

Human Resources Competency In Improving Employee Performance

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Abstract

Each company is formed to achieve a specific goal and it is said to be successful when it has been achieved is necessary to achieve success incompetent human resources. There are competence becomes very useful to help organizations to improve their performance. This research aims to specify the influence of knowledge competence, skills, and attitudes on employee performance at PT. Nikomas Gemilang. The Data were collected using the method of survey, interviews, a questionnaire with 100 respondents. The data were analyzed using quantitative descriptive analysis and Partial least square structural equation modeling (PLS-SEM). The analyzed model of the equation is the outer model, the inner model, and the hypothesis testing. Based on the results of the calculations using software SmartPLS version 3.3.2 for Windows has a significant influence on the employee's performance with the value of 2.545 significance of 0.011, the value of significance is less than 0.05. Knowledge has no significant effect on the employee's performance with a value of 1.705 in its significance of 0.089 more than 0.05. Attitudes have a significant influence on the performance of employees with the statistical value of 3.313 significance value 0.001, a significant value is less than 0.05. Conclusion Skills and attitudes have a positive influence on employee performance and knowledge does not influence employee performance.

Keywords: competence, knowledge, skills, attitude and employee performance.

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I. Introduction

The company will develop and be able to survive in a competitive environment if it is supported by employees who are competent in their fields. Employee competencies consisting of knowledge, abilities/skills, attitudes are adjusted to the field of work required by the organization, to produce outstanding employee performance (Hidayat & Saleh, 2020). Thus, competence shows skills and knowledge characterized by professionalism in a particular field as the most important thing (Garthe & Hasselhorn, 2021).

In a corporate environment, the work attitude, knowledge, and skills of each employee are also absolutely valuable assets for the company (Karlsson, Sandqvist, Seing, & Ståhl, 2021). Work attitude reflects a tendency to respond to something consistently. In this case, employees tend to consistently obey company rules and can carry themselves out in completing what is ordered or assigned (Silva, Achcar, & Hermosilla, 2021). In carrying out the company's activities, it is required to be more professional and able to compete globally. For this reason, the company PT. Nikomas Gemilang needs human resources who have sufficient competence, but the problem is, the competence in this company is that employees lack skills in operating programs on computers, some employees often delegate work assignments to other employees who are more skilled so that it took a long time to get the job done. Communication or interaction problems trigger employees to understand the meaning of the tasks assigned to employees, thus making employees misinformed about assignments, it also takes a long time to complete tasks.

PT. Nikomas Gemilang requires the principles of management science to encourage the effectiveness of organizational performance and company progress. The system that forms knowledge management in this company in practice allows employees to learn from internal and external aspects of the company. Companies must pay attention to human resource management and systems so that skills and work attitudes at PT. Nikomas Gemilang is more practiced optimally and the performance of employees and organizations is more effective and shows that management knowledge is very much needed and can be utilized at PT. Nikomas Gemilang so that organizational performance can develop.

II. Literature Review

2.1. Background Theory

Competence is an individual's ability to carry out a job properly and has advantages based on matters relating to knowledge, skills, and attitudes. The Knowledge dimension has the meaning of a boundary that isolates the existence of any existence. Meanwhile, indicators are variables that can be used to evaluate the situation or the possibility of measuring the changes that occur from time to time. The dimensions used in this study adapt the theory expressed by Yuniarsih and Suwatno (2008) which

are divided into dimensions and indicators as follows: Educational Dimensions, The Experience Dimension, and Dimensions of Interest.

The dimensions of skills used in this study adapt the theory put forward by Yuniarsih and Suwatno (2008), which are divided into dimensions and indicators as follows: Dimensions of proficiency, Personality dimensions, and Dimensions of exercise.

Furthermore, Krech and Crutchfield (Sears, Freedman, Peplau, 1985) say there are three dimensions of attitude: Cognitive consists of all the cognitions that a person has regarding the object of certain attitudes, facts, knowledge, and beliefs about objects; Affective consists of all feelings or emotions of a person towards objects, especially judgments; and Conative (behavior), consisting of a person's readiness to react or the tendency to act on objects.

III. Methodology

In this research, the method used is descriptive quantitative research. The population in this study were employees of the ADCI Adidas PT. Nikomas Gemilang as many as 125 employees. The sample used was 100 respondents. The power collection technique used in this study was a survey approach by distributing questionnaires to respondents with a choice of 1-5 point Likert scale. The data analysis technique used is the Partial Least Square (PLS) model.

IV. Results and Discussion

4.1. Results

The evaluation of the model used in this study was carried out by evaluating the Outer Model and Inner Model. The Outer Model is a measurement model to assess the validity and reliability of the model, while the Inner Model is a structural model to predict the causality relationship between latent variables. The following is a structural model designed based on the variables and indicators used in this study.

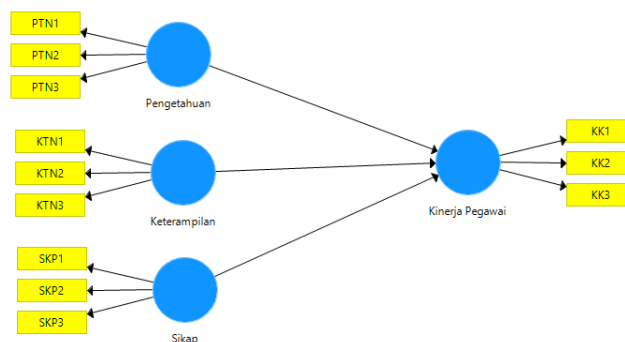


Figure 1. Structural Model

Source : SmartPLS, (2020)

Outer Model is a model that specifies the relationship between the latent / construct variables with its indicators or it can be said that the outer model defines how each indicator relates to its latent / construct variables. The outer model is interpreted by looking at several things, including convergent validity, discriminant validity, composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha. The PLS Algorithm model is presented in the following figure:

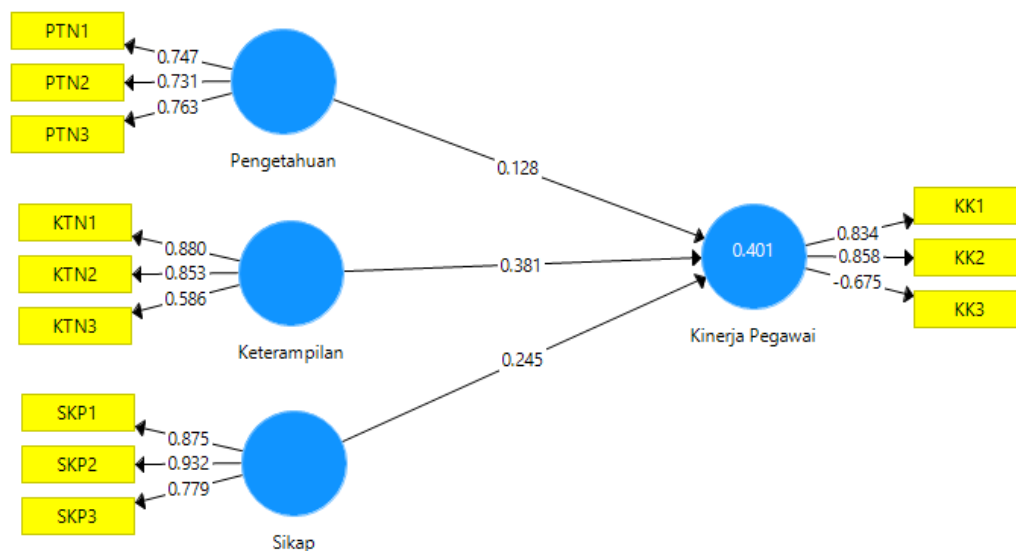


Figure 2. PLS Algorithm Model

Source: SmartPLS, (2020)

The picture above shows that the Employee Performance Constructure with 3 indicators, the loading value of KK1 is 0.834, KK2 is 0.858, KK3 is 0.675. Skills construct with 3 indicators has a loading value on the KTN1 indicator of 0.880, KTN2 0.853, KTN3 0.586. Knowledge Construct with 3 indicators has a loading value on the PTN1 indicator of 0.747, PTN2 of 0.731, PTN3 of 0.763. The Attitude construct with 3 indicators has a loading value on the SKP1 indicator of 0.875, SKP2 of 0.932, SKP3 of 0.779. Of all the indicators mentioned above, there is a loading value that has a loading value below 0.7, namely the KK3 indicator -0.675 and KTN3 0.586 so that these indicators must be removed from the construct.

After the KK3 and KTN3 indicators are removed from the model, the PLS Algorithm model must be recalculated. The results of the second calculation are as follows:

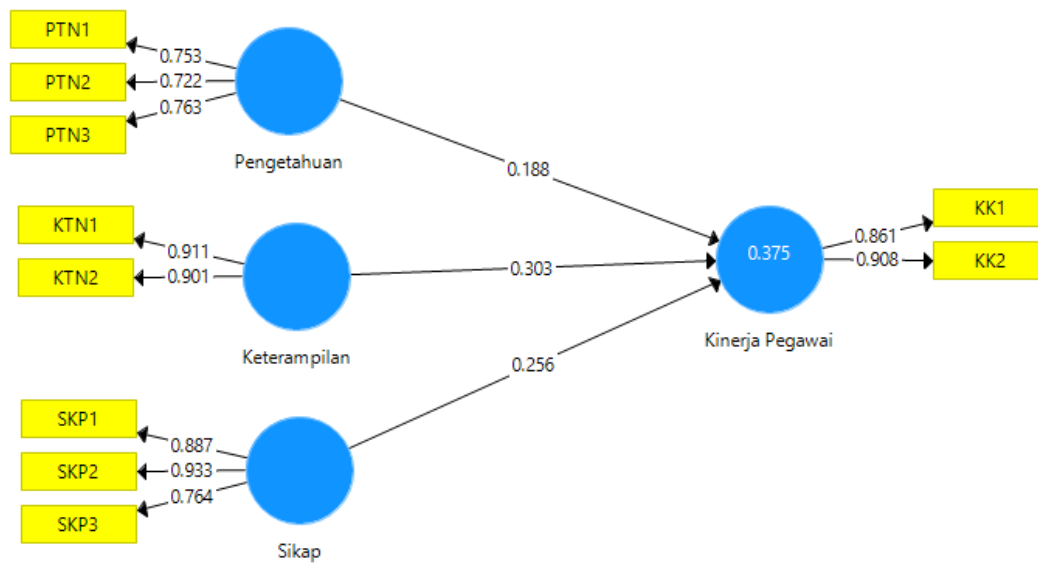


Figure 3. Second PLS Algorithm Model

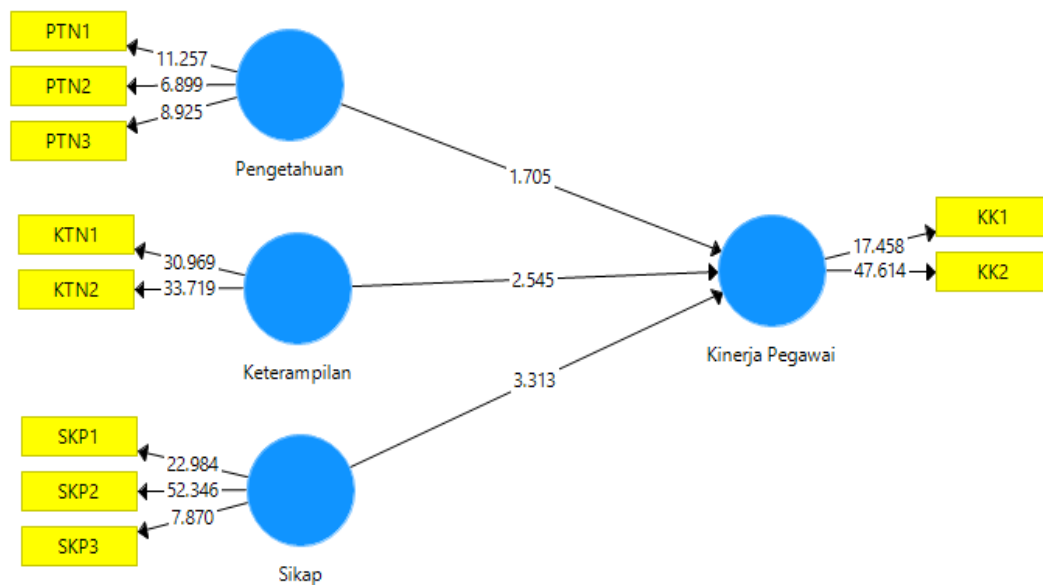
Source: SmartPLS, (2020)

Table 1. Composite reliability, Average Variance Extracted (AVE), Cronbach's Alpha

Variable	Composite Reliability	Average Variance Extracted	Cronbach's Alpha
Skill (Keterampilan)	0,902	0,821	0,782
Employee Performance (Kinerja Pegawai)	0,878	0,783	0,726
Knowledge (Pengetahuan)	0,790	0,557	0,614
Attitude (Sikap)	0,898	0,747	0,829

Source : SmartPLS, (2020)

Evaluation of the Structural Model in PLS is evaluated through a bootstrapping procedure. From the results of the analysis of the bootstrapping procedure, the R-squares value for each latent variable is used as the predictive strength of the structural model and the Path Coefficient to see the results of the significance of the influence of the variables in this study. Changes in the value of R-squares can be used to explain the effect of latent/free variables on endogenous/bound latent variables whether they have a substantive effect, while the T-statistic value on the Path Coefficient is to determine the results of research on the hypothesis proposed in this study. Following are the results of the bootstrapping test using an image display as below:

**Figure 4.** *Bootstrapping**Source: SmartPLS, (2020)*

The results of the Bootstrapping analysis results in Figure 4.4 above show that there are several values in the path coefficient less than 1.96 which indicates that the significance of the influence relationship is still weak. Furthermore, to be more complete about Bootstrapping analysis besides in the form of the image model above, the measurement model output is also presented in the form of a report for a more detailed output as shown in the table below:

Table 2. *Path Coefficient*

Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Skill (<i>Keterampilan</i>) -> Employee Performance (<i>Kinerja Pegawai</i>)	0.303	0.280	0.119	2.545	0.011
Knowledge (<i>Pengetahuan</i>)-> Employee Performance (<i>Kinerja Pegawai</i>)	0.188	0.213	0.110	1.705	0.089
Sikap (<i>Attitude</i>)-> Employee Performance (<i>Kinerja Pegawai</i>)	0.256	0.267	0.077	3.313	0.001

Source: SmartPLS, (2020)

Furthermore, the Goodness of fit model is measured using R-square. The results of the R-squares for this study are presented in the following table:

Table 3. *R-squares*

	R Square	R Square Adjusted
Kinerja Pegawai	0.375	0.356

Source : SmartPLS, (2020)

From the results of SEM-PLS processing, it can be seen that the R-square value for the Performance variable is 0.375 which means that the magnitude of the influence of knowledge, skills, and attitudes on performance is 37.5% so it can be interpreted that the performance variables that can be explained by the variables of knowledge, skills, and attitudes are equal to 37.5% while 62.5% was explained by other variables outside those studied.

4.2. Discussion

In this study, knowledge is proven to not affect employee performance. Where there are factors in employees who do not have a strong desire to have more knowledge, which causes a lack of knowledge in work, the type of work that is densely employees becomes one thing where employees have no desire to increase their level of knowledge. The results of this study are not in line with research conducted by Natasha Calistha (2016). To increase employee knowledge, education and training can be pursued. To increase the ability of employees to carry out a job so that later they can become a source of professional personnel. The higher the knowledge, the higher the employee's performance. This confirms Spencer's view in Moeheriono (2014).

In this study, skills proved to have a significant effect on employee performance. Where often employees attend pieces of training so that they will improve employee performance. This is under the research findings of Wibowo (2007) which explains that a person's job competence is a dimension of behavior that is behind the competent performance. The statement describes competence as the driving force of performance and determinants of the high and low quality of a performance, as well as the good and bad performance of the implementation of certain activities. The same results were also obtained by Muslimah (2016); Kristina Sri Utami (2018).

In this study, attitudes are proven to have a significant effect on employee performance. Competence will affect employee attitudes in acting and acting. The results of this study are relevant to the results of research conducted by Novia, Sudarwati, Ida (2018) showing that the variables attitude, knowledge, and skills have a significant effect on performance. Behavior is a function of the interaction between an individual and their environment. This means that the better the employee's attitude, the better the employee's performance is expected.

V. Conclusion and Recommendation

5.1. Conclusion

Knowledge is not proven to have a positive and significant effect on employee performance. Skills have a positive and significant effect on employee performance. Attitude has a positive and significant effect on employee performance. The results of this study are expected to be used as a reference for other researchers to develop and correct and make improvements as necessary. Referring to the results of the research, the authors provide suggestions, namely that the company is expected to integrate various training programs to improve employee competence and performance so that company goals can be achieved, the company is also expected to be more careful in placing employees in tasks and jobs that are under the character and abilities they have. Personally, the Company can also make these three competencies a part of the employee recruitment process.

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