THE EFFECT OF KNOWLEDGE COMPETENCE AND SKILLS COMPETENCY ON THE PERFORMANCE AND CAREER DEVELOPMENT OF ADMINISTRATIVE STAFF IN STATE VOCATIONAL SCHOOLS IN BONDOWOSO DISTRICT

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ABSTRACT

This study aims to analyze and examine the effect of knowledge competence and skill competence on the performance and career development of administrative staff at SMK Negeri in Bondowoso Regency. The type of this research is survey research, namely research using explanation (explanatory) or confirmatory (confirmatory) to explain the influence between variables or causal relationship between variables through hypothesis testing. The population in this study were 63 people. The sampling technique is the census technique, so the number of samples used is 63 respondents. The data analysis method used is path analysis. The results of this study can be concluded that the competence of knowledge and competence of skills have a significant effect on the performance of administrative staff. These results also state that knowledge competence and skill competence have a significant effect on career development of administrative staff in State Vocational Schools throughout Bondowoso Regency.

Keywords: Knowledge Competence, Skill Competence, Performance, Career Development

INTRODUCTION

Human Resources or human resources contains two meanings. First, is a work business or service that can be provided in the production process. On the other hand, HR reflects the quality of the effort given by a person in a certain time to produce goods and services. The second understanding, HR concerns humans who are able to work to provide services or work efforts. Being able to work means being able to carry out activities that have economic activities, namely that these activities produce goods or services to meet needs or the community (Sonny Sumarsono, 2003: 4). Human Resources is an integrated ability of the power of thought and physical power of the individual. The perpetrators and their nature are carried out by their descendants and their environment, while their work performance

is motivated by the desire to fulfill their satisfaction (Hasibuan, 2003: 244)

The problem of human resources is still in the spotlight and the focus for organizations to survive in the era of globalization. Human resources have a major role in every activity of the organization, although supported by facilities and infrastructure as well as excessive sources of funds but without the support of reliable human resources, organizational activities will not be completed properly. This shows that human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the success of implementing organizational activities. Organizational demands to acquire, develop and maintain quality human resources are increasingly pressing in accordance with the dynamics of the ever-changing environment. According to Sitohang (2007: 12) a very difficult challenge in the future is the change in the individual values of the workforce where the job vacancies offered are not in accordance with their expertise, the challenges that come from line management are often not balanced in their attention to the tasks and targets to be pursued. achieved by paying attention to the workers who are their partners (unbalanced between task oriented and relation oriented)

The basic part of the challenge of change that has a huge impact on employees is the importance of having competence in carrying out their duties and responsibilities where the problems contained in the scope of Civil Servants (PNS) include the inability to provide the best service, unfinished tasks, and the low performance of civil servants. One of the reasons for the low performance of civil servants is the low standard of competence related to the level of formal education. Seventy-two percent of all civil servants graduated from high school. Of the approximately 4 million civil servants, 53% of them still need to be nurtured continuously in order to achieve the expected level of productivity and professionalism (Sunar Harapan, 2003). The various problems that exist within the scope of the civil servant are one example of the low standard of competence of a person or civil servant in carrying out their duties. The definition of competence according to Wardiman Djojonegoro (1996: 11) gives the meaning of competence as a basic characteristic possessed by an individual that is causally related to the referenced standard of assessment on superior performance or on a job.

With the competence that is the basis for carrying out the work, the competencies that have been owned by employees can be used as a reference in improving the performance of employees individually, which will encourage the performance of human resources as a whole which is reflected in the increase in productivity, thus performance appraisal is something that cannot be done. with the company/organization. Thus career development in an organization or agency is very important to be carried out by organizational leaders because employees who work in an agency definitely have the opportunity to have the opportunity to occupy a better, higher position, and have a greater income.

Based on theories and phenomena that develop among Civil Servants, an empirical study that analyzes in more depth and examines the influence of knowledge competence and skill competence on performance and career development of administrative staff is interesting for further analysis. This study aims to analyze and examine the effect of knowledge competence and skill competence on the performance and career development of

administrative staff at SMK Negeri in Bondowoso Regency.

RESEARCH METHODS

This research is included in the type of survey research (survey research). Survey research in this study is used for explanatory or confirmatory purposes, namely to explain the influence between variables or causal relationships between variables through hypothesis testing. The population of this research is all administrative/administrative staff with civil servant status in the State Vocational High School in Bondowoso Regency, totaling 63 consisting of Group II totaling 29 employees, Group III totaling 32 employees and Group IV totaling 2 people. This study uses the census method, namely research conducted on all members or elements of the population totaling 63 employees, or in other words, this study is the population as well as the sample. Thus, if the 63 employees in State Vocational Schools throughout Bondowoso Regency are defined as the population, then each census will get information or data from the 63 employees.

Furthermore, because the competence of knowledge and skills on the performance and career development of State Vocational High Schools throughout Bondowoso Regency is obtained based on the views, responses, perceptions or assessments of the administrative staff, hereinafter referred to as research respondents or as primary data sources, so that the sampling technique is not needed. whether the data obtained can measure what you want to measure can be trusted, then the research instrument needs to be tested first, for that it is necessary to test the validity and reliability. Technical analysis is carried out after all data has been collected and then analyzed quantitatively which is useful for describing the relationship between the data obtained and the theoretical basis used systematically. While the quantitative analysis technique

used in this research is the SPSS for windows program.

The analytical method used to analyze the research data is path analysis or path analysis. For the calculation process approached by standardized multiple regression analysis and processed with the SPSS for Windows program package, an estimation of the causal effect between variables and the position of each variable in the path either directly or indirectly will be carried out. The significance of the model appears based on the beta coefficient (β) which is significant to the path.

The hypotheses that have been formulated are tested using path analysis. The causal relationship model is the development of correlation analysis, partial analysis and multiple linear regression analysis. With the path analysis model, it is possible to estimate the size of the causal relationship between variables and the hierarchy of the position of each variable in a series of causal relationship paths, either directly or indirectly (Hasan, 1996: 1)

The path calculation explains the influence of knowledge competence (X1) and skill competence (X2) either directly or indirectly on the career development of administrative staff (Y2) through intervening performance variables (Y1). Before testing whether there is a direct or indirect effect, each path is tested for significance first. Then from the results of the new structure, each path coefficient is calculated again. Based on these results, it can be seen the size of the direct and indirect effects as well as the total effect.

RESULT ANALYSIS

Validity and Reliability Test

Based on the results of testing the validity and reliability of the knowledge competency variable with 2 indicators and 8 items, the correlation value (r-calculated) ranges from 0.472 to 0.553m while the table

value (r-table) is 0.248. The value of the r-count range is greater than the r-table, so it can be concluded that all questions on the knowledge competency variable are valid. The value of the Cronbach's Alpha coefficient for the knowledge competency variable is 0.606, which is greater than 0.60, so the knowledge competency variable instrument is declared reliable. In accordance with Arikunto's opinion (2006: p. 215), which states that the data is said to be reliable if the correlation index criterion (α) is more than 0.600

In addition, the results of testing the validity and reliability of the skill competency variable with 2 indicators and 5 items obtained a correlation value (r-calculated) ranging from 0.611 to 0.660, while the table value (r-table) was 0.248. The value of the r-count range is greater than the r-table, so it can be concluded that all items in the skill competency variable question are declared valid. The value of the Cronbach's Alpha coefficient on the skill competency variable is declared reliable. In accordance with Arikunto's opinion (2008: Page 215), which states that the data is said to be reliable if the correlation index criterion (α) is more than 0.600.

The results of testing the validity and reliability of the administrative staff performance variable with 2 indicators and 8 items obtained a correlation value (r-count) ranging from 0.481 to 0.632, while the table value (r-table) was 0.248. The value of the r-count range is greater than the r-table, so it can be concluded that all the questions on the performance variable of the administrative staff are declared valid. The value of the Cronbach's Alpha coefficient of the administrative staff performance variable is 0.635, which is greater than 0.60, so the instrument of the administrative staff variable is reliable. In accordance with Arikunto's opinion (2006: p. 215), which states that the data is said to be reliable if the

correlation index criterion (α) is more than 0.600.

In addition, the results of testing the validity and reliability of the career development variable of administrative staff with 3 indicators and 11 items obtained a correlation value (r-count) ranging from 0.345 to 0.592, while the table value (r-table) was 0.248. The value of the r-count range is greater than the r-table, so it can be concluded that all of the performance variable question items are declared valid. The coefficient value of Cronbach's Alpha performance variable is 0.629 which is greater than 0.60, so the performance variable instrument is declared reliable. In accordance with Arikunto's opinion (2006: p. 215), which states that the data is said to be reliable if the correlation index criterion (α) is more than 0.600.

Normality Test

The normality test of the model is used to test the normality of the data distribution to avoid bias and or find out whether the sampled data is normally distributed or not. The normality test in this study was carried out with the Probability Of Standardized Residual normal test, which will show the distribution points of the sample in the form of a graph if the points spread along a diagonal line, it can be said to be close to normal (Santoso,2001:89).

Based on the display and the normal plot graph on the output of the normality test of the data below, it can be concluded that the histogram graph provides a distribution pattern that is close to normal, while the normal plot graph shows that the dots spread around the diagonal line, and the distribution follows the direction of the diagonal line. These two graphs show that the regional model is feasible to use because it meets the assumption of normality.

Multicollinearity Test

Based on the results of the data multicollinearity test, the VIF value for each variable is the knowledge competence variable (X1), which is 1.111 (equation 1) and 1.229 (equation 2), the skill competency variable (X2) is 1.111 (equation 1) and 1.465 (equation 1). equation 2), while the administrative staff performance variable (Y1) is 1.603. It is said to be free of multicollinearity if the Variamce Inflating Factor (VIF) value is less than 10 or the correlation coefficient between independent variables is below 0.9 (Santoso. 2001: 54)

Table 1. Result of Multicollinearity Test

Independent Variable	Tolerance	VIF
Equation 1:		
Knowledge Competence (X1)	0,900	1,111
Skill Competence (X2)	0,900	1,111
Equation 2:		
Knowledge Competence (X1)	0,813	1,229
Skill Competence (X2)	0,683	1,465
Administrative Staff Performance (Y1)	0,624	1,603

Heteroscedasticity Test

Based on the picture above, it shows that there is no certain pattern shown by the dots in the picture, so it can be concluded that there are no symptoms of heteroscedasticity in all observations of the independent variables and the variance of each residual.

Path Analysis

The path coefficient shows the direct effect of each variable. The results of the regression analysis used to calculate the path analysis are summarized and presented in the following table:

Table 2. Path Analysis

Regression Model	Beta	Sig.	Information
Knowledge Competence (X1) → Administrative Staff Performance (Y1)	0,272	0,014	Signigikan
Skill Competence (X2) → Administrative Staff Performance (Y1)	0,470	0,000	Signifikan
Skill Competence (X2) → Administrative staff career development (Y2)	0,211	0,048	Signifikan
Kompetensi keterampilan (X2) → Administrative staff career development (Y2)	0,250	0,033	Signifikan
Administrative Staff Performance (Y1) → Administrative staff career development (Y2)	0,394	0,002	Signifikan

Based on the table above, it can be seen that the significance value of all variables is below 0.05, thus it can be concluded that knowledge competence and skill competence have a significant effect on performance and career development.

Then tested the effect of each independent variable (knowledge competency and skill competency) on the

dependent variable (administrative staff career development) either directly or indirectly with the administrative staff performance variable as an intermediate variable. The direct and indirect influence models in this study are presented in the following figure:
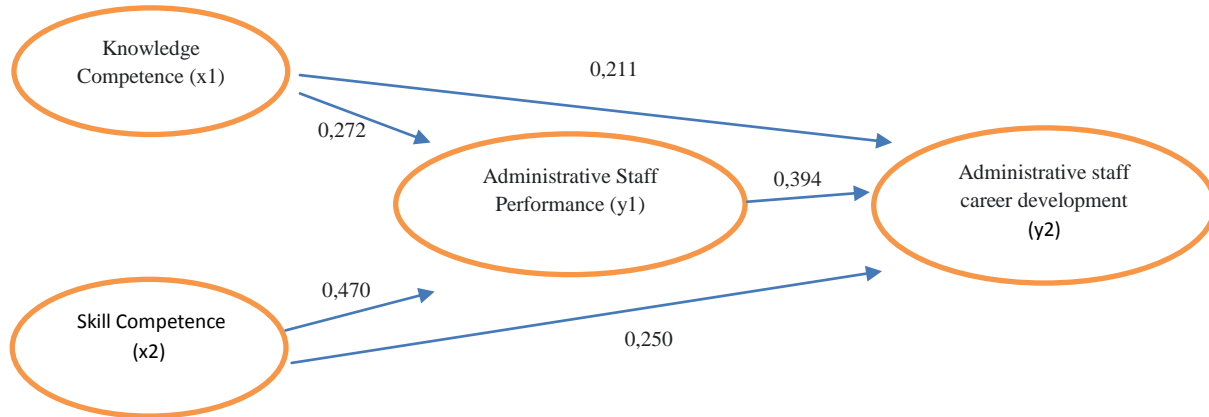

Figure 1. Path Analysis

The results of calculating the direct and indirect effects of each independent variable (knowledge competence and skill competence) on performance are presented in the following table:

Table 3. Direct and Indirect Effect

Model	Effect		
	Direct	Indirect	Total
Knowledge Competence (X1) to Administrative Staff Performance (Y1)	0,272		0,417
Skill Competence (X2) to Administrative Staff Performance (Y1)	0,470		0,275
Knowledge Competence (X1) to Administrative staff career development (Y2) Direct Effect Indirect Effect	0,211	0,107	0,318

Skill Competence (X2) to Administrative staff career development (Y2)
    Direct Effect
    Indirect Effect
	0,250	0,185	0,435

Based on the table above, it is known that the direct influence test for testing the flow coefficient between knowledge competence on the performance of administrative staff is the knowledge competence variable (X1) has a direct positive effect on the performance of administrative staff (Y1) by 41.7%. While testing the direct effect for testing the path coefficient between the competence of administrative staff performance skills is the

skill competence variable (X2) has a direct positive effect on the performance of administrative staff (Y1) by 27.5%.

To test the direct effect for testing the path coefficient between knowledge competence on career development of administrative staff, the variable knowledge competence (X1) has a direct positive effect on career development of administrative staff (Y2) of 21.1%, while for testing the path coefficient the indirect effect of

variable knowledge competence (X1) on the career development of administrative staff (Y2) through the performance of administrative staff (Y1) has a positive value of 10.7%. This means that the influence of administrative staff performance (X1) on the career development of administrative staff (Y2) is indirectly smaller than the direct effect, while the total effect is 31.8%

For testing the direct effect for testing the path coefficient between skill competencies on career development of administrative staff, the skill competence variable (X2) has a direct positive effect on career development of administrative staff (Y2) of 25.0%, while for testing the path coefficient the indirect effect of variable skill competence (X2) on the career development of administrative staff (Y2) through the performance of administrative staff (Y1) has a positive value of 18.5. This means that the influence of skill competence (X2) on the career development of administrative staff (Y2) is directly smaller than the indirect effect, while the total effect is 43.5%.

INTERPRETATION

Based on the results of testing the previous hypothesis, it was explained that there was a significant influence between knowledge competence on the performance of administrative staff. The results of this study are in accordance with previous research, which was conducted by Rosidah (2003) that the variables of communication competence, cooperation competence, knowledge competence and leadership competence as well as decision-making competence jointly have a very significant influence on the performance of PT. Cheil Jedang Indonesia. . The results of this study are also strengthened by the results of previous research, conducted by Fitriyadi (2001) that the variables of Technical Skill Competence, non-technical skill competence, knowledge and ability have a

significant influence on improving employee performance. Competence is a combination of individual potentials that are demonstrated in quality and quantity in a performance. From the results of this study, knowledge competence is needed in the performance of administrative staff at State Vocational Schools throughout Bondowoso Regency, in order to make it easier to complete work, and if an administrative staff lacks basic skills in the field of knowledge, it will hamper the performance of the staff.

The results of this study also state that there is a significant influence between skill competencies on the performance of administrative staff. Based on the theory of competency skills according to Irianto (2001: p. 76) Skills are a combination of several physical and non-physical work abilities in relation to the application of new knowledge acquisition. Furthermore, it was stated that besides being a visible skill, the meaning of skill also refers to mental, manual, motor, perceptual, and even social abilities of a person. Skills are a combination of several physical and non-physical work abilities in relation to the application of new knowledge acquisition. Skills can include technical, human, and conceptual skills. Through the results of the questionnaire that has been filled out by the respondents, it is clear that technical competency skills such as using LAN and internet facilities are very helpful in their daily work. Also, maintenance of existing tools in the work unit must be carried out so that facilities and infrastructure can be used properly, so that work can be carried out without any problems. When juxtaposed with previous research, namely that conducted by RA Wijayani Kartikawati (2007), the basic competencies of administrative staff which include knowledge competence and skill competence within the Surabaya State Shipping Polytechnic ITS have a significant

effect on performance by developing Classroom Methods and On The Job methods with formal or informal way.

The results of this study indicate that skill competence has a significant effect on career development of administrative staff. These results support the findings of research conducted by Almalifah (2004) and Suherti (2006) which states that to be competent in achieving career development, employees must have human resource competencies, which are referred to in competencies here include, among others, expertise, education, experience and also other influences, namely climate, structure and character of work. In addition to the competence factors of human resources that are important for career development, other things that influence are promotions, transfers and training. With promotions offered by organizations and employees who have competence in their work, employee careers can be considered, while with right-targeted mutations with the principle of increasing work productivity by placing employees in jobs that match their expertise (the right man in the right place, the right man). on the right job) then the quality of work can be achieved. Another thing that needs to be considered is training by providing training that is in accordance with the main tasks and functions as well as a clear job description so that employees will have competence in improving their performance. As for career development based on Government Regulation No. 101/2000 which includes several things that must be fulfilled by every civil servant, it is necessary to add points about the importance of competence for employees in improving their careers.

Career development is an organizational activity in preparing an employee to occupy positions that are available and formed within the organization concerned both now and in the future, this is expressed by Sitohang (2007: p. 205). Meanwhile, in practice according to Handoko (2000: p. 123), career development is a personal improvement made by a person to achieve a career plan.

Career paths are sequential work patterns that shape a person's career. A career goal is a future position that a person strives to achieve as part of his career process. To enable a person to pursue his peak career according to Sitohang (2007: p. 206), basically lies in two very basic causes, namely intellectual ability and personality in leadership. Therefore, everyone needs to constantly develop their intellectual abilities and personality in their leadership.

The results of this study also stated that there was a significant effect of the results of data analysis on the influence of administrative staff performance on career development of administrative staff. The path coefficient was 0.394 and the t-count was 3.293 and the significance value was 0.002. The significance value of 0.002 is smaller than ($p < 0.05$). Thus, it shows that the performance of administrative staff has a significant effect on career development of administrative staff.

The results of this study are in accordance with the results of previous research conducted by Bagus Rosandi Putra (2015) which concluded that there was a positive and significant influence between the performance variables on the career development variables of the Puskesmas Kenganan Sudiarjo District employees. This means that the higher the performance of Kenganan Health Center employees, Sidoarjo Regency, the opportunities for career development will also increase.

Human resource development still needs to be done because as it turns out from the results, the assessment shows that there are still many shortcomings and weaknesses that need to be improved, especially in the areas of knowledge, abilities, and skills that

are in accordance with organizational targets. According to Sitohang (2007: p. 207-2011), developing employee knowledge means increasing their ability to better understand. While skills are more about psychomotor and proficient movement of a worker in doing his job. Thus developing skills means developing the level of proficiency of a worker in carrying out the work tasks entrusted to him. However, in order for human resources in the organization to work efficiently and effectively according to Hasibun (2000: p. 101), it is necessary to have career development for employees which includes promotions, transfers and training.

Furthermore, the thing that needs to be done in career development apart from promotions and transfers is training where training needs to be carried out so that employee competencies are more in line with the work and organization as Filippo (1995: p. 215) argues that the planned development program will provide benefits to the organization in the form of increased productivity. , increasing morale, stability and greater flexibility (flexibility) of the organization to adapt to changing external and internal requirements. Such development includes training and education to improve skills in carrying out work. The definition of training is also stated by Nawawi (1998: p. 209), that training is the process of equipping workers with special skills or activities to assist workers in improving the implementation of inefficient workers.

Based on the explanation that has been conveyed, what is meant by career development is a condition that indicates an increase in a person's position in an orabusasu. Career development in an organizational agency is very important to be carried out by organizational leaders because employees who work in an agency definitely have the opportunity to have the opportunity to occupy a better position, higher and greater income.

CONCLUSION

Based on the results of the study and a description of the effect of skill competence through the performance of administrative staff on the career development of administrative staff in State Vocational High Schools throughout Bondowoso Regency, it can be concluded that knowledge competence AND skill competence have a significant and significant effect on the performance of administrative staff. These results also state that knowledge competence and skill competence have a significant and significant effect on the career development of administrative staff in State Vocational Schools throughout Bondowoso Regency. This research is in accordance with the theoretical and empirical basis which states that knowledge and skill competencies have a significant effect on the performance and career development of Administrative Staff of State Vocational Schools throughout Bondowoso Regency. The final result of this research is that in order to improve performance and career development, knowledge and skill competencies are also improved. This is in accordance with the concept of human resource development

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