THE INFLUENCE OF EMPLOYEE KNOWLEDGE, SKILLS AND ATTITUDE ON PERFORMANCE AT THE EQUIPMENT SUBDIVISION GENERAL BUREAU OF THE SECRETARIAT GENERAL OF THE MINISTRY OF MANPOWER: A CONCEPTUAL MODEL

Fajar Setiawan¹, DwiSunu Kanto², Muchtar Luthfie³
¹²³Department of Management, Faculty of Economic and Business, Trilogi University, Jakarta, Indonesia

ABSTRACT
Reports on Work Results (LHP) findings from the Supreme Audit Board (BPK) of the Ministry of Manpower indicate that there are many findings related to cash management, inventory, permanent and non-permanent investments, and the majority are caused by the management of fixed assets that are not yet accountable. Data on the percentage of general bureau staff at the secretariat general of the Ministry of Manpower shows that there is a decrease in employee performance from 2017 to 2018. This is due to lack of knowledge, skills and attitudes of individual employees of the Ministry. This quantitative study aims to analyze the influence of employee knowledge, skills, and attitudes on performance in the general bureau sub-section of the ministry's general secretary-general. Samples numbered 89 people and were obtained through total sampling techniques. Data collection was carried out using a questionnaire. Data analysis was performed using path analysis which is operated through the LISREL program.

KeyWords
Knowledge, Skills, Behavior, Performance, Conceptual Model
INTRODUCTION

The Ministry of Labor in 2017 obtained the title of Unqualified Opinion (WTP) from the Republic of Indonesia Supreme Audit Agency (BPK-RI). Despite obtaining the title of Unqualified Opinion (WTP), from observations in the field, it can be seen that there are many findings from the Audit Board (BPK) related to the management of cash, inventory, permanent and non-permanent investments, and the majority are caused by management fixed assets that are not yet accountable. Reports on Work Results (LHP) findings from the Supreme Audit Board (BPK) still show suboptimal performance because they have not been able to minimize findings that must be followed up and have an effect on the assessment of the Supreme Audit Board. This is due to lack of knowledge, skills and attitudes of the Ministry employees.

Knowledge refers to factual or procedural information needed to successfully carry out a task (Noe et al., 2012). Skills are a competency for learning, psychomotor actions and can include manual, verbal, or mental manipulation of data, people, or objects (Mathis and Jackson, 2011). According to Byars and Rue (2005), there are three management skills needed to be able to do work, namely conceptual skills, human relations skills, and technical skills. Two aspects of performance appraisal enter into human relations skills, communication and cooperation.

The General Bureau of the Secretariat General of the Ministry of Labor has conducted an internal evaluation related to performance following the duties and responsibilities given. Performance evaluation in the General Bureau of the Secretariat General of the Ministry of Labor covers nine aspects, namely absenteeism, ability, communication, behavior, cooperation, honesty, discipline, initiative, and tidiness. Some aspects of this performance appraisal are in accordance with that expressed by Mathis and Jackson (2011) that conceptually, competencies can be seen from KSA, namely knowledge, skills and abilities.

Data on the percentage of general bureau staff at the secretariat general of the ministry of labor shows that in 2018 the percentage of employees with low-performance scores was 29.21% in the first semester and 21.34% in the second semester. Meanwhile, in 2017 the percentage of employees with low-performance scores in the first semester was 16.85% and 8.98% in the second semester. This shows a decrease in performance from 2017 to 2018. From the data on the number of employees of the general bureau of the secretariat general of the ministry of labor which earned work values below the minimum standard, it was found that in 2017 there were 23 employees with work values below the minimum standard and of 45 people at 2018.

Based on the problems that arise in the general bureau of the secretariat general of the ministry of labor, this conceptual paper was made. This paper aims to analyze the effect of employees’ knowledge, skills and attitudes on performance in the general bureau equipment sub-section of the ministry of labor’s general secretary. This paper consists of Introduction, Literature Review, Hypotheses Development and Research Methodology.

LITERATURE REVIEW

According to Gibson (2010, p. 341), employee performance is the desired result of the doer. Employee performance is the degree to which employees reach job requirements (Simamora, 2014, p. 104). Performance appraisal generally covers both qualitative and quantitative aspects of the work implementation. According to Mathis (2010, p. 113) factors that influence employee performance are the ability of employees to work, the level of effort expended, and the organizational support it receives. According to Tampubolon (2007, p. 107), the factors for evaluating performance are as follows:

a. Quality of work, including accuracy, accuracy, performance and acceptance of outputs;
b. The quantity of work, including the volume of outputs and contributions;
c. Supervision needed, including requiring advice, direction or improvement;
d. Presence, including timeliness, discipline, can be trusted/relied upon;
e. Conservation, including prevention of waste, damage and maintenance of equipment.

Knowledge is information that a person has for a particular field. Knowledge scores or tests often fail to predict HR performance because they do not measure what knowledge and expertise should be done at work. Knowledge tests measure the test taker’s ability to choose the correct answer, but cannot see whether someone can do work based on the knowledge he has (Budi W. Soetjipto, etc., 2002). According to Blanchard & Thacker (2004), knowledge is categorized as follows; (1) information obtained and placed in our memory (declarative); (2) how information is collected and used to something we already know (procedural); and (3) understand how, when and why the information is useful and can be used (strategic).

According to Lian (2013), skill is a person’s ability to do an activity or work. Dunnett’s (cited by LianArcynthia, 2013) argue that skill is the capacity needed to carry out a series of tasks that develops from the results of training and experience. Someone’s expertise is reflected by how well a person is carrying out a specific activity, such as operating equipment, communicating effectively or implementing a business strategy.

Gitosudarmo and Sudita (2008) suggest that work attitudes/behavior is the regularity of one’s feelings and thoughts and the
tendency to act on aspects of the environment. According to Hornby (in Judges, 2010), attitude is a way of placing or carrying oneself, or a way of feeling, way of thinking, and behavior. Hakim (2010) also explained that attitude is a complex mental condition that involves beliefs and feelings, and disposition to act in a certain way. It can affect to employee performance.

In some previous studies, competence influences employee performance. However, every study shows different results. This is due to differences in the use of variables, populations and samples, and research trials used in each study. These differences become the research gap that forms the basis of this research. The first gap, the differences in the results of research conducted by Fadilah (2013) and Yati (2015) which states that the knowledge possessed by employees influences employee performance. Even in the research of Surya, et al. (2014), employee knowledge is the most significant variable affecting employee performance. Similar results were obtained in a study conducted by Kay, et al. (2004) that stated knowledge in financial management is a strong indicator of the success of top-level managers. Whereas in the research conducted by Ardiana et al. (2010) which stated that knowledge had no significant effect on the performance of HR SMEs and Laoh, et al. (2016) which stated that the knowledge possessed by employees did not affect employee performance.

The second gap is in research conducted by Fadilah (2013), Ardiana, et al. (2010), and Yati (2015) which states that the ability of employees influences performance the employee. Even in research conducted by Fadilah (2013), and Ardiana, et al. (2010), the ability is the independent variable that has the most influence on employee performance compared to other variables such as knowledge and skills. Whereas in the research conducted by Surya, et al. (2014), the ability of an employee is considered to have no significant effect on employee performance.

CONCEPTUAL MODEL

The general objective of this study is to analyze the effect of employee knowledge, skills, and attitudes on performance in the general bureau sub-division of the Ministry of Labor. This goal is then divided into several specific objectives, namely to find out; (1) the effect of knowledge on employee attitude; (2) the effect of skills on employee attitude; (3) knowledge staff on employee performance; (4) the effect of skills on employee performance; and (5) the effect of attitude on employee performance. Based on these objectives and the literature review that has been carried out, the following conceptual model is obtained.

![Conceptual Model Image]

**Figure 1: Conceptual Model**

**Description:**
H1: Knowledge directly affects to Performance
H2: Skill directly affects to Performance
H3: Knowledge directly affects to Attitude
H4: Skill directly affects to Attitude
H5: Attitude directly affects to Performance
H6: Attitude mediates the relationship between Knowledge and Performance
H7: Attitude mediates the relationship between Skill and Performance

HYPOTHESES DEVELOPMENT
1. Effect of knowledge on employee performance

According to The Liang Gie and Buddy Ibrahim, quoted from Suwasono (2010: 17) states that performance is determined by many dimensions, one of which is workability, and workability is a reflection of employee knowledge. An employee with good knowledge will show good performance. An employee’s knowledge will greatly affect employee performance. This is reinforced based on previous research conducted by FahrunNisak (2015), which shows that there is an influence of knowledge on performance in SMKs throughout Pekalongan City. Thus it can be concluded that knowledge influences employee performance. From this description, it is suspected that there is an influence between knowledge on performance. The following research hypothesis is proposed:

H1: Knowledge directly affects to performance

2. Effect of skill on employee performance

To achieve good performance, it requires good skill. The higher the skills are the better the result of the work. This is reinforced based on previous research conducted by Syarthini (2014), which shows that there is a partial influence of skills on performance at PT. Bengkulu Branch MPM. The results of another study conducted by RinoYanuardi (2013) stated that knowledge had a significant effect on the performance of administrative staff at the Faculty of Economics, State University of Padang. Thus it can be concluded that skills affect employee performance. From this description, it is suspected that there is an influence between skill on performance. The following research hypothesis is proposed:

H2: Skill directly affects to performance.

3. Effect of knowledge on attitude

The attitude shown by the workers can reflect how the company will be managed and how the attitude of the workers when facing problems in the company. Attitude and behavior have an important role in the progress of the company where human resources are the most important assets for a company. Also, employees of a company can reflect the company's products and brand image. If the attitude of workers and employees is bad, it will affect how the company looks in the eyes of the public and affect the company's image. Companies certainly do not want the image that has been built in front of the eyes of the public to crumble due to the attitude of workers and bad employees in the company that does not meet standards. From this description, it is suspected that there is an influence between attitudes towards performance. The following research hypothesis is proposed:

H3: Knowledge directly affects to attitude.

4. Effect of skills on attitude

To develop optimally, companies or organizations manage their human resources by improving the performance of their employees. Having good knowledge, skills and abilities will motivate employees to improve their performance. Knowledge, skills and abilities of employees are factors that support the employee performance. Knowledge, skills and abilities are very important aspects of an organization because they are the main assets in the organization to achieve success and success. Expected employees are qualified employees to achieve optimal performance. From this description, it is suspected that there is an influence between knowledge on performance. The following research hypothesis is proposed:

H4: Skill directly affects to attitude.

5. Effect of attitude on employee performance

According to Hakim (2010), attitude can affect to employee performance. Therefore, the following research hypothesis is proposed:

H5: Attitude directly affects to performance.

6. Mediating effect of attitude on the relationship between knowledge and employee performance

Knowledge can affect to attitude. If the attitude of workers and employees is bad, it will affect how the company looks in the eyes of the public and affect the company's image. Attitude can affect to employee performance (Hakim, 2010). Therefore, the following research hypothesis is proposed:

H6: Attitudemediates the relationship between knowledge and employee performance.

7. Mediating effect of attitude on the relationship between knowledge and employee performance

Past research showed that there is a partial influence of skills on performance(Syarthini, 2014). While according to Hakim (2010), attitude can affect to employee performance. Therefore, the following research hypothesis is proposed:

H7: Attitudemediates the relationship between skills and employee performance.

METHODOLOGY

This research is a quantitative research. The study population is civil servants in the Equipment Section of the General Bureau of the Ministry of Labor. Sampling is done by total sampling technique so that it involves the entire population of 89 people. The data collection method was carried out using a questionnaire that contained a Likert scale (1-5).

The data obtained is then analyzed using path analysis which is operated through the LISREL program. Path analysis is the
basic model used to analyze the path in estimating the strength of the causal relationships described in the path model. Path analysis is used because it is suspected that there is a correlation between independent variables, so there are direct and indirect effects on the dependent variable.

CONCLUSION

This paper has discussed the background of the problems at the General Bureau of the Ministry of Manpower in Indonesia. Literature Review regarding knowledge, attitude, skills, performance, and relationships between them; conceptual model; hypotheses development, and methodology also discussed. The implementation of this research will provide information about the relationship between knowledge, skills, attitude and employee performance of civil servants in the Equipment Section of the General Bureau of the Ministry of Manpower.

REFERENCES