



The Influence of Knowledge, Attitudes, and Skills on Employee Performance at Baito Sub-District Office, South Konawe Regency

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ABSTRACT

This study aims to identify and analyze knowledge, attitudes, and skills towards employee performance at the Baito sub-district office, South Konawe Regency. The population in this study was 32 employees at the Baito District Head Office in South Konawe Regency. The determination of the number of samples in this study is to use the census method, which is all taken as a sample of 32 employees. The analysis tool used is multiple linear regression using SPSS software. Based on the research results, it can be concluded that (1) knowledge, attitudes, and skills have a positive and significant effect on employee performance; (2) knowledge has a positive and significant effect on employee performance; (3) Attitude has a positive and significant effect on employee performance, and (4) skills have a positive and significant effect on employee performance.

Introduction

Sedarmayanti (2013) defines performance as work performance, work implementation, work achievement, or work results or work performance or work performance. The definition of performance shows how a worker performs his job. Regulation of the Head of the National Civil Service Agency Number 1 of 2013 concerning Provisions for the Implementation of Government Regulation Number 46 of 2011 concerning Assessment of Work Performance of Civil Servants. Furthermore, Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants. The indicators in this study are quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

Employee performance is influenced by three factors, namely knowledge, attitudes, and skills. Yuniarsih and Suwatno (2008) stated that knowledge is information that a person has, especially in a specific field. " The indicators used in this study adapt the theory expressed by Yuniarsih and Suwatno (2008) regarding the dimensions of education, experience, and interest dimensions. Azwar (2010), attitude is defined as a reaction or response that arises from an individual to an object which then raises the individual's behavior towards that object in certain ways. The work attitude indicator in this study adopts the theory. According to Azwar (2011) attitude consists of three components that support each other, namely: a cognitive component, an affective component, and a conative component.

Skills are the capacity needed to carry out a series of tasks that develop from the results of training and experience. According to Spencer in Wibowo (2007), skill is the ability to do certain physical or mental tasks. Mental competencies or cognitive skills including analytical and conceptual thinking. The skill indicator in this study adopted the theory of Robbins (2000) says skills are divided into 4 categories, namely: basic literacy skills (basic skills), technical skills (technical skills), interpersonal skills (interpersonal skills), and problem-solving. For employees who have good work skills, it will accelerate the achievement of organizational goals, on the other hand, unskilled employees will slow down organizational goals. For new employees or employees with new assignments, additional skills are required to carry out the tasks assigned to them. Skills are a person's ability to carry out an activity or job.

Knowledge, attitudes, and skills have an important role in improving employee performance. One of them is in government agencies at the Baito sub-district office in South Konawe Regency. Based on preliminary observations at the Baito District Head Office in South Konawe Regency, it is known that employee performance has decreased. This can be seen from the low awareness of employees to improve job skills and the lack of awareness of employees to continue their education. In addition, there are still employees who roam the office hours, do not enter the office without the permission of their superiors and enter the office not according to working hours and often em-

ployees are absent and sometimes postpone work.

Another phenomenon that occurs is that the skills of employees still need to be improved, in this case, basic skills, technical skills, interpersonal skills, and problem-solving still need improvement. This is influenced by the attitude of employees who do not want to ask questions and learn with colleagues both cognitive, affective, and conative components.

The author's empirical study is needed to support the theory and prepositions in this study, so some research results are adopted. Research conducted by Mazdayani, et al (2014) shows that skills have a significant positive effect on performance. This is different from the results of research conducted by Febrio Lengkong, et al (2019) showing that partially job skills do not have a significant effect on employee performance.

The results of research conducted by Robert C.Y. Korompis, et al, (2017) stated that work attitudes have a positive and significant effect on employee performance. This is in line with research conducted by Dinaria BR Sembiring, (2018) which shows that work attitudes can significantly influence lecturer performance improvement. Further relevant research, namely research conducted by Ria Puspita, (2018) shows that work knowledge has a significant influence on employee performance. This is in line with research conducted by Bagus Rosandi Putra, Budi Nurhardjo, and Lilik Farida, (2017) showing that knowledge has a significant positive effect on employee performance.

Literature review

Concept of Knowledge

Knowledge comes from the word "know", in the Big Indonesian Dictionary (2008) the word *tofu* has meanings, including understanding after seeing (witnessing, experiencing, etc.), knowing, and understanding. Mubarak (2011) states that knowledge is everything that is known based on human experience itself and knowledge will increase according to the process of experience that is experienced. Meanwhile, according to Notoatmodjo (2012), knowledge is the result of *tofu* and this occurs after someone senses an object. Sensing occurs through the human senses, namely, the senses-hearing, sight, smell, feeling, and touch. Part of human knowledge is obtained through the eyes and ears.

Knowledge is the result of knowing, and this happens after people have sensed a certain object. Sensing occurs through the human senses, namely the senses of sight, hearing, smell, taste, and touch. Most human knowledge is obtained through the eyes and ears (Notoatmodjo, 2014). Meanwhile, according to Yuniarsih and Suwatno (2008) that knowledge is information that a person has, especially in a specific field.

Based on some of the above opinions, it can be concluded that knowledge is everything that is seen, known, understood by a certain object that is captured through the senses, namely, the senses of hearing, sight, smell, feeling, and touch.

Attitude Concept

Attitude in general is often defined as an action taken by an individual to respond to something. The notion of attitude explained by Azwar (2010) that attitude is defined as a reaction or response that arises from an individual to an object which then raises the individual's behavior towards that object in certain ways.

Gerungan (2004) also describes the notion of attitude or attitude as a reaction to an individual's views or feelings towards a particular object. Even though the object is the same, not all individuals have the same attitude, it can be influenced by individual circumstances, experiences, information, and different needs of each individual. A person's attitude towards objects will shape individual behavior towards objects.

Work attitude is an action taken by a worker and everything that must be done by the worker whose results are proportional to the effort done (Purwanto, 2008). Work attitude is also defined as the tendency to think and feel satisfied or dissatisfied with their work (Purwanto, 2008).

Work attitude is an assessment of the suitability of the work tools used by workers at work with the anthropometric measurements of workers with a predetermined size (Rahayu, 2005). At work, it is necessary to pay attention to the work attitude that must be in a balanced state to work comfortably and lastly (Merulalia, 2010). According to Damiati, et al. (2017), attitude is an expression of a person's feelings that reflect his liking or dislike for an object. Meanwhile, according to Kotler (2007), Attitude is the evaluation, feeling, and tendency of someone who consistently likes or dislikes an object or idea.

Skills Concept

Skills are the capacity needed to carry out a series of tasks that develop from the results of training and experience. Based on the above understanding, it can be concluded that skill means the ability to operate a job easily and accurately which requires basic skills.

Skills are task-related behaviors, which can be mastered through learning, and which can be improved through training and assistance from others. Skills refer to a person's ability to carry out an activity. The behavior is a manifestation of personality and attitudes shown when a person interacts with their environment. Skills can be used to control behavior (Sudarmanto, 2009). The way people perceive the world is influenced by their attitudes. Attitudes consist of cognitive aspects (perception, knowledge, belief), affective aspects (feelings, emotions), conative aspects (behavior in the form of action). Employees who have good work abilities will accelerate the achievement of organizational goals, on the other hand, unskilled employees will slow down organizational goals. For new employees or employees with new assignments, additional capabilities are required to carry out the tasks assigned to them.

Yuniarsih and Suwatno (2008) state that skill is the ability to be able to carry out physical and mental tasks. According to Spencer in Wibowo (2007), skill is the ability to do certain physical or mental tasks. Mental competencies or cognitive skills including analytical and conceptual thinking. Meanwhile, according to Triton PB (2009), skills are things or steps that we master because we train or do them continuously. Employees who have high skill levels will be able to achieve better performance than employees who have low work skill levels.

Employee Performance Concept

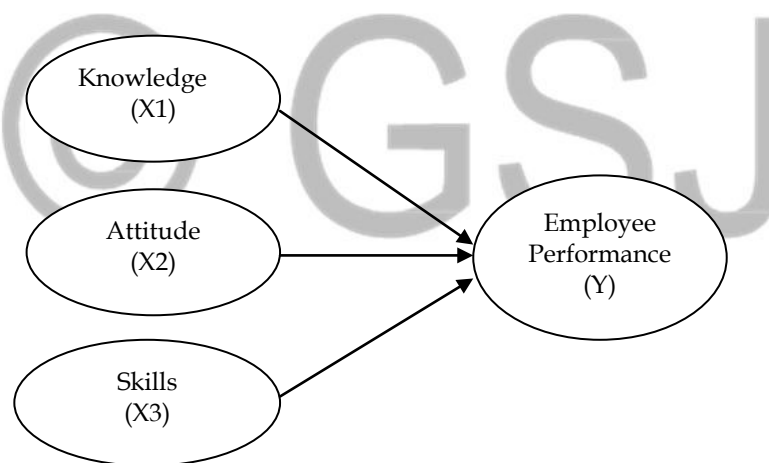
Performance is a result achieved by workers in doing their job according to certain criteria that apply to a particular job. Robbins (2011) states that employee performance is a function of the interaction between ability and motivation.

The definition of performance according to several researchers is different, although in essence the same, among others: Mangkunegara (2010) defines HR performance as work performance or work (output) both the quality and quantity achieved by HR per unit period in carrying out work tasks by responsibility given to him. Sedarmayanti (2013) defines performance as work performance, work implementation, work achievement, or work results or work performance or job performance. The definition of performance shows how a worker performs his job. Meanwhile, Robbins (2011) states that employee performance is a function of the interaction between ability and motivation. Employee performance refers to a person's achievement as measured by the standards or criteria set by the organization.

Conceptual framework

The conceptual framework that underlies the research is the influence of skills, attitudes, and knowledge on employee performance at the Baito Sub-District Office, Konawe Selatan Regency. Based on the theory described above, a conceptual model or theoretical framework that can be developed in this study is as follows:

Scheme 3.1. Conceptual Framework



Research Hypothesis

Based on the theoretical basis and framework that has been put forward, a hypothesis can be proposed as a temporary conclusion as follows:

- H1: Knowledge has a positive and significant effect on employee performance.
- H2: Knowledge has a positive and significant effect on employee performance.
- H3: Attitude has a positive and significant effect on employee performance.
- H4: Skills have a positive and significant effect on employee performance.

Research methods

Types of research

The type of research used in this research is quantitative, namely collecting, compiling, processing, and analyzing data in the form of numbers which in practice are given certain treatments that are examined in it. According to Sugiyono (2010), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test the hypothesis that has been set.

Population and Research Sample

Population

According to Nasution, (2008) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics. Based on the definition of population, the population of this study was all 32 employees in the Baito Sub-district Office of South Konawe Regency.

Research Samples

Singarimbun and Effendi (2006) stated that the sample size should not be less than 5% of the population. The determination of the number of samples in this study is to use the census method, namely the number of samples taken from the total population of 32 employees.

Data analysis technique

Multiple Linear Regression Analysis

This study uses two kinds of analysis, descriptive statistical analysis and inferential statistical analysis of the data obtained in the field. Descriptive analysis is used to describe in more depth each research variable. While inferential statistical analysis is used to see the strength and weakness of the influence between the independent variables and the dependent variable, namely by analyzing the data that has been scored according to a predetermined measurement scale through multiple linear regression analysis using Microsoft Excel, and SPSS software. In this study, the method of multiple linear regression analysis was used, with the multiple linear regression formula as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + e \text{ (Supranto, 2005)}$$

Where:

Y = *Dependent variable*

β_0 = Constant

X_1, X_n = *Independent variable to-i (i = 1,2,3,...,n)*

β_1, \dots, β_n = The regression coefficient of each variable X_i (i = 1, 2, 3 ..., n)

e = Error factor / error rate

From this equation, it can be applied in this research as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Employee Performance Variables

X_1 = Knowledge Variable

X_2 = Attitude Variable

X_3 = Skills Variable

β_0 = Constant

β_1 = Regression coefficient X_1

β_2 = Regression coefficient X_2

β_3 = Regression coefficient X_3

e = Error factor

Research result

Simultaneous Model Testing Results

To prove the research hypothesis proposed in this study, the multiple linear regression method is used with the following analysis results:

Table 5.14. The simultaneous influence of the relationship between variables (F-test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2586,367	3	862,122	35,131	,000 ^b
Residual	687,133	28	24,540		
Total	3273,500	31			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Knowledge (X_1), attitude (X_2) and skills (X_3) simultaneously have a positive and significant effect on employee performance (Y) at the Baito Sub-district Office, South Konawe Regency. This is indicated by the results of the F-test at the confidence level of 0.95 or the real level $\alpha = 0.05$, where the probability value = 0.000 < 0.05. This means that the knowledge, attitudes, and skills simultaneously have a positive and significant effect on employee performance at the Baito Sub-District Office, South Konawe Regency. Thus, the first hypothesis, namely: knowledge, attitudes, and skills simultaneously have a positive and significant effect on employee performance at the Baito Sub-district Office, South Konawe Regency can be accepted.

Partial Model Testing Results

Partial statistical testing to determine whether the independent variable has a positive and significant effect on employee performance at the Baito Sub-district Office, South Konawe Regency can be seen in table 5.15 as follows:

**Table 5.15. Partial Influence Relationship between variables (t-test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,026	3,841		,007	,995
1 X1	1,310	,490	,447	2,674	,012
X2	1,583	,699	,391	2,265	,031
X3	,322	,622	,107	,519	,008

a. Dependent Variable: Y

The results of computer analysis (SPSS program) table 5.15 can be seen that:

1. Knowledge (X_1) has a positive and significant effect on employee performance (Y) at the Baito sub-district office in the South Konawe Regency. This is indicated by the results of the t-test at the confidence level of 0.95 or the real level $\alpha = 0.05$, where the probability value = 0.012 < 0.05. Thus, the second hypothesis is accepted.
2. Attitude (X_2) has a positive and significant effect on employee performance (Y) at the Baito Sub-District Office, Konawe Selatan Regency. This is indicated by the results of the t-test at the confidence level of 0.95 or the real level $\alpha = 0.05$, where the probability value = 0.031 < 0.05. Thus, the third hypothesis is accepted.
3. Skills (X_3) have a positive and significant effect on employee performance (Y) at the Baito District Head Office, Konawe Selatan Regency. This is indicated by the results of the t-test at the confidence level of 0.95 or the real level $\alpha = 0.05$, where the probability value = 0.008 < 0.05. Thus, the fourth hypothesis is accepted.

Correlation Coefficient (r)

The results of the analysis of the correlation coefficient (R) and determination (R Square) can be seen in table 5.16 as follows:

**Table 5.16. The results of the analysis of the correlation coefficient (R) and determination (R Square)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,889 ^a	,790	,768	4,95383	,790	35,131	3	28	,000

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The results of the correlation coefficient analysis (R) are based on table 5.16. The result shows that the correlation coefficient (R) is 0.889. These results mean that knowledge, attitudes, and skills are positively and strongly related to improving employee performance at the Baito Sub-District Office, South Konawe Regency. This means that if the knowledge, attitudes, and skills are improved, the employee's performance will be even higher.

Coefficient of Determination (R Square)

The results of the analysis of the coefficient of determination (R Square) are in table 5.16. states that the coefficient of determination (R Square) is 0.790. This shows that the variation of changes in employee performance at the Baito Sub-district Office in the South Konawe Regency is determined or influenced by knowledge, attitudes and skills by 79%. The remaining 21% is determined by other factors outside of this research model.

Discussion

The Influence of Knowledge, Attitudes, and Skills on Employee Performance

The results of the analysis of testing the first hypothesis that knowledge, attitudes, and skills influence on the performance of employees at the Baito District Head Office in South Konawe Regency were found to be positive and significant. This can be interpreted that the increase in teacher performance is due to the better knowledge, attitudes, and skills of employees at the Baito Sub-district Office in South Konawe Regency.

Yuniarsih and Suwatno (2008) that: "Knowledge is information that a person has, especially in a specific field." The indicators used in this study adapt the theory expressed by Yuniarsih and Suwatno (2008) about the dimensions of education including the dimensions of education, experience and interests. Knowledge, attitudes and skills determine employee performance. Sedarmayanti (2013) defines performance as work performance, work implementation, work achievement, or work results or work performance or work performance. The definition of performance shows how a worker performs his job.

The Influence of Knowledge on Employee Performance

The results of the analysis of the second hypothesis testing that knowledge influence on the performance of employees at the Baito District Head Office in South Konawe Regency were found to be positive and significant. It can be interpreted that the increase in employee performance is due to the better knowledge of employees at the Baito Sub-District Office, South Konawe Regency. The results of the variable description show that the performance of employees at the Baito Sub-district Office in South Konawe Regency is in a good category, this shows that the performance of employees at the Baito Sub-district Office in South Konawe Regency is good as assessed in terms of quality, quantity, time, costs, service orientation, commitment, work initiative, cooperation, and leadership.

Based on the results of the above discussion, it can be seen that knowledge has a positive and significant effect on employee performance at the Baito Sub-district Office of South Konawe Regency, meaning that the better the knowledge felt by employees in completing work, the better the performance produced by individual employees.

The Influence of Attitudes on Employee Performance

The test results in this study prove that attitudes have a positive and significant effect on employee performance. The results of these studies can be concluded that attitudes affect employee performance improvement. This means that the better the attitude, the performance of employees at the Baito Sub-district Office in South Konawe Regency will increase.

Saifudin Azwar (2010) defines attitude as a reaction or response that arises from an individual to an object which then raises the individual's behavior towards that object in certain ways. Based on the results of the discussion above, it can be seen that attitudes have a positive and significant effect on employee performance at the Baito Sub-district Office of South Konawe Regency, meaning that the better the attitude felt by employees in completing work, the better the performance produced by individual employees.

Effect of Skills on Employee Performance

The test results in this study prove that skills have a positive and significant effect on employee performance. The results of these studies can be concluded that skills affect employee performance improvement. This means that the better the skills, the performance of employees at the Baito Sub-district Office in South Konawe Regency will increase.

Skills are the capacity needed to carry out a series of tasks that develop from the results of training and experience. According to Spencer in Wibowo (2007), skill is the ability to do certain physical or mental tasks. Mental competencies or cognitive skills including analytical and conceptual thinking.

Based on the results of the discussion above, it can be seen that skills have a positive and significant effect on employee performance at the Baito Sub-district Office, South Konawe Regency, meaning that the better the skills felt by employees in completing work, the better the performance produced by individual employees.

Research Limitations

The results of this study have provided some findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things that indirectly become the limitations of the study, namely:

1. This study does not consider other variables that may affect employee performance, it only assumes that knowledge, attitudes, and skills variables that have potential possibilities related to employee performance have not been included in this study.
2. The number of samples used in this study is still limited, namely 32 respondents. Therefore, further researchers can increase the number of samples and different analysis approaches.

Conclusions and suggestions

Conclusion

Based on the results of data analysis, proof of hypotheses, and discussion of research results, it can be concluded that:

1. Knowledge, attitudes and skills have a positive and significant effect on employee performance. This means that every change in the increase in the variable indicators of knowledge, attitudes and skills can improve employee performance. The better the application of knowledge, attitudes and skills, the better the employee's performance.

2. Knowledge has a positive and significant effect on employee performance. This means that every change in the increase in the knowledge variable indicator can improve employee performance. The better the application of knowledge, the better the employee's performance.
3. Attitudes have a positive and significant effect on employee performance. This means that every change in the increase in the attitude variable indicator can improve employee performance.
4. Skills have a positive and significant effect on employee performance. This means that every change in the increase in the skill variable indicator can improve employee performance.

Suggestion

Suggestions in this study are as follows:

1. Baito District Head Office of Konawe Selatan Regency which is oriented towards employee performance should pay more attention to indicators of knowledge variables, especially experience, which means the work experience that employees have, helps in completing tasks efficiently, performance appraisals reflect the quality of employee work and feel calm at work is good. but still needs to be improved.
2. Baito District Head Office of South Konawe Regency which is oriented towards employee performance should pay more attention to indicators of attitude variables, especially in the affective component, meaning that employees are friendly to leaders, colleagues, and the community, like to help colleagues when they need help and are happy to have discussions with colleagues related to work are good but still need to be improved.
3. Baito District Head Office of Konawe Selatan Regency which is oriented towards employee performance should pay more attention to indicators of skill variables, especially technical skills, meaning that employees can apply their work knowledge to the field of work, must work skillfully using computers, and be able to use social media for work purposes. it is good but still needs to be improved.
4. This study identifies employee performance, so it suggests further research to add variables that can improve employee performance, such as education level and experience.

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