

# The Effect of Skill and Attitude on Performance with Work Effectiveness as an intervening variable at Research and Development Planning Service Bintan

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**ABSTRACT**--*The regional government has a vital role in the implementation of the economy. It is Regency government has a vital role in the implementation of the economy. It is necessary to have excellent quality State Civil Apparatus to participate in the implementation of government programs. In particular, the Bintan Research and Development Planning Service which has complex tasks and functions in developing Bintan Regency. The performance of State Civil Apparatus measured by various aspects such as the skills and attitudes of employees, the better the skills and attitudes of employees will increase the effectiveness of work, which will ultimately improve the performance of the employees themselves. This study is to analyze the effect of skills and attitudes on performance, both directly and through work effectiveness. The research methodology uses path analysis using SPSS with a sample of 43 Civil Apparatus in the Bintan Research and Development Planning Service. Research findings explain that skill has a significant effect on the effectiveness and performance directly. While attitude does not significantly influence the effectiveness and performance directly. Based on the indirect effect, it is found that the skills affect the performance through work effectiveness, while the attitude does not affect the performance through work effectiveness.*

**Keywords**-- Skill, Attitude, Work Effectiveness, Performance

## I. INTRODUCTION

Effectiveness describes the entire cycle of input, process, and output with reference to the results of using an organization, program or activity that states to what extend goals (quality, quantity, and time) have been achieved, and the size of the success of an organization to achieve its goals and achieve its targets. The notion of effectiveness concerned is only the desired goal or outcome.

The concept of effectiveness defined as a concept that is multi-dimensional, which is defining effectiveness varies according to the basic knowledge possessed even though the ultimate goal of effectiveness is to achieve goals and targets. The word effective is often added with the word efficient even though the meaning is not the same, but something that is done efficiently is not necessarily effective.

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These employee competencies will become a reference for managers to place them in a certain job position. Not only recruiting, but the HR department is also responsible for maintaining and developing employees who have good competencies because competencies can predict a person's behavior and performance. This competency character concerns motives, traits, self-concept, knowledge, and skills.

Competence is referred to as KASOCs, namely, knowledge, skills, and other competencies (Bernardin & Russell, 2013). Problems are often still found in human resources, one of which is the problem of decreasing employee performance, which is also affected due to the incompatibility of employee competencies. When employee performance decreases, the level of productivity and effectiveness in the company will also decrease.

An obstacle that is often faced by an organization regarding the competence of its employees in improving organizational performance is the skills and attitudes of its employees, which ultimately impact on work effectiveness and ultimately reduce employee performance.

## II. LITERATURE REVIEW

### 2.1 Skill

Skill is a trait that is carried from birth / learned that enables a person to complete his task (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). Skills show the potential of people to carry out tasks/jobs. Skill Indicators (Yuniarsih & Suwatno, 2014) are divided into:

#### 1) Proficiency

Skills are the physical, tactical and technical abilities of an individual from the unit to carry out their work.

- a) Proficiency in mastering work
- b) Ability to complete work
- c) Accuracy in completing work

#### 2) Personality

Personality is the whole way the individual reacts and interacts with others.

- a) Ability to control yourself
- b) Confidence in completing work
- c) Commitment to work

#### 3) Practice

Practice is a systematic process that is carried out repeatedly with increasing training load. The indicator of practice is the ability to train yourself to be better.

### 2.2 Attitude

Attitude is a tendency that is learned in behaving in a way that is pleasant or unpleasant to a particular object (Schiffman & Kanuk, 2012). A person's attitude is an impressionable condition to respond to environmental stimuli, which can begin or guide a person's behavior. Attitude is a tendency that is learned to react to the presence of products in good or wicked problems. Attitude is a long-term process of organizing motivation, emotions, perceptions, and cognitive and is related to aspects of the surrounding environment (Setiadi, 2017). The factors that influence attitudes are (Schiffman & Kanuk, 2012):

- 1) Personal experience

Personal experiences can be the basis for forming attitudes if they can leave a strong impression. Attitudes will be more easily formed if personal experiences occur in situations involving emotional factors.

2) Influence of others who are considered important

Individuals generally tend to have attitudes that are conformist or in line with the attitude of someone who is considered essential. This tendency is motivated, among others, by the desire to be affiliated and to avoid conflicts with people who are considered essential.

3) Cultural influences

Culture can give an individual style of experience in the care community. As a result, culture unwittingly implements a line of influence on our attitudes toward various problems.

4) Mass media

In the news coverage of newspapers and radio or other communication media, news that should be factually delivered objectively influences the attitudes of consumers

5) Emotional factors

Sometimes, a form of attitude is a statement based on emotion that functions as a sort of channeling of frustration or transfer of a form of ego defense mechanism.

### 2.3 *Work Effectiveness*

Effectiveness is the stage of achieving success in achieving the goals set (Mondy, 2016). Effectiveness is always related to the relationship between expected results and the results actually achieved. In contrast to the opinion of Kreitner and Kinicki, (2014), which provides a definition of (Kreitner & Kinicki, 2014) effectiveness is the power of messages to influence or the ability of messages to influence. Dimensions of work effectiveness as follows (Denison, 2010):

1) Involvement

Involvement is a treatment that makes the staff feel involved in the activities of the organization, so that makes staff responsible for the actions taken. Involvement (involvement) is the freedom or independence that each individual has in expressing an opinion. The involvement consists of three indicators namely Empowerment, Team Orientation and Capability Development

2) Consistency

Consistency is the level of agreement of organizational members on the basic assumptions and core values of the organization. Consistency emphasizes systems of beliefs, values, and symbols that are understood and shared by members of the organization and the implementation of coordinated activities. There is consistency in an organization marked by staff feeling bound; there are key values; clarity about the actions that can and cannot be taken. Consistency within the organization is a dimension that maintains strength and stability in the organization. Consistency can be seen from three indicators, namely core value, Agreement, Coordination, and Integration.

3) Adaptability

Adaptability is the ability of an organization to translate environmental influences on the organization. Adaptation is the organization's ability to respond to external changes in the environment by making internal changes to the organization. Adaptability can be seen from three indicators namely Creating Change, Customer Focus, and Organizational Learning

#### 4) Company Target

The company's target or mission is a cultural dimension that shows the organization's core goals that make the organization's members firm and focused on what is considered important by the organization. Organizations lacking in application

### 2.4 Performance

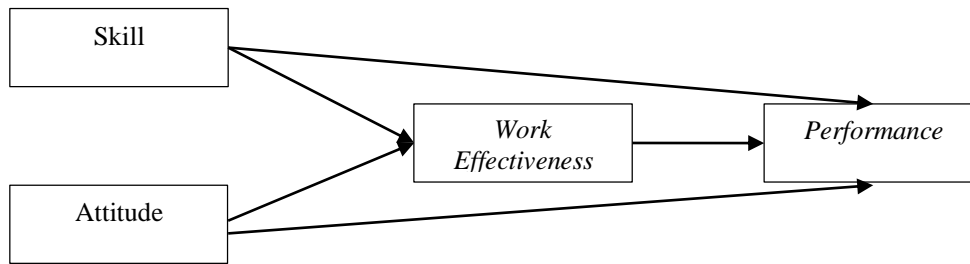
Performance is an achievement of work by employees were in their work according to certain criteria that apply to a job (Robbins & Coulter, 2010). Performance is the quantity or quality of something that is produced or services provided by someone who is doing work (Luthan, 2012). Performance is a work performance, which is a comparison between work results and established standards (Dessler, 2013). There are five indicators to measure employee performance individually (Robbins & Coulter, 2010):

- 1) Quality consisting of the following indicators:
  - a) Neatness
  - b) Ability
  - c) Cleanliness
  - d) Office facilities
- 2) Quantity consisting of indicators as follows:
  - a) Speed (Number of units produced, such as units, activity cycles).
  - b) Work targets and contributions to completing additional work in the form of additional work hours.
- 3) Responsibilities consist of indicators as follows:
  - a) Satisfaction
  - b) Results
  - c) Work facilities and infrastructure
- 4) Cooperation consisting of indicators:
  - a) Interwoven cooperation
  - b) Compactness
- 5) Effectiveness
  - a) Completed at the beginning of the targeted time
  - b) Maximized use of organizational resources
  - c) Supervision
  - d) Work environment

### III. METHODOLOGY/MATERIALS

This research is a quantitative descriptive. The data type used in this research is *primary data derived from research questionnaires* and secondary data from related journals, books, articles, and data from the research institute. Samples in the study were 43 ASNs Research and Development Planning Services in Bintan, where the sampling method used census techniques that took the entire population in the study.

Research analysis techniques using path analysis with the help of SPSS, where the research model will be carried out as follows:



1. Skills have a significant effect on work effectiveness in the Research and Development Planing Service in Bintan
2. Attitude has a significant effect on work effectiveness in the Research and Development Planing Service in Bintan
3. Skills have a significant effect on performance of the employee in Research and Development Planning Services in Bintan
4. Attitude has a significant effect on employee performance in Research and Development Service Planing in Bintan
5. Skills have a significant effect on performance of the employee through work effectiveness at the Research and Development Planing Service in Bintan
6. Attitude has a significant effect on employee performance through work *effectiveness at the Research and Development Planing Service in Bintan*

#### IV. RESULTS AND FINDINGS

The research findings of the descriptive statistic of research are as follows:

**Tabel 1:** Descriptive Statistics

	Mean	Std. Deviation	N
Performance	23.07	1.932	43
Skill	19.53	1.548	43
Sikap	26.07	2.434	43
Effectiveness	19.30	1.793	43

Based on Table 1, it is known that the importance of performance has a mean value 23,07 and standart deviation of 1,932 from 43 civil servants in the Bintan Research and Development Planing Service. The value of skill has a mean value 19,53 and standart deviation of 1,548 from 43 civil servants Research and Development Planning Service in Bintan. The value of attitude has a mean value 26,07 and standart deviation of 2,434 from 43 civil servants in the Bintan Research and Development Planning Service. The value of work effectiveness has a mean

value 19,30 and standart deviation of 1,793 from 43 civil servants in the Bintan Research and Development Planing Service.

The result data processing for the substructure 1 regression model are as follows:

**Tabel 2:** Substructure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.275	2.937		1.456	.153
1 Skill	.676	.167	.584	4.046	.000
attitude	.070	.106	.095	.656	.516

a. Dependent Variable: Efektivitas

The Research model of substructure 1 is:

$$Y_1 = 4,275 - 0,676 X_1 + 0,070 X_2$$

The second model regression of this research:

**Tabel 3:** Substructure 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.075	3.146		1.613	.115
	Skill	.525	.207	.421	2.536	.015
	Sikap	.148	.112	.187	1.328	.192
	Efektivitas	.200	.165	.186	1.214	.232

a. Dependent Variable: Kinerja

The research model regression of substructure 2 is:

$$Y_2 = 5,075 - 0,525 X_1 + 0,148 X_2 + 0,200 Y_1$$

**Tabel 4:** Result of Research

No	Variabel	Direct		Indirect	Result
		Motivation	Performance		
1	Skill	0,167	0,421	0,027	Not significant
2	Attitude	0,106	0,148	0,018	Not significant
3	Effectiveness	-	0,165	-	

The results showed the conformity of the hypotheses expressed in this study, wherein some of the results showed the suitability of the hypothesis stated in this study in which some of the results of this research in accordance with the hypothesis expressed. The results of this study are as follows:

1. Skills have a significant effect on work effectiveness in the Research and Development Planning Service in Bintan
2. Attitude has no significant effect on work effectiveness in the Research and Development Planning Service in Bintan
3. Skills have a significant effect on employee performance in Research and Development Planning Services in Bintan
4. Attitude has no significant effect on employee performance in the Research and Development Service Planning in Bintan
5. Skill has insignificant effect on employee performance through work effectiveness on the Research and Development Service Planning in Bintan
6. Attitude has no significant effect on employee performance through work effectiveness at the Research and Development Service Planning in Bintan

## V. CONCLUSION

Based on the results of the processed data that has been done, it is known the processed data as follows:

### *Direct Effect Skill on Work Effectiveness*

The results showed that the skill had a significant effect on work effectiveness. It means that every employee's skill increases work effectiveness will increase significantly. The results of previous studies are in line with the results of research conducted, which states that skills significantly influence work effectiveness (Khan & Ahmad, 2012). Skills owned by employees are divided into groups and positions. Employees who have good skills will increase the effectiveness of their work.

### *Direct Effect Attitude on Work Effectiveness*

The results showed that the attitude had no significant effect on work effectiveness. It means that every employee's attitude increases will not change work effectiveness. Previous research results are in line with the results of research conducted, which states that attitudes have no significant effect on work effectiveness. This is due to lack of awareness of civil servants in the environment of the Bintan Research and Development Planning Service in carrying out their work. Should people with a good attitude take the initiative whenever they can, willingly help colleagues in need, and also pick up the slack when someone is sick, and make sure that their work is done to the best standards. But it did not work in Bintan Research and Development Planning Service.

### *Direct Effect Skill on Performance*

Skill directly influences performance. That is meaning any increase in skills possessed by employees will improve employee performance in the Bintan Research and Development Planning Service. This shows that Employee Performance gets very good attention / very big from the company. So employees must improve their performance so that the company can develop properly. Improved performance is supported by the ability of high employees and the great motivation of the company.

### ***Direct Effect Attitude on Performance***

Attitude directly has no significant effect on performance. It means that the more attitudes of employees will not significantly change employee performance in Bintan's Research and Development Planning Service. This is related to how an employee responds to the work done. Employees who behave well will certainly work as much as possible, but in government agencies, the attitude of employees will not have a significant impact on employee performance as a whole, because the work done has been set according to the standards set regardless of the attitude shown by the employee.

### ***Skills on Performance Through Work Effectiveness***

The path analysis results show that skills do not affect performance through work effectiveness. That is, skills indirectly do not affect employee performance. The results obtained in accordance with the description of the theory that reveals the effectiveness of work is not the main factor that drives performance improvement, but the determining factor for improving performance for an employee lies in personality, seriousness and commitment as a member in an organization or as a professional (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). The results of other studies also state that effectiveness does not have a direct influence on performance improvement, but rather performance improvement is more determined by the individuals who carry it out. In other words, the best skills will increase effectiveness will not have an impact on performance.

### ***Attitude on Performance Through Work Effectiveness***

The results obtained in the stage of testing the hypothesis are consistent with the theory explained that the effectiveness of work would be achieved if there is a match between the field of work, which is the responsibility of the field of competence or experience of the individual (Dessler, 2013). Work effectiveness will be achieved when the burdens and responsibilities can be resolved on time, therefore increasing the effectiveness of the work of employees will encourage increased value of the benefits received by employees.

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