



## The Influence of Attitude, Skill, and Knowledge Control on Employee Performance at PT. Astha Kencana Mulia

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### **ABSTRACT**

*The purpose of this research is to reveal the extent to which Attitude, Skill, and Knowledge control have a significant influence on the performance of employees of PT. Astha Kencana Mulia. This research method is a quantitative, descriptive approach. The sample taken had 57 respondents. In collecting data using online questionnaires and direct observation. Data analysis techniques using PLS-SEM The research was conducted for approximately three months and explored the phenomenon of employee performance in terms of the implications of improving employee performance that is less than optimal. The findings from the study show that employee performance has increased significantly thanks to the positive impact of attitudes and skills, while knowledge does not contribute significantly and can even have a negative impact on employee performance.*

**Keywords:** Attitude, Employee performance, Knowledge, Skill

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### **INTRODUCTION**

Globalization has changed many aspects of people's lives around the world and has also changed the environment of various organizations and businesses so that it is highly disruptive, full of change, and increasingly competitive. Currently, companies need to find fast, accurate, and effective solutions to deal with the various challenges they face. Especially when it comes to human resources within the company. It cannot be denied that human resources play a very significant role in the success of a company. Human Resources (HR), especially employee performance, is considered to be low in both intellectual and technical competence. The main significant threat to economic stability occurs when workers do not have adequate readiness to deal with the difficulties and changes around them (Sutrisno, 2011: 1) and companies experience problems with employees that affect employee performance.

PT. Astha Kencana Mulia is a company that cannot be separated from the globalization era. Business needs people with a good attitude, skills, and knowledge, along with good performance, to do their job and promote business effectively. The problems faced at PT. Astha Kencana Mulia are that sometimes an employee is given a job that contradicts the knowledge gained during formal training or previous experience, making the job even more difficult. Therefore, to improve company performance, efforts to optimize company resources are needed that are carried out effectively and efficiently. PT. Astha Kencana Mulia must focus on controlling the attitudes, skills, and knowledge of its employees so they can work productively and effectively to compete globally.

Factors that encourage achieving high productivity include controlling attitudes, skills, and knowledge. Effective knowledge management is very important for business continuity because knowledge is the main commodity that has a high position in achieving a sustainable competitive advantage. Knowledge has high value, is rare, is difficult to imitate, and is difficult to replace. (Dea & Pritania, 2017).

As adults, attitude is very important. Robbins (2015: 43) explains that employee attitudes refer to perceptions, beliefs, and assessments of work, the organization, and colleagues. A positive attitude can motivate employees to achieve the best results at work and show loyalty to the company. Conversely, a negative attitude can hinder employee performance. Unprofitable if employees do not show a good attitude. For this reason, companies need to pay attention to the attitude shown by employees. However, a good attitude alone is not enough if employees do not have adequate skills.

According to Robbins (2015: 46), skills can be defined as the ability to communicate and inspire others, both individually and in a group environment. This is a skill that involves understanding and encouragement. The capability in question includes technical and non-technical aspects in accordance with the activities and obligations that must be carried out. To acquire these skills, one needs to gain knowledge and carry out appropriate practices in carrying out work (Dea & Pritania, 2017). Employees who have adequate capabilities are able to complete work with efficiency and effectiveness. However, keep in mind that mere attitudes and skills are not enough to prepare employees to achieve optimal levels of performance. Knowledge is also an important factor.

According to Gibson, et al. (2009:10), Knowledge is a characteristic possessed from birth or learned that enables individuals to complete their tasks. The combination of education, experience, and skills required is reflected in the implementation of their duties. Knowledge management is one of the most important factors for achieving effective career management. A manager must identify and implement human resource knowledge into the company's operations. Even though an employee has been given good motivation, not all of them have the ability to work effectively.

Employee performance is the work done by each employee or the work results that help the company achieve its goals. Basically, one's ability to work is a personal thing because each team member has various skills. Human performance is influenced by the combination of abilities, efforts, and opportunities they get.

Research from Rizaldy & Abadiyah (2022) entitled "Sharing Knowledge, Technical Skills, and Entrepreneurial Motivation to Improve IKM Performance during the COVID-19 Pandemic" uses three indicators, namely knowledge sharing, technical skills, and entrepreneurial motivation. In this study, the researchers found that the three indicators had a significant and positive effect on the performance of SMEs. However, in another study, Mooduto (2022), in the title "The Influence of Organizational Culture, Knowledge, and Skills on Employee Performance," shows a positive and insignificant influence of organizational culture on employee performance.

With reference to the information presented above, there are differences from the results of research that has been done by previous researchers. So, the researcher included attitude as an independent variable. Researchers attempt to compile problems regarding the significant impact of attitudes, skills, and knowledge on employee performance at PT. Astha Kencana Noble. The purpose of this study is to reveal the extent to which attitudes, skills, and knowledge influence the performance of employees at PT. Astha Kencana Mulia.

## **METHOD**

The research method used is a type of quantitative research with the aim of obtaining information about variable values separately, be it one variable or more, without connecting it to other variables (Sugiyono, 2012). The research subjects or individuals who are the focus of this research are employees at PT. Astha Kencana Mulia. The sample used amounted to 57 respondents. One of the methods for analyzing data is the descriptive analysis technique, a method used to describe information taken in its original form without any drawn-out and generalizable interpretation process. In collecting data, researchers used online questionnaires with a Likert scale of 1–5 and direct observation using the Partial Least Squares (PLS) data processing method, which uses a component-based approach that does not require a large sample size. In the PLS-SEM data processing method, there are two important components: analyzing the model and testing the hypothesis. First, there is an evaluation of the model, or outer model, and secondly, there is an inner model.

## **RESULT AND DISCUSSION**

### **Result**

In the PLS-SEM framework, the first step is to evaluate the outer model to assess the validity and reliability of connecting indicators with latent variables. Then, the next step is to analyse the inner model to measure the extent of the influence or causal relationship between the variables in the study. In testing convergent validity, it can be known based on outer loading or loading factor and Average Variance Extracted (AVE). According to research findings, on average, each research variable indicator has an outer loading factor that is greater than 0.7. According to Hulland's (1999) explanation, the value of the reliability indicator above 0.70 can be categorized as good; the range of 0.40 to 0.70 is considered sufficient; and a value below 0.40 is considered inadequate. Based on Hulland's explanation, in general, the indicators used in this study have met the validity standard and can be used for more in-depth analysis. While the AVE

value is  $> 0.50$  (Chin & Todd, 1995), it can be concluded that the research variables have good convergent validity.

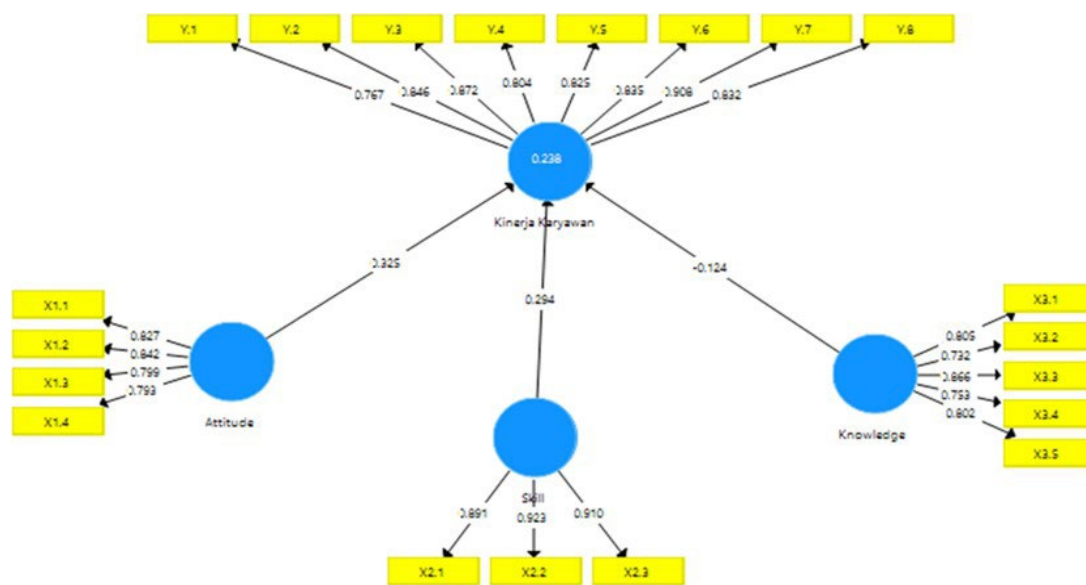
From figure 1, In testing the outer loading factor, all loading factor values in the Attitude variable (X1) have a value greater than 0.7. Therefore, all indicators are categorized as part of the attitude construct and are confirmed as having good construct validity. Among the four outer loading factor values, the Attitude indicator with the highest value reaches 0.842.

In testing the outer loading factor, all loading factor values in the Skill variable (X2) have a value greater than 0.7. Therefore, all indicators are categorized as part of the skill construct and confirmed as having good construct validity. Among the three outer loading factor values, the skill indicator with the highest score reaches 0.923.

In testing the outer loading factor, all loading factor values in the knowledge variable (X3) have a value greater than 0.7. Therefore, all indicators are categorized as part of the knowledge construct and confirmed as having good construct validity. Among the five outer loading factor values, the knowledge indicator with the highest value is 0.866.

In testing the outer loading factor, all loading factor values on the employee performance variable (Y) have a value greater than 0.7. Therefore, all indicators were categorized as part of the employee performance construct and confirmed as having good construct validity. Among the eight outer loading factor values, the employee performance indicator with the highest score reaches 0.098.

Based on the results table 1, the AVE value for the attitude variable is 0.665, the skill variable is 0.701, the knowledge variable is 0.629, and the employee performance variable is 0.825. Based on these results, it can be concluded that each variable has shown high discriminant validity in formulating the variables, with each AVE value  $> 0.5$



**Figure 1** Outer Model

**Table 1** AVE value

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Attitude	0.833	0.841	0.888	0.665
Kinerja Karyawan	0.939	0.946	0.949	0.701
Knowledge	0.854	0.885	0.894	0.629
Skill	0.894	0.895	0.934	0.825

**Table 2** Fornell-Larcker criterion testing

**Validitas Diskriminan**

	Attitude	Kinerja Karyaw...	Knowledge	Skill
Attitude	0.816			
Kinerja Karyawan	0.350	0.837		
Knowledge	-0.115	-0.219	0.793	
Skill	0.037	0.330	-0.197	0.908

**Table 3** Cronbach's Alpha dan Composite Reliability value

	Cronbach's Alpha	rho_A	Reliabilitas Komposit
Attitude	0.833	0.841	0.888
Kinerja Karyawan	0.939	0.946	0.949
Knowledge	0.854	0.885	0.894
Skill	0.894	0.895	0.934

**Table 4** R-Square

**R Square**

	R Square	Adjusted R Square
Kinerja Karyawan	0.238	0.195

**Table 5** Hypothesis Results

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (S...	T Statistik (  O/STD...	P Values
Attitude -> Kinerja Karyawan	0.325	0.340	0.108	3.017	0.001
Knowledge -> Kinerja Karyawan	-0.124	-0.162	0.145	0.855	0.197
Skill -> Kinerja Karyawan	0.294	0.280	0.147	2.003	0.023

To evaluate discriminant validity, there are two methods commonly used, namely the Fornell-Larcker criteria and cross loading. In testing the Fornell-Larcker criteria, discriminant validity is considered good if the root of the variant explained by the construct (AVE) is higher than the correlation between the construct and other latent variables. Meanwhile, in cross-loading, each construct indicator tested must show a higher value than the other construct indicators. (Sekaran & Bougie, 2016). The construct is declared valid if the AVE value is greater than the correlation between latent variables. The explanation is as follows: the value of the Fornell-Larcker attitude criteria is 0.816 greater than the value of other latent variables (employee performance 0.350, knowledge value -0.115, and skill value 0.037). Based on these results it was revealed that each variable has discriminant validity that meets the standards and has a high correlation.

The Cronbach alpha value of each research variable is > 0.7. It can be seen that the attitude value of Cronbach alpha is 0.833, the value of Cronbach alpha skill is 0.894, the value of knowledge of Cronbach alpha is 0.854, and the value of employee performance is 0.939. Thus, these results indicate that each research variable has fulfilled the reliability assumption well. Therefore, the conclusion that can be drawn is that all variables show a level of consistency to provide consistent results and pass the reliability test.

Based on the table 4, R Square is 0.238, which indicates that 23,8% of employee performance variability can be explained by the factors studied. The goodness-of-fit assessment can be obtained by using the Q-Square value. The Q-Square value has a similar meaning to the coefficient of determination (RSquare) in the regression analysis, where the higher the Q-Square value, it can be concluded that the model fits the data more precisely. The way to calculate the Q-Square is as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1-0,238)^2] \\
 &= 1 - 0,580644 \\
 &= 0,419356
 \end{aligned}$$

The Q-Square value found in the calculation is 0.419356. This figure indicates the extent to which the diversity of research data can be explained by the research model, which is 41.93%. Meanwhile, the

remaining 58.07% can be explained by other factors that are not included in this research model. Thus, based on these results, it can be concluded that the model in this study shows a good level of goodness of fit with the existing data.

### **Discussion**

#### **Effect of Attitude on employee performance**

In the test results, it was found that attitudes influence employee performance. The coefficient of influence of attitudes on employee performance is 0.325. These results indicate that every one-unit change in attitude will contribute 0.325 units to employee performance. The significance level obtained is 0.001, which is lower than the established significance level of 0.005. Next, a comparison is made between the calculated t value and the t table value for attitudes. The calculated t value obtained is 3.017, while the t table value for a significance level of 0.005 with the appropriate degree of freedom is 1.96. It can be seen that the calculated t value is greater than the t table value. This shows that there is a significant difference between employee attitudes and performance.

Carpenter and his colleagues (2009) suggest that attitude refers to an individual's feelings towards various aspects of the work environment. On the other hand, attitude is a predisposition or tendency possessed by someone towards something or someone. Attitudes can lead to positive responses, which show liking or support for the object or individual in question. On the other hand, attitude can also be a negative response, indicating disapproval or dissatisfaction with the object or individual.

From this discussion, it can be concluded that attitude has a positive and significant influence on employee performance. This affects employee performance in terms of establishing good relations with colleagues, superiors, and subordinates, thereby creating a comfortable and mutually supportive work environment within the company. The impact is an increase in employee performance.

#### **Effect of skill on employee performance**

In the test results, it was first found that the effect of skills on employee performance has a coefficient of 0.294. This coefficient shows the extent to which a person's skills affect their performance. In this context, the number 0.294 indicates that there is a positive relationship between skills and employee performance. Furthermore, the significance level for the influence of skills on employee performance is 0.023. This significance level is used to determine whether the relationship between skills and employee performance is statistically significant or not. In this case, the number 0.023 indicates that the relationship between skills and employee performance is significantly lower than the significance level set at 0.005. That is, this relationship can be considered statistically significant. In addition, there is a test of the attitude variable. The calculated t value for attitude is 2.003. This value is used to test whether the attitude variable has a significant effect on the observed results. In this case, the calculated t value of 2.003 is greater than the t table value of 1.96. This shows that the attitude variable has a significant influence on the observed results.

Thus, the test results show that there is a significant relationship between skill and employee performance, as well as a significant effect of the attitude variable on the observed results. These results indicate that skill has an influence on the performance of employees at PT. Astha Kencana Mulia, so skills are considered one of the important factors in equipping employees to encourage increased productivity and employee performance.

#### **The Effect of Knowledge on Employee Performance**

The test results show that the coefficient of influence of knowledge on employee performance is -0.124. Negative numbers indicate a negative relationship between knowledge and employee performance. In other words, the higher the level of knowledge, the lower the employee's performance. In this case, the significance level was found to be 0.197. This figure indicates that the significance level is higher than the value generally used as a threshold, which is 0.005. This indicates that the relationship between knowledge and employee performance is not statistically significant at the commonly used confidence level. The calculated t value for attitude is 0.855. When compared with the t table value, which is generally used as a reference, namely 1.96, the calculated t value is smaller. As a result, there is not enough statistical evidence to show that the effect of attitude is significant in the relationship between knowledge and employee performance. Overall, these findings indicate that in this test, the relationship between knowledge and employee performance is not statistically significant at the level of significance used. In addition, there is not enough statistical evidence to show the effect of attitude on the relationship. Things like this, also seen based on the questionnaire that was filled out by the respondents, showed that employees of PT. Astha Kencana Mulia still said they were unsure about the knowledge they had. However, PT. Astha Kencana

Mulia looks more at the attitude and skills possessed by employees. Attitude and skills have a greater impact on performance than knowledge. Even though an employee has extensive knowledge, if they are unable or unwilling to apply it in practice, this knowledge will be ineffective in improving their performance. Poor application of knowledge or inaccuracy in applying knowledge can reduce its effect on employee performance.

## CONCLUSIONS

The conclusion from the results and discussion is that the attitude variable has a positive and significant effect on the performance of employees of PT. Astha Kencana Mulia. This means that a good attitude towards colleagues, superiors, and subordinates will create a peaceful environment and good relations in the company, which of course has an impact on increased employee performance. The skill variable has a positive and significant effect on the performance of employees of PT. Astha Kencana Mulia. That is, the ability possessed by a person is able to encourage increased productivity and employee performance. And finally, the knowledge variable has a negative and insignificant effect on the performance of employees of PT. Astha Kencana Mulia. That is, extensive knowledge is unable to be applied in work practices, which can reduce its influence on employee performance.

The advice given even though knowledge does not appear to affect performance, motivational factors can be important. Companies can adopt approaches that focus more on employee motivation, such as providing relevant incentives, developing a supportive work environment, and ensuring organizational and individual goals are linked. It is hoped that future research will add other variables that can improve employee performance, such as ethical leadership, communication, and motivation.

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