporting improved employee performance and contributing to determining the future of the company.

According to Yahya & Nurhayati (2022), attitude is a condition of mental readiness obtained from the learning process and organized in accordance with experiences and has a special influence on a person's reaction to people, objects, and situations with which he is associated.

Marjaya & Pasaribu (2019) stated that motivation is a willingness to expend high levels of effort towards organizational goals, conditioned by the ability of that effort to meet individual needs. According to Mangkunegara (2017), performance, or work performance, is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him.

The type of research used is causal research. The researcher focused the object of his research on the employees of the production section of the Bandulan Tea Company. The population used in this study is the employees of Bandulan Tea Company, with as many as 800 people in the production section, because the production section is an important aspect of an industry (data in 2023). The sampling technique used in this study was the stratified random sampling method. stratified random sampling is a method of withdrawing members from a population that is carried out if the population elements are not homogeneous, so it is necessary to make groupings or strata where members of each stratum or class are more homogeneous. (Nurhayati, 2019). The data collection method used is by distributing questionnaires and conducting interviews.

4. Result and Discussion

4.1. Multiple Linear Regression Analysis

The purpose of multiple linear regression analysis is to determine the magnitude of the independent variables, namely skillskill (X1), attitudeattitude (X2),and motivation and motivation (X3),(X3), on the dependent variable, namely employeeemployee performanceperformance (Y). The results of multiple linear regression analysis using the SPSS program can be seen in the following table:

Table 1. Multiple Linear Regression Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.067	2.405		1.691	.095
	Skill	.257	.114	.237	2.243	.027
	Attitude	.337	.094	.389	3.590	.001
	Motivasi	.099	.085	.119	1.168	.246

Notes: Dependent Variable: Employee Performance

Source: SPSS output data processed 2023

From this table, the multiple regression model between the independent variable (X) and the dependent variable (Y) can be formulated in the form of the following equation:

$$Y = 4.067 + 0.257 X_1 + 0.337 X_2 + 0.099 X_3$$

Based on the above equation, it can be explained as follows:

- The coefficient value of the skill variable (X₁) is 0.257 with a positive value. This means that if the attitude and motivation variables are considered constant, then any increase in skill will result in increased employee performance.
- The coefficient value of the attitude variable (X₂) is 0.337 with a positive value. This means that if the skill and motivation variables are considered constant, then any increase in attitude will result in increased employee performance.
- The coefficient value of the motivation variable (X₃) is 0.099 with a positive value. This means that if the skill and attitude variables are considered constant, then any increase in motivation will result in increased employee performance.

4.2. Effect of Skill on Employee Performance

The results of the analysis prove that skill (X₁) has a positive and significant effect on employee performance (Y) in Bandulan Pekalongan Tea Company employees. This is indicated by the results of the regression calculation of the skill variable (X₁) of 0.257, and the partial test results (t-test) of the skill variable (X₁) show a significance value of 0.027, which is smaller than 0.05. It can be said that the relationship between skills and employee performance is positive and significant.

According to Riani & Sutrisno (2022), work skills are defined as the ability to carry out work based on operational or technical guidelines or instructions from superiors. High skills and abilities are seen as supporting improved employee performance and contributing to determining the future of the company. (Robbins, 2008). Skill is one of the most important factors in the world of work, because when someone has good work skills, these skills can facilitate completing each job effectively and efficiently without any difficulties, resulting in good employee performance. (Ginting, 2019).

The analysis results prove that skills have a positive and significant effect on employee performance. Based on the questionnaires that have been distributed regarding the skill variable, some employees at the Bandulan Pekalongan Tea Company feel that the field of work that employees are currently doing is in accordance with their abilities, and the skills that

employees have make employees work with confidence. The findings of this study indicate that the higher the skills possessed by employees, the more employee performance will increase.

The results of this study are in line with research conducted by Sadam Putra and Lina (2020), which states that skill has a positive and significant effect on employee performance.

4.3. Effect of Attitude on Employee Performance

The results of the analysis prove that attitude (X₂) has a positive and significant effect on employee performance (Y) in Bandulan Pekalongan Tea Company employees. This is indicated by the results of the regression calculation of the attitude variable (X₂) of 0.337, and the results of the partial test (t-test) of the attitude variable (X₂) show a significance value of 0.001 less than 0.05. It can be said that the relationship between attitude and employee performance is positive and significant.

According to Yahya & Nurhayati (2022), attitude is a condition of mental readiness obtained from the learning process and organized in accordance with experiences and has a special influence on a person's reaction to people, objects, and situations with which he is associated. The analysis results prove that attitude has a positive and significant effect on employee performance. Attitude has a role in the implementation of employee performance because attitude at work is a tendency to think and feel satisfied or dissatisfied with the work environment or the job itself. An employee who has satisfaction in his job will be honest, not arbitrary, about his work and help in the progress of his company. Likewise, someone who has a good attitude will obey the rules in the company environment and create a sense of discipline in doing their job. In the end, employees who have a good attitude will have good performance too.

Based on the questionnaires that have been distributed regarding the attitude variable, some employees at the Bandulan Pekalongan Tea Company feel that they are able to adjust their actions and behavior while at work, have an attitude that is in accordance with the work being carried out, always follow company procedures, and have a tendency to help and cooperate with each other. The findings of this study indicate that the higher the attitude of employees, the more it will improve their performance.

The results of this study are in line with research conducted by Sadam Putra and Lina (2020), which states that attitude has a positive and significant effect on employee performance.

4.4. The Effect of Motivation on Employee Performance

The results of the analysis prove that motivation (X₂) has a positive and insignificant effect on employee performance (Y) in Bandulan Pekalongan Tea Company employees. This is shown by the results of the regression calculation of the motivation variable (X₂) of 0.099, and the results of the partial test (t-test) of the motivation variable (X₂) show a significance value of 0.246 greater than 0.05. It can be said that the relationship between motivation and employee performance is positive and insignificant.

Marjaya & Pasaribu (2019) state that motivation is a willingness to expend high levels of effort towards organizational goals, conditioned by the ability of that effort to meet individual needs. Meanwhile, Robbins (2008) states that motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals.

In the research that has been conducted, researchers found that motivation has a positive and insignificant effect on employee performance. The insignificant results show that motivation has an influence on employee performance but has a small impact. Insignificant results show that motivation is not the main factor in improving employee performance at Bandulan Pekalongan Tea

Company. Based on the questionnaires that have been distributed, some respondents feel that the creation of uncomfortable working conditions and facilities at the company makes employees less enthusiastic.

The results of this study are in line with research conducted by Rizal and Radiman (2019), which states that motivation has a positive but insignificant effect on employee performance.

5. Conclusion

Based on the results of the data processing that refers to the research problem and research objectives in the previous chapter, the analysis results prove that the skill variable (X1) has a positive and significant effect on employee performance, so it can be concluded that the skill variable can improve employee performance. The attitude variable (X2) has a positive and significant effect on employee performance. So it can be concluded that the attitude variable can improve employee performance. The motivation variable (X3) has a positive and insignificant effect on employee performance. So it can be concluded that the motivation variable can improve employee performance but has little impact.

The research conducted by researchers still has several limitations, namely that this research was only conducted on some employees at the Bandulan Pekalongan Tea Company, so future research is expected to increase the scope of research with more research subjects or even compare with other companies. This study only took samples from some employees at the Pekalongan Bandulan Tea Company, namely the production department, so the next research is expected to examine all employees who work at the Pekalongan Bandulan Tea Company.

Future researchers are expected to develop research by examining other variables that exist outside of this study or by combining the variables contained in this study. For example, work discipline, work climate, salary, and leadership variables can all affect employee performance.

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