



Work Attitude, Work Skills, and Core Competencies of Employee in Maintaining Business Sustainability of LPD Bali Province

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Abstract

Human Resources (HR) is the most important production factor to be managed among other production factors. This is due to many factors, both internal and external that will affect the attitudes and behaviors of employees at work. All that is the responsibility of the HR management section in managing company HR so that they can work as the company desires. In connection with this, the author conducted research at LPD Bali Province. The purpose of this research is to assess the work attitudes, work skills, and core competencies of employees in maintaining the business sustainability of LPD Bali Province. The method used in this research is the descriptive-analytical method, which is a method that describes the condition of the company based on facts or events in the company by collecting, compiling, classifying, analyzing, interpreting such data, then an analysis is carried out in order to produce a conclusion and suggestions. Questionnaire calculation results processed using the SMART-PLS Program application, obtained experience level of project manager had a strong and significant influence on leadership quality of project manager with partial mediation of coaching style, experience level project manager had a strong and significant influence on coaching style of project manager, coaching style of project manager had a strong and significant influence on leadership quality of project manager, experience level project manager had a strong and significant influence on productivity with partial mediation of project manager coaching style and leadership quality, coaching style of project manager had a strong and significant influence on employee productivity with partial mediation of good project manager leadership quality, good leadership quality of project manager had a strong and significant influence on employee productivity.

Keywords: *Work Attitude; Work Skills; Core Competencies; Employee; Business Sustainability; LPD*

Introduction

In the era of globalization, all forms of activities to improve HR quality need to be performed well, directed and planned, so that companies can compete fairly with other companies, considering that in the future the competition between companies will be tighter. HR that can compete with competitors or with business partners is only a company that has quality human resources. Every company needs to increase its human resources so that the resulting performance increases because a developed company is a company that shows good performance. Company performance is very much determined by the performance of each individual. In a performance company, the achievement of results lies at the level or

unit of the company, so that it includes all elements in the company, one of which is the individual. Employee performance according to Bintoro and Daryanto (2017: 106) is the overall success of the employee during a certain period in carrying out each task or job. Performance at this level is influenced by job objectives, job design, and job management, and individual characteristics. So it can be concluded that individual performance is a determinant in achieving the goals of the company or unit company. If the company has a good individual performance, then automatically the performance produced by the company will be good too. Vice versa, if the performance of an individual is poor or bad, then the company's performance is not as good. This is indicated by the unorganized work attitude, motivation, and core competencies between superiors and subordinates, resulting in poor service.

The success of a company to grow really depends on the attitude and ability of its employees to welcome and serve its customers. In this case, the theorists also agree that behavior is greatly influenced by attitude. For example, for those who wish to move, there is or is no chance they will move. In other words, if there is an opportunity they will move, but if the opportunity does not exist, then emotionally they can also be said to have moved because they will often skip school, come late, come home early, and work not optimally. This is in accordance with the work attitude affecting business sustainability, as stated by Kaswan (2015: 59) that work attitude is a collection of feelings, beliefs, and thoughts that people hold about how to behave in current behavior regarding work and the company.

Attitudes are more specific than values and are not permanent because the way people perceive and appreciate work often changes over time. Understanding this attitude is important because attitude helps people adjust to the work environment. Academic experts and practitioners in the field of management and company behavioral attitudes suggest that the success of a company is highly dependent on the attitude of the behavior of its employees. For example, from academia, Melcher (1976) stated that the success of two companies that are in the same environment, use the same technology, and employ employees who have similar abilities, can be different because of different employee behavior attitudes. Wirtz et al (2008) stated that competitive advantage is largely determined by the provision of excellent service and productivity, both of which are part of the concepts that can be used to observe the behavior of employees and business leaders.

The competitiveness of a company to maintain and gain market share in its industry is obtained from the skills of employees according to Siagian (2002: 43) that an employee who will develop a career must understand several aspects, one of which is to understand what knowledge, abilities, and skills are required. For employees who have good work skills, it will accelerate the achievement of company goals, otherwise, unskilled employees will slow down the goals. For new employees or employees with new assignments, additional skills are required to carry out the tasks assigned to them. Work skills are the ability to carry out an activity or job. More about skills, Dunnett's in Lian (2013) stated that work skills are the capacity needed to carry out a series of tasks that develop from the results of training and experience. From this series, employees must also have core competencies in which changes in the business environment have an impact on changes in business strategy. Changes in business strategy will increasingly direct managers to clarify which way the vision and mission of the human resources (HR) field will be taken. Because this change involves many aspects and demands that must be achieved, it is necessary to develop the quality of human resource implementation.

The development of HR quality is usually performed through the HR investment itself. This means that with the HR investment, the HR strategy pattern will change and demand changes in the types of competencies for different types of tasks which will have an impact on the changing role of HR. The existence of HR in an organization is very important because they are the ones who initiate the formation of the organization, those who play a role in making decisions for all functions and they also play a role in determining the survival of the organization. However, HR professionals are not automatically interested in becoming a member of an organization and not another organization, and after joining they are not

automatically able to achieve (Mutiara, 2004). Competencies is a basic character of people that indicates how to behave or think, skills, agility, and knowledge of a group of people, which are determinants of current economic growth. Therefore, organizations need to make systematic acquisition or development of competencies. Organizations must always improve the competencies of their employees in order to excel and succeed. According to Armstrong & Murlis in Ramelan (2003), what is meant by core competencies are things that an organization and the people in it must do in order to succeed. These core competencies are the result of collective learning in the organization. In the business world, companies are making efforts globally for superior performance, which can only be achieved by investing in a competent workforce. Competency development is not only in the interests of the company, but competency development is also in the interests of employees. In order to remain employed, people must have the expertise, not only in one field but in a variety of fields. The core competencies possessed by each individual employee must be explored and developed to produce reliable and superior HR. With a breakthrough like this, it is hoped that the potential in HR, both visible and hidden, can be harmonized and developed to improve their performance in achieving company goals and individual employee goals. These competencies are not solely for producing performance, but there is evidence that competencies can help create the foundation for superior and effective performance.

The behavior of a leader becomes the spotlight from outside and within the company itself. Competing through the ability to survive or by being determined to survive, grow, and be profitable is one of the missions. This statement is an effective tool to convey the message that the company is responsible for sustaining survival, growth, and profit (David, 2009). Business sustainability is the ability to survive and succeed in a dynamic competitive environment. The ability to sustain can be seen from how well the company is able to meet the needs of its stakeholders. Stakeholders are those with an interest in seeing the success of the company, such as employees, shareholders, customers, government, and society. Different interests, different interests. Business sustainability also depends on the ability to face economic and social changes, engage in responsible and ethical business practices, and be able to provide high quality products and services. The business sustainability of a company is an indicator of success in the business world. This is a good signal for parties who have an interest in the company, especially investors and creditors because in making investment decisions and providing credit, one of the things they consider is the ability to continue their business in the future. Therefore, investors and creditors need reliable financial reports as a reflection of company performance as an important instrument in decision making. Because business sustainability is very dependent on HR readiness, efforts are also needed to understand statistical data that affect HRM, such as: changes in the economy - to estimating additional employment in certain fields; change in workforce in the number of workers based on age.

One of the Community Financial Institutions in Bali is the Village Credit Institution, hereinafter referred to as LPD. The LPD which is the object of this study is a quite unique type of microfinance institution. This financial institution belongs to a traditional village in Bali which itself belongs to the village community, because of its existence in the village, the customer is the local village community either as a debtor or creditor. As an institution belonging to a customary village, the results of its management will automatically be enjoyed by the local village community. The basis for the formation of the LPD is the Bali Provincial Regulation No. 2 of 1988 which has been updated with the Bali Provincial Regulation No. 8 of 2002 as a source of law for LPDs in Bali. In accordance with its development, the existence of LPDs in Bali Province has reached 1197 units spread across 9 regencies throughout Bali Province. The percentage of unhealthy LPDs in Bali namely Badung District of 10% Jembrana of 8% Gianyar of 7% Buleleng of 5% Bangli of 4% Klungkung of 2% Tabanan of 1% Karangasem of 1%, and Denpasar of 0%. This has made the business sustainability of the LPD in Bali Province a special concern. Thus, this study aimed to concretely test and analyze the influence of work attitude, work skills, and core competencies of employee in maintaining the business sustainability of Bali LPD.

Literature Review

Work Attitude

Work Attitude in the narrow definition is a mental outlook or tendency. Attitude is a tendency to react to a thing, person, or thing whether liking, disliking, or indifferently. Thus, in principle, that attitude can be considered a tendency to act in a certain way. The tendency to react or attitudes towards something, person, or thing thus can be three possibilities, namely like (accept or like), dislike (reject or dislike), and indifference. The attitude according to Secord and Backman in Azwar S (2011: 5) is a certain regularity in terms of feelings, thoughts, and predisposition of actions towards an aspect of the environment. According to Notoadmodjo (2012), attitude is an organization of opinions, beliefs about objects, which are accompanied by certain feelings and provide a basis for the person to respond or behave in a certain way he chooses.

Chaplin defined attitude as a predisposition or a tendency to be relatively stable and persistent to behave or react in certain ways to certain objects, institutions, or problems. Attitude is a state of mental readiness that is studied and organized according to experience and causes a special effect on a person's reaction to people, objects, and situations with whom he is related (Winardi, 2004: 211). Attitude or behavior determination is related to perception, personality, and motivation. Attitude is a psychological aspect and has a certain structure. Attitude structure has 3 components that support each other, namely cognitive, affective, and active. Indicators to measure this attitude are attitudes towards the type of work itself, attitudes towards fellow employees, attitudes towards equipment suitability, attitudes towards the physical conditions of work.

Work Skills

Work skills of employees in occupying positions have technical skills, skills in human relations, and conceptual skills. According to Bambang Wahyudi, work skills are expertise for doing a job only obtained in practice. Work skills are grouped into three categories, namely: mental work skills, physical work skills, and social work skills. According to Soemarjadi, skills are behaviors acquired through the stages of learning, skills come from coarse or uncoordinated movements through gradual training of irregular movements that gradually turn into more refined movements, through the process of coordinating discrimination and integration, so that skills can be obtained for a specific purpose. Work skill according to Davis Gordon is the ability to operate work easily and carefully. According to Nadle, skills are activities that require practice or can be interpreted as an implication of activities. Indicators of work skills are for placement suitability, human relations skills, conceptual skills, and job-specific skills.

Core Competencies

According to Armstrong & Murlis in Ramelan (2003: 56), core competencies are things that an organization and the people in it must do in order to succeed. These core competencies are the result of collective learning in the organization. They stated that core competencies are communication, involvement, and deep commitment to working in the organization. Core competencies involve many people from many levels and functions in the organization. Mulyasa stated that core competencies are a standard of graduate competencies in the form of quality that must be possessed by students who have completed education in certain educational units which describe the main competencies which are grouped into aspects of attitudes, skills, knowledge that students must learn for a school level, class, and subjects. Core competencies must describe a balanced quality between the achievement of hard skills and soft skills. Indicators of core competencies are building networks and partnerships, building social solidarity, developing institutional capacity of the community and local government, designing life changes, managing learning in the community, and developing community independence.

Business Sustainability

Business sustainability is a condition when a company has sufficient funds to run and develop its business. Business sustainability is always related to bankruptcy. In general, every company always pays more attention to a condition that has the potential to harm the company. Business Sustainability is a condition when a company has sufficient funds to run and develop its business. To understand business sustainability, indicators that can be seen as a basis can be seen from various aspects within the company itself. According to Pickle (1989), five personality characteristics that influence business sustainability are Drive, Mental Ability, Human Relations Ability, Communications Ability, and Technical Knowledge. Luk (1996) stated that business sustainability can be seen from innovation and taking risks for new things. Murphy showed that the success of maintaining a small business was helped by hard work, dedication, and commitment to service and quality. On the other hand, Algifari (2003) found that business sustainability can be seen from the efficiency of the production process grouped based on technical efficiency and economic efficiency. To draw an outline in several studies, business sustainability is shown from product efficiency and product expansion.

Method

Design

This study method was designed in such a way as to help people easily understanding the relationship between study variables, so this study was a verification study to test the validity of a hypothesis. This study made an accurate estimate of the characteristics of the entire population so that it is possible to achieve a description of each study variable and the relationship of each variable. In this study, the influence of Work Attitude, Work Skills, Core Competencies were exogenous variables, while Core Competencies was an intervening variable and business sustainability was an endogenous variable. Thus, to determine the existence of a relationship between these variables, the path analysis technique was used.

Hypothesis

1. Work Attitude had a positive and significant influence on Core Competencies
2. Work skills had a positive and significant influence on core competencies
3. Work Attitude had a directly positive and significant influence on Business Sustainability
4. Work skills had a directly positive and significant influence on Business Sustainability
5. Core Competencies had a positive and significant influence on Business Sustainability
6. Work Attitude had a directly positive and significant influence through core competencies on Business Sustainability
7. Work skills had a directly positive and significant influence through core competencies on Business Sustainability

Population, Sample, Sample Size, and Sampling

The population of this study was 1197 Heads of LPD as the unit of analysis. This study used the census technique meaning that not the entire population was sampled. Then the sample obtained through the Slovin formula was 93 people. This study used judgment sampling based on the judgment of researchers.

Variables

This study used five variables namely Work Attitude (X) and Work skills (X2) as exogenous variables, Core Competencies (X3) as an intervening variable, and Business Sustainability (y) as an endogenous variable.

Data Analysis Technique

This study used the Partial Least Square (PLS) approach. PLS is a component or variant-based Structural Equation Modeling (SEM) equation. According to Ghazali (2006), PLS is an alternative approach that shifts from a covariance-based to variant-based SEM approach. Covariance-based SEM generally tests causality or theory while PLS is a predictive model. PLS is a powerful analysis method (Ghozali, 2006) because it is not based on many normally distributed assumptions and the sample size does not have to be large.

Results and Analysis

Outer Model Analysis

The outer model with reflective indicator is evaluated with convergent and discriminant validity and composite reliability for indicator block (Chin in Ghazali, 2011). The initial model of this study was the construct productivity measured with 3 reflective indicators namely Experience Level, Coaching Style, and Leadership Quality. Experience Level was measured by 8 reflective indicators, Coaching Style was measured by 9 reflective indicators, Leadership Quality was measured by 9 reflective indicators, and Productivity was measured by 11 reflective indicators.

Cross Loading

Cross Loading is a correlation construct with a larger measurement item than other construct measures, so it shows that latent constructs predict the size of their block better than other block sizes (Fornell and Larcker, in Ghazali, 2011). The test results of Cross Loading can be seen in Figure 3.

	CS	KK	PD	TP
CS1	0.849	0.820	0.799	0.833
CS2	0.869	0.756	0.761	0.764
CS3	0.883	0.797	0.797	0.804
CS4	0.866	0.789	0.782	0.772
CS5	0.861	0.786	0.793	0.784
CS6	0.916	0.864	0.827	0.816
CS7	0.872	0.804	0.803	0.723
CS8	0.895	0.830	0.799	0.754
CS9	0.912	0.894	0.843	0.835
KK1	0.778	0.855	0.800	0.809
KK2	0.786	0.881	0.824	0.850
KK3	0.786	0.822	0.772	0.799
KK4	0.814	0.903	0.807	0.805
KK5	0.798	0.881	0.833	0.782
KK6	0.828	0.857	0.768	0.751
KK7	0.864	0.901	0.836	0.824
KK8	0.830	0.891	0.833	0.861
KK9	0.852	0.918	0.872	0.855
Prod1	0.782	0.815	0.874	0.760
Prod2	0.826	0.837	0.847	0.823
Prod3	0.801	0.840	0.894	0.808
Prod4	0.808	0.845	0.865	0.834
Prod5	0.792	0.802	0.863	0.809
Prod6	0.814	0.804	0.883	0.793
Prod7	0.817	0.796	0.887	0.787
Prod8	0.846	0.882	0.913	0.856
Prod9	0.740	0.781	0.887	0.774
Prod_010	0.791	0.816	0.911	0.776
Prod_011	0.798	0.781	0.873	0.796
TP1	0.795	0.799	0.795	0.892
TP2	0.838	0.855	0.833	0.904
TP3	0.774	0.844	0.837	0.903
TP4	0.767	0.831	0.826	0.899
TP5	0.787	0.785	0.802	0.883
TP6	0.832	0.838	0.799	0.923
TP7	0.811	0.822	0.826	0.901
TP8	0.817	0.865	0.813	0.874

Figure 3. Cross Loading

Source: Data Analysis with PLS Cross Loading (2020)

Convergent Validity

The individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for studies in the early stages of development, a loading value of 0.50 to 0.60 is considered sufficient (Chin, in Ghozali, 2011).

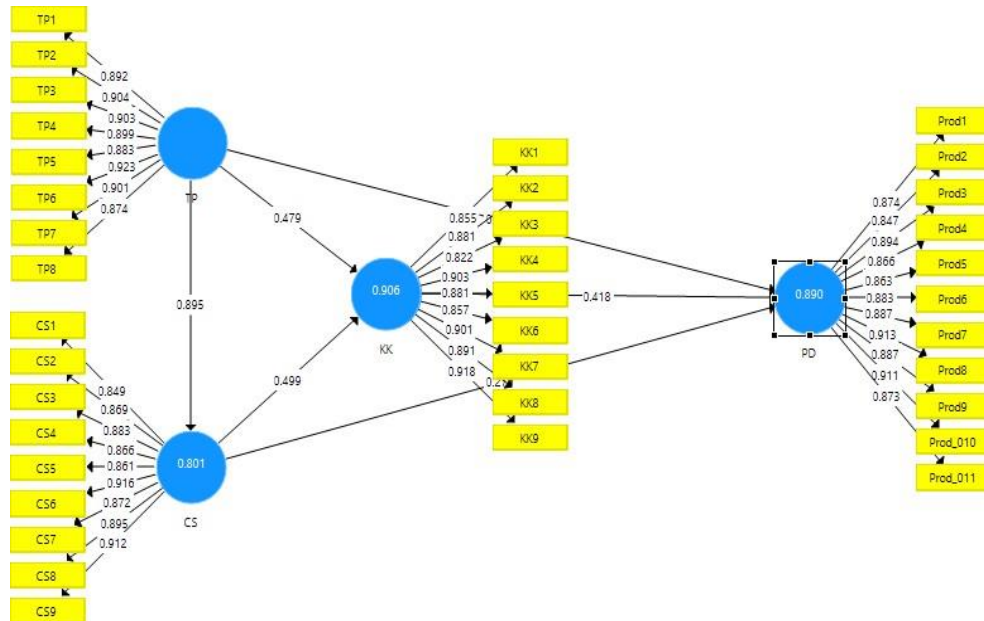


Figure 4. Convergent Validity
Source: Data Analysis with PLS Convergent Validity

Based on the measurement model above, all indicators of study variables had a loading factor greater than 0.50 meaning all indicators were significant or met the requirements of convergent validity.

Average Variance Extracted (AVE) and Latent Correlation

Another method to assess discriminant validity is to compare the square root of average variance extracted (AVE) value of each construct with the correlation between constructs and other constructs in the model. If the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminant validity (Forwell and Lacker, in Ghazali, 2011). The results of the AVE test can be seen in Table 1.

Table 1. AVE and AVE Square Root Tests

Construct	AVE	AVE Square Roo
Experience Level	0.805	0.897
Coaching Style	0.775	0.881
Leadership Quality	0.773	0.879
Productivity	0.778	0.882

Source: Data Analysis with AVE PLS (2020)

Based on the above table, all measured variables had an AVE > 0.50 so it can be said that each measured indicator had been able to reflect the respective variables validly.

Cronbach's Alpha and Composite Reliability

The reliability construct is tested through the output of composite reliability or Cronbach's Alpha. The criterion is said to be reliable if the composite reliability or Cronbach's Alpha value is more than 0.70 (Yamin and Heri Kurniawan in Ghozali, 2011).

Table 3. Cronbach's Alpha dan Composite Reliability

	Cronbach's Alpha	Composite Reliability
Coaching Style	0.964	0.969
Leadership Quality	0.963	0.968
Productivity	0.971	0.975
Experience Level	0.965	0.971

Source: Data Analysis with PLS AVE Cronbach's alpha & Composite Reliability (2020)

Inner Model and Outer Loading Evaluation

Inner model is a test by evaluating the latent constructs that have been hypothesized in the study. Bootstrapping is a statistical resampling procedure or technique. Resampling means that respondents are drawn randomly with replacement, from the original sample many times until observations are obtained (Diaconis and Efron in Hengki Latan (2012)).

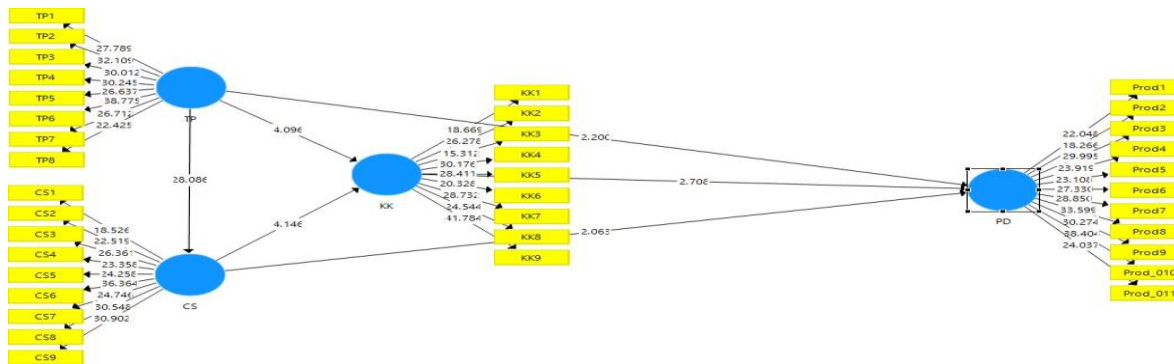


Figure 5. Inner Model Evaluation

Source: Data Analysis with PLS Bootstrapping (2020)

Based on the above results, all pathways had a significant number at 95% CI > (1.96). This is a requirement for evaluation with loading factors to assess the significance of latent constructs with the constructs.

Table 4. Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ((O/STERR))
Coaching Style -> Leadership Quality	0.499	0.501	0.120	4.146
Coaching Style -> Productivity	0.270	0.282	0.131	2.063
Leadership Quality -> Productivity	0.418	0.407	0.154	2.708
Experience Level -> Coaching Style	0.895	0.893	0.032	28.086
Experience Level -> Leadership Quality	0.479	0.476	0.117	4.096
Experience Level -> Productivity	0.282	0.280	0.128	2.200

Source: Data Analysis with PLS Path Coefficient Bootstrapping (2020)

Based on the initial model, the relationship between latent variables and others if they show a number above 1.96 with an estimated parameter of 95% was declared valid. Furthermore, the strength of the exogenous variables and the dependent endogenous variables in this initial model can be seen by looking at the R Square value for each endogenous variable in Table 5.

Table 5. R Square

	R Square
Coaching Style	0.801
Leadership Quality	0.906
Productivity	0.890
Experience Level	

Source: Data Analysis with PLS R-Square (2020)

Table 5 shows the contribution of variables affecting the variables in the R-Square table. The R-Square value of productivity was 0.890 or 89%. This means that 11% was influenced by factors other than in this study. Before testing the hypothesis, one of the tests that also needs to be performed is the Predictive Relevance (Q Square Value) in order to assess the magnitude of variation to the phenomenon being studied and also the parameter estimation. A model is considered to have a relevant predictive value if the value of Q^2 is greater than 0 (zero). The Q^2 has a value ranging from $0 < Q^2 < 1$.

$$\begin{aligned}
 Q^2 &= 1 - (1-R1^2) (1-R2^2) (1-R3^2) & (1) \\
 &= 1 - (1-(0.801^2) (1-(0.906^2) (1-(0.890^2)) \\
 &= 1 - (0.358399) (0.179164) (0.2079) \\
 &= 1 - (0.01334972) \\
 &= 0.98 \text{ or } 98\%
 \end{aligned}$$

Hypothesis Testing

To find out the consistency of the proposed model in a population, it can be assessed through the relationship between one variable and another or the path coefficient (ρ) by looking at the O (original sample) value and the T-statistics value as a statement of the significance level of the relationship between one variable with other variables (the level of significance was used at an error level of 5% or was at T above 1.96).

Table 6. Hypothesis Testing

	Original Sample (O)	T Statistics (O/STERR)	Significance
Coaching Style ->Leadership Quality	0.499	4.146	Positive and Significant Influence
Coaching Style -> Productivity	0.270	2.063	Positive and Significant Influence
Leadership Quality-> Productivity	0.418	2.708	Positive and Significant Influence
Experience Level-> Coaching Style	0.895	28.086	Ada Pengaruh Yang Signifikan dan Bernilai Positif
Experience Level->Leadership Quality	0.479	4.096	Positive and Significant Influence
Experience Level -> Productivity	0.282	2.200	Positive and Significant Influence

Source: Data Analysis with PLS Path Coefficient Bootstrapping (2020)

Table 7. Total Effect Test

	Direct Effect	Indirect Effect	Total Effect
Coaching Style > Kualitas Kepemimpinan	0.499		0.499
Coaching Style>Productivity	0.270	0.208	0.478
Leadership Quality>Productivity	0.418		0.418
Experience Level->Coaching Style	0.895		0.895
Experience Level->Leadership Quality	0.479	0.446	0.925
Experience Level ->Productivity	0.282	0.628	0.910

Source: Data Analysis with PLS Total Effects (2020)

Based on the above table, Experience Level had a direct and indirect effect on Productivity. The result of the parameter coefficient test between Experience Level and Productivity showed a direct effect of 0.282 while the indirect effect of Experience Level on Productivity through Leadership Quality was obtained by multiplying the path coefficient (Experience Level <Coaching Style) with the path coefficient (Experience Level < Leadership Quality) and added up with the path coefficient (Leadership Quality <Productivity) to obtain a total effect of 0.910.

Mediating Effect Test

The mediating variable test is seen from the VAF value of each mediating variable. If the VAF value is above 80%, it shows the role of the mediating variable as full mediation. If the VAF value ranges from 20% - 80% it is categorized as partial mediation and if the VAF value is less than 20% it can be concluded that there is almost no mediating effect (Baron and Kenny, 1986; Hair et al., 2011; Kock, 2011, 2013).

Table 8. VAF Calculation

Construct	Mediating Variable	Direct Effect	Indirect Effect	Total Pengaruh	VAF % (Indirect Effect/ Total Effect	Description
Experience Level > Leadership Quality	Coaching Style	0.479	0.446	0.925	48%	Partial
Experience Level> Productivity	Leadership Quality	0.282	0.628	0.910	69%	Partial
Coaching Style> Productivity	Leadership Quality	0.270	0.208	0.478	43%	Partial

Source: Data Analysis with Variance Accounted for Mediation (2020)

Conclusion

1. Experience Level of Project Manager had a strong and significant influence on Leadership Quality of Project Manager with Partial Mediation of Coaching Style.
2. Experience Level Project Manager had a strong and significant influence on Coaching Style of Project Manager.
3. Coaching Style of Project Manager had a strong and significant influence on Leadership Quality of Project Manager.
4. Experience Level Project Manager had a strong and significant influence on Productivity karyawan with partial mediation of Project Manager Coaching Style and Leadership Quality.
5. Coaching Style of Project Manager had a strong and significant influence on Employee Productivity with Partial Mediation of Good Project Manager Leadership Quality.
6. Good Leadership Quality of Project Manager had a strong and significant influence on Employee Productivity.

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