

---

**THE INFLUENCE OF CONCEPTUAL COMPETENCY ON THE WORK  
EFFECTIVENESS OF LEMITO SUBDISTRICT OFFICE EMPLOYEES,  
POHUWATO REGENCY**

Idrus Usu,

Deby R. Karundeng,

Silvana Salawati

[idrusug@gmail.com](mailto:idrusug@gmail.com)

**ABSTRACT**

Research objectives: 1. To find out and analyze the extent of the influence of conceptual competence which consists of: knowledge, skills and abilities on the work effectiveness of employees of the Lemito Subdistrict Office, Pohuwato Regency. 2 To find out and analyze the influence of the most dominant conceptual competence which consists of: knowledge, skills and abilities on the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency. This research method is a case study of the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency. The population of this study was 74 employees consisting of sub-district employees and officials from 8 villages. Research results 1) Taken together, the influence of conceptual competence, namely: knowledge, skills and abilities, has a significant effect on the work effectiveness and service of employees at the Lemito sub-district office, Pohuwato Regency. 2 Partially, the most dominant influence influences the work effectiveness of employees at the Lemito sub-district office, Pohuwato Regency. is Skills. The skills referred to can be the implementation of practical work procedures, special techniques, and scientific disciplines for each employee as a source of competence.

**Keywords:** Conceptual Competency (knowledge, skills and abilities) Effectiveness.

**INTRODUCTION**

Improving the quality of human resources is the main priority of national development, especially in this reform era, but it must be realized that the implementation of development that is not supported by adequate human resources is something that hinders development itself, therefore, service to the community is a demand that must be met, that with optimal resource management, it can contribute and have a strong influence on the success of the organization, both in terms of preparing work programs and in achieving work results that satisfy human resources themselves.

So it must be managed in a comprehensive and integrated manner in terms of quality and quantity which cannot be separated from human resource development, which is an active process to change one situation to another, better condition, with efforts to improve technical, theoretical, conceptual and technical capabilities. employee or employee morale in accordance with job/position requirements through knowledge, skills and abilities. Meanwhile, human resources themselves are all people (both leaders, staff, superiors, subordinates, permanent employees and non-permanent

employees who are members of an organization with their respective roles and contributions influencing the achievement of organizational goals in developing and empowering various potential human resources in the organization is by developing and improving qualifications to better master science and technology, so that they can be skilled and competent in carrying out their duties and functions and able to contribute to the running of the organization's work program, which is based on faith and piety, so that it becomes a professional behavior that is reliable towards the task or assigned work.

In allocating and empowering human resources, the principle of appropriate work placement is based on the background of various competency influences which have a very determining role in efforts to formulate and implement various programs and policies in the organization, because human resources are a very valuable organizational asset and play a role. important in achieving the goals, objectives and continuity/sustainability of organizational life, both government and private organizations.

Providing the widest possible autonomy to regions is an opportunity and opportunity (opportunities) in addition to various field challenges that lead to improving excellent service that satisfies the community with the consequence that the quality of human resources must be improved so that they can be empowered in a directed manner in facing various problems or obstacles. Thus, the support of elements of society such as: Regional Government, Entrepreneurs and universities as stake holders is very necessary. Apart from that, it requires creativity, foresight, sensitivity as well as hard work and commitment of all employees positioned at every level of the organization, especially employees, to take advantage of opportunities and be able to face challenges so that high quality service from the Lemito District Head Office, Pohuwato Regency for the community can be realized.

Internal constraints on employees of the Lemito Subdistrict Office, Pohuwato Regency in their efforts to realize their vision and mission, especially in the constraints of human resource management which has not yet functioned optimally in increasing the potential and quality of employees by referring to the influence of conceptual competence by using human resource management concepts or theories. According to the researcher's observations, the influence of conceptual competence that is able to encourage an increase in the quality of field employees in the Lemito District Office of Pohuwato Regency employees that needs to be studied is: knowledge, skills and abilities to improve employee competence so that they are able to work effectively and optimally for the people of Pohuwato.

The phenomenon related to the knowledge possessed by employees at the Lemito Subdistrict Office, Pohuwato Regency, as part of competence must be able to encourage improvements in the quality of employees, however what happens is that the scientific knowledge and ordinary knowledge possessed by employees at the Lemito Subdistrict Office, Pohuwato Regency have not been able to contribute optimally to their duties. - the tasks given, as a field employee with scientific knowledge and ordinary knowledge

that he has are not relevant to the work given/charged. On the other hand, field employees are less concerned with efforts to improve education which is closely related to scientific knowledge and there is no effort to develop the ordinary knowledge they have, such as continuing their education to a higher level and there is a lack of developing training on the ordinary knowledge they have only based on the results. work so far without taking into account work results that are as efficient and effective as possible, as the demands of scientific developments and work dynamics increasingly require quality human resources. Therefore, to increase the competence of employees regarding scientific knowledge, it is necessary to increase the level of education in order to adapt to working conditions and advances in science and further improve conceptual skills and work skills in order to adapt to the field of work in which they are positioned. Phenomenon related to the skills possessed by employees of the Lemito District Head Office, Pohuwato District, as an element of competency must be able to encourage improvements in employee quality, but what happens is that some of the skills possessed by employees are not able to create maximum work creativity because they only have technical and human skills. they pay attention to the skills and ignore conceptual skills. They do not realize that conceptual skills play a major role in the development of other skills, so that the tasks assigned are less effective or the work results are less satisfying to society and the organization. As an employee, the skills they have are not relevant to the work they are given/charged because they still use old methods. On the other hand, the employees of the Lemito Subdistrict Office, Pohuwato Regency have attended various trainings but they are not suitable for the tasks they are carrying out, resulting in their work abilities not being able to be adjusted to their needs. workloads are increasingly dynamic and complex. So with this in mind, to increase the competency of the employees of the Lemito Subdistrict Office, Pohuwato Regency through increasing skills, the training program must be adapted to the dynamics of the work they are involved in and conceptual skills are given more attention to be developed, so that employees can change their attitudes and improve their work abilities, or in other words, the influence of skills really requires various training programs that are relevant to the field of work as a source of competence.

The phenomenon related to skills as an element of conceptual competence still requires further improvement in the employees of the Lemito Subdistrict Office, Pohuwato Regency, because most of these employees do not show or prove their ability in scientific disciplines, provide less motivation, and are less able to formulate policies and lack achievement. So quite a lot of employees at the Lemito Subdistrict Office, Pohuwato Regency have not met the requirements to hold higher positions or be promoted, this is because they still lack knowledge and skills and their exam scores are not related to their work.

Therefore, when placing employees, including field officers, on a job, an evaluation should be carried out regarding their knowledge and skills as well as their curriculum vitae, because each employee has different potential as one of the considerations that will be formed so that the skills of each employee at the Lemito Subdistrict Office,

Pohuwato Regency can be achieved. realized in the implementation of assigned work can be achieved as effectively as possible. If these phenomena receive evaluation and development, especially those related to scientific knowledge or improving education, more attention is paid because it can be seen from the continuous/sustainable lack of education level of employees which is in line with the development of the knowledge and skills they already have, then automatically the employees' skills will also be affected. developing, as an influence of conceptual competence, while still referring to the concept of human resource management, it will support increasing employee competence and have a positive impact on employee effectiveness in employees of the Lemito Subdistrict Office, Pohuwato Regency

Based on the phenomena mentioned above, the researcher tried to conduct research on the influence of competence and work effectiveness on the service of employees of the Lemito Subdistrict Office, Pohuwato Regency with the research title: "The Influence of Conceptual Competence on the work effectiveness of employees of the Lemito Subdistrict Office, Pohuwato Regency. Mathis and Jackson (2001:238) suggest that conceptually the competency approach to job analysis consists of three components, namely: knowledge, skills and abilities. The three elements mentioned above by Mathis and Jackson are grouped based on conceptual model of "visible and hidden competencies" (skills) and abilities (abilities). In connection with the way employees work at the Lemito Subdistrict Office, Pohuwato Regency, what influences the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency are knowledge, skills and abilities. Psychologically, the knowledge of the employees of the Lemito Subdistrict Office, Pohuwato Regency is reality ability (knowledge + skill), where the problem for the employees is the issue of scientific knowledge, conceptual skills and their further skills are still lacking due to their lack of education, so there is still a lack of overall expertise and general knowledge and other skills have not been realized optimally, on the other hand, performance conservation, a number of studies show that the academic proficiency tests of office employees

The Lemito sub-district head of Pohuwato Regency is still lacking in potential so that the effectiveness of work and services to the community is not yet optimal. Therefore, the basic theory used as a basis for studying the influence of conceptual competence in employee relations is the theory about the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency.

McClelland in Vietzhal Rivai (2009:299) conducted extensive research to analyze what causes people to be successful in their work by comparing groups of people who perform very well in their jobs, with groups of people who show average performance. With a focus on measuring characteristics of achievement and general measurement of a person's cognitive abilities. Thus, it can be said that conceptual competence is the elements that function to produce work effectiveness well in carrying out their work or duties, including without exception the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency. For the purposes of the approach in this research, this theory will then be applied. by using various reference sources that are appropriate

to the focus of the problem to be studied, with the title: The Influence of Conceptual Competency on the Work Effectiveness of Lemito Subdistrict Office employees, Pohuwato Regency.

## LITERATURE REVIEW

### A. Human Resources Management

Veitzhal Rivai, (2004: 17) states that human resources are human resources that have different potential from each other, which is caused by the process of the interaction of experience, education and training which determines the ability to think to produce ideas in solving problems. Human resource management according to Sedarmayanti (2001:5) is the attraction, selection, development, use and maintenance of human resources by the organization. Thus, human resources are central in efforts to realize its existence in the form of achieving organizational goals, where Selo Soemardjan in Sedarmayanti (2000: 121) states that a fully qualified human being is a development person who has the following characteristics:

- a. Having confidence in oneself, one must not be low in self-esteem, which creates an attitude of resignation or surrender to fate, so that one becomes passive or apathetic about the possibility of improving one's fate.
- b. Has a strong desire to improve his fate.
- c. Have a dynamic character, including:
  - a. Take advantage of every profitable opportunity.
  - b. Able to solve life problems faced.
  - c. Always be ready to face socio-cultural changes that occur within public.
  - d. Willing and able to cooperate with other parties on the basis of understanding and respecting the rights and obligations of each party.
- e. Have a high moral character, including: honest, keeping promises, sensitive to the rights and interests of other parties.

Based on the opinions of several experts above, it can be concluded that the definition of human resource management is the art of planning, organizing, directing, supervising human resource activities, in order to achieve organizational goals, while the main objective of human resource management is to increase employee contribution to organization in order to increase the productivity of organizational performance, considering that achieving organizational goals is very dependent on the people who manage it, therefore human resources must be managed so that they can be more useful and successful in achieving organizational goals.

### B. Conceptual Competence

Competency includes various technical and non-technical factors, personality and behavior, soft skills and hard skills which are then widely used in various aspects that are assessed by many companies to recruit employees into the organization, and competency is a key determining factor for someone to produce excellent performance, In collective situations, competence is a determinant of organizational success, so there

needs to be an approach and emphasis that a person's competence actually influences organizational performance, where basic characteristics can be linked to increased individual and team performance. As regulated in Law No. 43 of the Year (1999 Article 7) concerning the Competency of Civil Servants in the following points:

- 1) Civil servants are appointed to certain positions and ranks
- 2) Appointment of civil servants is carried out based on the principle of professionalism in accordance with competency, work performance and rank level determined for that position, as well as other objective requirements without distinction of gender, ethnicity, religion, taste or class

Spencer and Spencer (1993:9) define competence as a hidden characteristic of a person that shows a causal relationship with reference to effective criteria and/or the best performance in a job or situation. And Spencer and Spencer (1993:9) state that the types of competency characteristics consist of: Motives, traits, self-concept, knowledge, skills. Lawler in Mathis (2001:238) suggests that, rather than thinking about people who have jobs that are relatively stable and can be written from job descriptions, it would be more relevant to focus on the required competency approach.

According to Malayu Hasibuan (2005:71) says that with conceptual development managers become more skilled and faster in making better decisions, because their technical skills, human skills and managerial skills are better. In this connection, on a broader dimension.

### C. Knowledge

Etymologically, knowledge comes from the English word knowledge, in the Encyclopedia of Philosophy it is explained that the definition of knowledge is true belief (knowledge is justified true belief). Meanwhile, in terms of terminology, several definitions of knowledge will be presented. According to Sidi Gazalba in Proverbs Bakhtiar (2005: 85) states that knowledge is what is known or the result of knowing work, knowing work is what is known or the result of knowing work is the result of knowing, being aware, realizing, understanding and clever. Knowledge is all property or content of the mind, thus knowledge is the result of the process of human efforts to know.

According to pragmatists, John Dewey in Proverbs Bahktiar (2005:86) explains that there is no distinction between knowledge and truth (between knowledge and truth), so knowledge must be true if it is not true, it is a contradiction. Moving on from knowledge is truth and truth is knowledge, then in life humans can have various knowledge and truths. According to Baharuddin Salam in Proverbs Bahktiar (2005:87) states that there are four types of knowledge possessed by humans, namely: Firstly, ordinary knowledge, namely knowledge which in philosophy is said to be common sense, and is often interpreted as good sense, Secondly, scientific knowledge, namely as a translation of science, in the narrow sense, science is defined as showing natural knowledge which is quantitative and objective in nature. The third philosophical knowledge is knowledge obtained from contemplative thinking and speculative knowledge. Fourth, religious

knowledge, namely knowledge that can only be obtained from God through His messengers.

#### **D. Skills**

Skills as an element of human resource competency can be sourced from talent, work experience as well as through education and training, where skills must be possessed by every employee, leader or superior.

According to Siagian (1992: 141), skills are the ability of a person or employee to produce something of value for the organization by carrying out the duties and responsibilities mandated within the organization. According to Robert L Mathis (2002:171) that technical skills are related to the ability to carry out tasks quickly and on target and on time. Nawawi (1999:21) states that skills are an employee's ability to carry out mandated main tasks easily, quickly and skillfully in mastering the field of work based on background knowledge and insight into what, how and why to carry out these main tasks.

Gomes (1997: 198) emphasizes that employee activities must be based on skill support by skillfully, productively and efficiently utilizing all needs related to government bureaucracy, therefore employee skills will be able to provide added value in efforts to develop an organization or agency's progress. Skills development will have an impact on improving the qualifications of human resources in carrying out the work assigned.

Gibson (1994:55) further states that skills are skills that are related to tasks and are used by someone at the right time. According to him, training needs require technical skills more than conceptual skills. Meanwhile, for managerial development purposes, conceptual skills are needed rather than technical skills.

Likewise, Stoner (1993: 213) stated that in carrying out managerial tasks three kinds of skills are needed, namely technical skills, human skills and conceptual skills.

According to Malayu Hasibuan (2005:110) ability is someone who will be promoted based on a skills assessment. Promotion considerations are skills, people who are capable or get first priority for promotion. Skills are the total of all skills needed to achieve accountable results. Malayu Hasibuan (2005:110) further explains that skills are a collection of knowledge (regardless of how to obtain it) that is needed to fulfill the following:

1. Skills are the implementation of practical work procedures, special techniques and scientific disciplines.
2. Skills in unifying and harmonizing various elements that are all involved in policy formulation and in management situations.
3. Skills in providing direct motivation.

According to Moekijat (2005: 110) defines skills as skills that can show individual achievement records, skills are used as a criterion to determine whether an individual is capable of meeting the requirements for a higher level position, where skills must be formed in achievement assessments, individual life history records and work-related test scores. From several definitions, it can be concluded that skills are an assessment

of an employee's ability to unite and harmonize various elements and total expertise which are all involved in formulating policies in management situations.

### **E. Work Effectiveness**

Effective communication is really needed in the work motivation process, which requires good communication with subordinates, where subordinates must know what they will do and what they will get as well as what conditions they must fulfill, so that they can get these incentives.

Work effectiveness is a measure and ability to carry out the functions, tasks, programs or missions of an organization or company in accordance with the targets (quantity, quality and time) that have been set. Work effectiveness is the relationship between output and goals, the greater the contribution (contribution) of output to achieving goals, the more effective the organization, program or activity is. Work effectiveness is the ability to do something appropriately based on the goals that have been set or planned. Implementation of a program in accordance with the planned objectives shows the effectiveness of the program being carried out well. On the other hand, a mismatch between program implementation and the stated objectives shows that the program implemented has not been effective. Clarity of the goals to be achieved, this is intended so that employees or workers in carrying out their duties can achieve targeted targets and targets so that organizational goals can be achieved.

Clarity of the goal achievement strategy is determining the method, path or effort that must be made to achieve all the goals that have been set so that implementers do not get lost in achieving organizational goals. Such as determining insight into time, impact and concentration of efforts. A solid process of analysis and policy formulation, related to the goals to be achieved and the strategies that have been determined, meaning the policies that have been formulated. It must be able to bridge objectives with efforts to implement operational activities.

Careful planning is needed for decision making that will be made by the organization to develop programs or activities in the future. Preparing an appropriate program, a good plan still needs to be outlined in permanent implementation programs because if not, the implementers will lack guidance for acting and working. The availability of facilities and infrastructure is needed to support the process of implementing a program so that it runs effectively.

Effective and efficient implementation, if a program is not implemented effectively and efficiently then the organization cannot achieve its goals.

Supervision and control system, this supervision is needed to regulate and prevent possible deviations in the implementation of a program or activity, so that organizational goals can be achieved.

According to Martani and Lubis (1987), the criteria used to measure work effectiveness are as follows:

1. Source approach, namely measuring the effectiveness of input. The approach prioritizes organizational success in obtaining resources, both physical and non-physical, that suit the organization's needs.
2. Process approach, is to see the extent of the effectiveness of program implementation from all internal process activities or organizational mechanisms.
3. Goals approach, where the focus is on output, measuring the success of the organization in achieving results (output) that are in accordance with the plan.

Effectiveness shows a company's ability to achieve the targets that have been set precisely. Achieving targets that have been set based on applicable measures and standards reflects that a company has paid attention to its operational effectiveness. According to Saleh (2010), the aspects or dimensions of work effectiveness are as follows:

- a. Involvement Involvement is a treatment that makes staff feel included in organizational activities so that it makes staff responsible for the actions they take. Involvement is the freedom or independence that each individual has in expressing opinions
- b. Consistency Consistency is the level of agreement of organizational members regarding the basic assumptions and core values of the organization. Consistency emphasizes a system of beliefs, values and symbols that are understood and shared by members of the organization as well as the implementation of coordinated activities.
- c. Adaptation (adaptability) adaptability is the ability of an organization to translate environmental influences on the organization, adaptation is the ability of an organization to respond to changes in the external environment by making internal changes to the organization. Adaptability can be seen from three indicators, namely creating change, focusing on consumers and organizational conditions (organization learning).

## RESEARCH METHODS

Research activities were carried out at the Lemito Subdistrict Office, Pohuwato Regency. This research study focuses on employee conceptual competence and its influence on service effectiveness. The data collection method used in this research is as follows:

1. Observation method, namely the author makes direct observations of the object to be studied.
2. Interview method, namely collecting data by conducting direct interviews with agency heads, the Camam Secretary, and section heads and Village Heads related to the required data.
3. Questionnaire method, namely by making a structured list of questions in closed form, then distributing it to respondents. The questions in the questionnaire are designed in such a way that various data and information can be obtained from each variable studied.

---

4. Documentation, which is aimed at obtaining data directly from the research site, including relevant books, regulations, activity reports, photographs, documentary films, research-relevant data.

Namely empirical data obtained directly from the field through observation, interviews and a list of questions. Namely data obtained based on the results of studies and literature reviews in the form of: books, documents and other sources relevant to the problem being studied.

According to Sugiono (2002:57) population is a generalized area consisting of objects or subjects which constitute certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. Nasir (1988:3) in Riduwan population is related to data, not people or objects. According to Hadari (1995:141) in Riduwan it is the totality of all possible values, both the results of calculating and quantitative or qualitative measurements of certain characteristics regarding a complete set of objects. So a population is an object or subject that resides in an area and meets certain requirements that are related to the problem being studied. The target population in this study were 74 employees of the sub-district office of the village head in the Lemito sub-district. The method used was a certain sample with the following conditions. Employees of the Lemito sub-district office and the village head of the village secretary and the head of affairs in the Lemito sub-district

According to Arikunto (1996: 107) in Riduwan, it is stated that as an ancer-ancer, if there are less than 100 subjects, it is better to take all of them so that the research is population research. Furthermore, the subject is large, it can be taken between 10%-15% to 20%-25% or more. Furthermore, Surakhmad (1994: 100) in Riduwan suggests, if the population size is less than or equal to 100, sampling should be at least 50% of the population size. If the population size is equal to or more than 1000, the sample size is expected to be at least 15% of the population size. and according to Nasution (1991: 135) emphasizes that the quality of research is not always determined by the size of the sample, but by the solidity of the theoretical basis, by the research design, as well as the quality of implementation and processing. This research is a case study of the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency. The population of this study was 74 employees consisting of Lemito sub-district office employees and officials from 8 villages consisting of village heads, village secretaries and heads of affairs.

To discuss and analyze data obtained through the process of research activities, the author uses the following method: Quantitative descriptive analysis method, namely the interpretation and measurement of research data in the form of numbers, and qualitative descriptive analysis, namely discussion and drawing conclusions on research data described in words or sentences.

To test the hypothesis proposed in measuring and analyzing the magnitude of the influence of the independent variables (knowledge, skills and abilities) on the dependent variable (work effectiveness) of Lemito sub-district office employees, the

multiple linear regression analysis method with SPSS was used. This method was formulated by Bambang Suharjo (2008:71) as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y: Employee Work Effectiveness

X<sub>1</sub> : Knowledge

X<sub>2</sub> : Skills

X<sub>3</sub>: Skills

$\beta_0$ : Regression coefficient (intercept).

$\beta_1 - \beta_3$ : Regression coefficient (Slope).

e : Disturbance ErrorG.

## RESEARCH RESULTS AND DISCUSSION

### A. Research Object Profile Characteristics

Based on Government Regulation Number 19 of 2008 concerning Subdistricts as stated in articles 14 and 15, that Subdistricts are Regency/City Regional Apparatus as regional technical implementers which have certain work areas and carry out Government authority delegated by the Regent/Mayor to handle Regional Autonomy matters, Next, the implementation of the Duties and Functions of the District Organization is regulated through Pohuwato Regency Regent Regulation Number 14 of 2010 concerning Subdistrict Duties and Functions.

In carrying out the government authority delegated by the Regent, the District has duties, among others:

- a. Standards, norms and government policies Harmony, usefulness, flexibility in implementing government duties, development and community empowerment
- b. Minimum service standards In order to carry out these tasks, sub-districts have functions, including:
  1. Coordinate empowerment activities
  2. Coordinate efforts to organize public peace and order
  3. Coordinate the implementation and enforcement of laws and regulations
  4. Coordinate the implementation of government activities at the sub-district level
  5. Fostering the administration of village/district government
  6. Carry out community services which are within the scope of their duties and/or which cannot yet be implemented by the village or sub-district government.

Lemito District is one of the 13 sub-districts in Pohuwato Regency stretching on the coast of Tomini Bay, with this position Lemito District is one of the sub-districts that has the most marine products in Pohuwato Regency, geographically Lemito District has the shape of a hilly area because it is on the coast , with a height above sea level between 40 meters to 2000 meters, minimum temperature 30 °C and maximum 35 °C while rainfall ranges from 88 mm / year. The Lemito District area is flowed by several rivers/streams, including: Lemito River, Babalonge River, Lomuli River, Wonggarasi Tengah River, SukaPeace River.

Lemito subdistrict has an area of 135.01 km<sup>2</sup>, to the north it borders Tolitoli Regency (Central Sulawesi), to the east Wanggarasi subdistrict, to the south Teluk Tomini and to the west East Popayato subdistrict. Administratively, Lemito District is divided into 8 villages and 29 hamlets. The population of Lemito district in 2017 was 11,872 people, consisting of 6,024 male residents and 5,848 female residents, with a total of 3,279 family heads.

## **B. Discussion of the Influence of Competency on work effectiveness**

Based on the results of data analysis using both descriptive analysis and multiple linear regression, a discussion is then carried out on the influence of conceptual competencies X<sub>1</sub>, pohuwato as follows:

### **1. The Influence of Knowledge on Work Effectiveness**

The results of the descriptive analysis show that the knowledge of the employees of the Lemito sub-district office, Pohuwato district is in accordance with their work, the knowledge of the employees is able to analyze the work, the knowledge of the employees of the Lemito sub-district office of Pohuwato district is not in accordance with increasing the level of education, the knowledge of the employees of the Lemito sub-district office of Pohuwato district is able to develop themselves. In accordance with the respondent's description of the knowledge statement, there were 13 respondents or 17.57% who stated that employee knowledge was very appropriate to their job. The statement of 41 respondents or 55.46% stated that employee knowledge is appropriate to their work. The level of education still needs to be increased to a higher level because there are still employees or village officials who have been serving for quite a long time, but there are 5 employees or 6.76% in the package category. This needs to increase the attention of the sub-district leadership towards village officials, especially officials, starting from the head. Village, Village Secretary. Apart from the educational characteristics of respondents based on group, there were 53 non-group respondents or (71.62 5%) and non-group respondents dominated, consisting of village officials from the village head to the head of village affairs in the Lemito sub-district. employee knowledge is very capable of analyzing work. Statements from 45 respondents or 60.81% that with knowledge employees are able to analyze work. The results of data analysis using multiple linear regression show that knowledge is significant for work effectiveness in employees of the Lemito sub-district office, Pohuwato district, because the level of significance of knowledge is  $0.014 > 0.05$  error with the level of confidence in the data being 95%, thus it can be assumed that the level of knowledge Employees at the Lemito sub-district office in Pohuwato Regency need to be taken into account to be improved in placing them in certain positions/jobs according to their knowledge competency as an effort to empower and develop human resources.

MC. Celland in Sedarmayanti 2007: 126 explains that knowledge is information that a person has/has mastered in a particular field and knowledge and skills are more easily recognized, these two competencies are also relatively easier to form and develop,

through the process of learning and training is relatively short, while social roles, self-image and motives are not easily identified, and are more difficult and require longer time to improve/develop them. And skills and knowledge play an important role in a person's success, but the other four competencies play a much larger role. This is especially true in jobs that are more strategic and located at the top of the hierarchy in the organization.

The results of this research support previous research by Al Imran (2013) which concluded that various knowledge provides a significant and positive contribution or influence on increasing the effectiveness of field work at the Bantaeng Regency BKKBN office. Likewise, the research results of Amiruddin (2008) concluded that knowledge has a significant effect towards improving the quality of public health services at the Pinrang Regency General Hospital. Therefore, the program for developing scientific knowledge through improving education is a source of conceptual competence to achieve job satisfaction, service quality and service effectiveness. The similarity between the results of previous research and the results of this research lies in the fact that a strategy for increasing knowledge through higher levels of education has not yet been formulated to change the attitudes and develop knowledge of employees in carrying out their duties, not only because of the ordinary knowledge they already know which they use as a benchmark in carrying out their duties but how to provide motivation to all employees to increase scientific knowledge through improving education.

Fahrur Nisak 2015 The influence of knowledge, self-concept skills and personal characteristics on staff performance at SMK N in Pekalongan City, research results. There is a positive and significant influence between knowledge, skills, self-concept and personal characteristics simultaneously on the performance of SMK N staff in Pekalongan City. Increasing employee competency through knowledge, skills, self-concept and personal characteristics will increase staff performance in terms of work quality, productivity, cooperation between employees, employee initiative when working and a high sense of responsibility.

Meanwhile, the difference between the results of previous research and this research tends to be that employees of the Lemito Subdistrict Office, Pohuwato Regency are less concerned about scientific knowledge through increasing education. This is because the dominant part is honorary staff who are appointed as permanent employees without paying attention to their education and knowledge which can have a negative impact. regarding work results and the public is still dissatisfied with the services provided, due to the mismatch in the knowledge of these employees which is only based on the ordinary knowledge they already know (old methods) which is used as a technique in carrying out their duties. Meanwhile, in previous research, the knowledge of employees is still relatively low, so they are not able to provide effective contributions or added value to the tasks they carry out, in addition, the assignment of tasks does not take into account the knowledge possessed by employees, which has an impact on work abilities that do not satisfy the organization.

## 2. The Influence of Skills on Work Effectiveness

The results of the descriptive analysis show that with skills, employees are diligent in their work, employees are creative in their work, employees are intelligent in their work and employees are very fast in doing their work. The results of data analysis using multiple linear regression show that skills have a significant effect on the work effectiveness of employees at the Lemito sub-district office, Pohuwato district, because the skill significance level is  $0.000 < 0.05$  error with a confidence level in the data of 95%. Thus, it can be said that the skill level of employees needs to be taken into account to improve continuously or continuously to increase their competence. The skill or skills of each employee in each organization is one of the elements of competence that each employee has in carrying out their duties, and greatly determines the success of the assigned tasks. .

As explained by Hadari Nawawi, skills are an employee's ability to carry out their mandated main tasks easily, quickly and skillfully and mastery of the work field which is based on background knowledge and insight into what and how and for what purpose they carry out these main tasks, as well as by Gomes stated that employee activities must be based on the support of skills that are skilled, productive and efficient in utilizing all needs related to government bureaucracy.

The results of this research support the results of previous research by Fahrur Nisak 2015. The influence of knowledge, self-concept skills and personal characteristics on staff performance at SMK N throughout Pekalongan City. The results of his research. There is a positive and significant influence between skills on staff performance at SMK N throughout Pekalongan City. This positive influence can be seen in employees' perceptions in terms of creating new opportunities while working and measuring their level of creativity, high level of attention to tasks, ability to influence other employees and employees' efforts to find information about good work.

This research is supported by previous research by Welinus Halawa (2019) The influence of skills and work effectiveness on employee performance at PT Jefrindo Consultant Medan. These results explain that the skills factor has an important influence in improving employee performance. These results are also supported and in line with research conducted by Sofyang (2017) entitled "The Influence of Motivation, Work Environment and Skills on Employee Performance at the Soppeng Regency Regional Financial and Asset Management Revenue Service office".

## 3. The Influence of Skills on Work Effectiveness

The results of the descriptive analysis show that with skills, employees are diligent in their work, employees are creative in their work, employees are intelligent in their work and employees are very fast in doing their work. The results of data analysis using multiple linear regression show that skills have a significant effect on the work effectiveness of employees at the Lemito sub-district office, Pohuwato district, because the skill significance level is  $0.000 < 0.05$  error with a confidence level in the data of 95%. Thus, it can be said that the skill level of employees needs to be taken into account

to improve continuously or continuously to increase their competence. The skill or skills of each employee in each organization is one of the elements of competence that each employee has in carrying out their duties, and greatly determines the success of the assigned tasks. .

As explained by Hadari Nawawi, skills are an employee's ability to carry out their mandated main tasks easily, quickly and skillfully and mastery of the work field which is based on background knowledge and insight into what and how and for what purpose they carry out these main tasks, as well as by Gomes stated that employee activities must be based on the support of skills that are skilled, productive and efficient in utilizing all needs related to government bureaucracy.

The results of this research support the results of previous research by Fahrur Nisak 2015. The influence of knowledge, self-concept skills and personal characteristics on staff performance at SMK N throughout Pekalongan City. The results of his research. There is a positive and significant influence between skills on staff performance at SMK N throughout Pekalongan City. This positive influence can be seen in employees' perceptions in terms of creating new opportunities while working and measuring their level of creativity, high level of attention to tasks, ability to influence other employees and employees' efforts to find information about good work.

This research is supported by previous research by Welinus Halawa (2019) The influence of skills and work effectiveness on employee performance at PT Jefrindo Consultant Medan. These results explain that the skills factor has an important influence in improving employee performance. These results are also supported and in line with research conducted by Sofyang (2017) entitled "The Influence of Motivation, Work Environment and Skills on Employee Performance at the Soppeng Regency Regional Financial and Asset Management Revenue Service office".

## CONCLUSION

1. Partially, the influence of conceptual competence, knowledge, skills and abilities is significant on the work effectiveness of employees at the Lemito Subdistrict Office, Pohuwato Regency
2. The variable that has the most dominant influence on the work effectiveness of employees at the Lemito sub-district office, Pohuwato Regency is Skills. The skills referred to can be the implementation of practical work procedures, special techniques, and scientific disciplines for each employee as a source of competence.
3. Taken together, the influence of conceptual competence, namely: knowledge, skills and abilities, has a significant effect on the work effectiveness and service of employees at the Lemito sub-district office, Pohuwato Regency.

## Suggestions

1. Partially, the influence of knowledge, skills and abilities needs to continue to be improved and optimized, empowerment and development of work implementation in order to further improve the effectiveness of employee work and services as targets of the vision and mission that have been set at the Lemito sub-district office, Pohuwato Regency. Increasing various knowledge through various educational or learning facilities that are able to provide learning material for the effectiveness of field employees' work and services in accordance with community expectations.
2. Likewise, skills are obtained through various functional training or operational technical training as competencies that can realize maximum service effectiveness, while employees who have the skills must try to maintain and are even required to further develop their skills at work and expand their insight into the tasks assigned to them as source of competence to achieve satisfactory work results for the organization and career development.
3. We hope that the results of this research can be used as valuable input. In developing the potential of employees, in order to support increased work effectiveness and service at the Lemito sub-district office, Pohuwato Regency

## REFERENCES

1. Amirullah and Haris Budiyono (2004:199) *Introduction to the Basics of Management* PT. Renika Cipta, Jakarta.
2. Proverbs Bakhtiar, 2005. *Philosophy of science* Publisher PT. Raja Grafindo Persada Jakarta.
3. Bambang Suharjo, 2008. *Applied Regression Analysis with SPSS*, Graha Ilmu Yogyakarta Publisher.
4. Davis K, 1999. *Human Behavior at Work Organization Behavior*, New Delhi, MC. Grow Hill Publishing Company.
5. Fahrur Nisak 2015 *The Influence of Knowledge, Self-Concept Skills and Personal Characteristics on Staff Performance at N Vocational Schools in Pekalongan City*
6. Febrio. Lengkong, et al, (2019) The Influence of Skills, Experience and Work Environment on Employee Performance at PT Mustika Cococminaesa MInahasa Selatan) Embah Journal of Economics, Business Management and Business Accounting VOL 7, NO 1 (2019)
7. Gomes, F. Cardoso, 1997. *Human Resource Management*, Andi Offset Publisher Yogyakarta.
8. Hadari Nawawi, 1999. *Human Resources Planning*, Gajah Mada University Press Publishers. Yogyakarta.
9. Hajrahman Suad Husnan, 1990. Personnel Management, Edition VI BPFE, Yogyakarta.
10. Harbani Pasolong, 2007, Public Administration, Alfa Beta Publisher.
11. Hasibuan, Malay. 1997, Human Resources Management, Publisher PT. Mount Agung Jakarta.

---

12. Malayu, 2000. Human Resource Management, Basics and Keys to Success, Publisher PT. Mount Agung Jakarta..
13. Henry Simamora, 2004, Human Resources Management, 3rd Edition, Publisher of the College of Economics (YKPN).
14. Hitt, A. Michael ; Ireland, R. Duane ; Hoskisson, E. Robert. 1997, Strategic Management; Welcoming the Era of Competition and Globalization, Erlangga, Jakarta.
15. Hj. Ramlia Ismail, 2009. Analysis of the Influence of Human Resource Competency Factors on the Broadcast Quality of the Republic of Indonesia Television Public Broadcasting Institution, South Sulawesi Station.
16. Jonh A. Pearce II, Richard B, Robinson, Jr. 2008 Management Strategy Formulation, Implementation and Control, Tenth Edition, Salebah Empat Jakarta Publishers
17. Kenneth C, Laudon, Jane P.Laudon, 2008, Edition 10. Indonesian version of Information Systems Management Publisher Salemba Empat Jakarta
18. Mahardika, 2000, Work experience as personal potential, Publisher, Rosdakarya Youth, Bandung
19. Mathis, L. Robert and Jackson, H. Jonh., 2001. Human Resource Management. Book 1, First edition, Selemba Empat, Jakarta
20. Moekijat 2005 Organizational Development PT. Renika Cipta, Jakarta
21. Muhammad Arif Tiro, 2002, Tarapan Statistics for Economic and Social Sciences, Andira Publisher Makassar.
22. Mustafir, 2000. Potential of Human Resources as Quality of Human Resources, Sharikah Ilmu Publisher, Surabaya.
23. Mohd Anugrah Fikrie 2017 The influence of Emotional intelligence attitude abilities on the Work Effectiveness of Employees of the Tourism and Creative Economy Department of Riau Province JOM Fekon Vol.4 No.1 February Riau
24. Nazir Moh 1998. Research Methods Ghalia Indonesia Publisher Jakarta.
25. Ndraha, Taliziduhu, 1997. Introduction to Human Resource Development Theory PT. Renika Cipta, Jakarta.
26. Prasetya Irawan. 2000, Human Resources Development STIA LAN Press Publishers.
27. Riduwan, 2008, Methods & Techniques for Preparing Theses for Alfabeta Bandung Publisher.
28. Rizka et al 2019 The Influence of Competence, Motivation and Commitment on the Effectiveness of the Work of Family Hope Program Companions in Deli Serdang Regency, KITABAH: Volume 3. No. 2 July – December 2019
29. Robert L. Mathis, 2002, Human Resource Management, First Edition, Salemba Empat, Jakarta.
30. Ruky Achmad, S, 2002, Performance Management System. Publisher PT. Renika Cipta, Jakarta.

---

31. Sedarmayanti 2001 human resources and work productivity, Ilham Jaya Bandung Publisher.
32. Sentono, Suyadi P. 1999, Employee Performance Policy, BPFE, Yogyakarta.
33. Siagian, Sondang P. 1999, Anthology of Modern Management, PT. Mount Agung Jakarta.
34. Simamora, Henry, 2004. Human Resource Management, Employee Performance Policy, Penebit, YKPN, Yogyakarta.
35. Henry, 2004. Managerial Model Second Version Penebit, YKPN, Yogyakarta.
36. Sugiono, 2002 Administrative Research Methodology. Alfabetika Bandung Publisher.
37. Spencer and Spencer, 1993. Competence, HRM WWW.Pnsb@gmail.com.
38. Syahrir, 1999, Management and Bureaucracy, Erlangga Publishers, Jakarta.
39. Terry, George R. 1997, Management Principles, Bandung alumni publisher
40. Veithzal Rivai, 2008. *Performance Appraisal* PT Raja Granfindo Persada Publisher.