Research Paper

The Influence of Innovation, Creativity, Hard Skills and Soft Skills on Employee Performance Sungai Penuh City Health Office

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Abstract
This study aims to see the influence of Innovation, creativity, hard skills and soft skills both partially and simultaneously on the performance of employees of the Sungai Penuh City Health Office. The population in this study were all employees of the Sungai Penuh City Health Office as many as 45 people. And the technique of determining the number of samples taken as respondents with the technique in this sampling using the total sampling technique (overall sample). The data analysis technique is multiple linear regression using the classical assumption test of normality, multicollinearity, and heteroscedasticity. The results of this study indicate that (1) Innovation has a positive influence on the performance of employees of the Sungai Penuh City Health Office. (2) Creativity has a positive influence on the performance of employees of the Sungai Penuh City Health Office. (3) Hard work skills have a positive influence on the performance of employees of the Sungai Penuh City Health Office. (4) Soft skills have a positive influence on the performance of employees of the Sungai Penuh City Health Office (5) Innovation, creativity, hard work skills, and soft skills together have a positive influence on the performance of employees of the Sungai Penuh City Health Office.
Keywords : Performance, Innovation, Creativity, Work Hard Skills, Soft Skills

I.   Introduction

Performance is the level of success achieved by employees in carrying out work activities by referring to the tasks that must be carried out.(Cardoso, 2015). Maintained and growing performance will have a positive impact on the institution concerned. The desired performance improvement does not automatically materialize but requires a long process. An employee's performance cannot be separated from the employee's efforts to improve performance, one of which is innovation.

One of the Regional Apparatus Organizations (OPD) in Sungai Penuh City is the Sungai Penuh City Health Office. The Sungai Penuh City Health Office was formed through Regent Regulation No. 28 of 2020 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Sungai Penuh City Health Office has the main task of assisting the Regent in carrying out government affairs in the field of education which is the authority of the region, assistance tasks given to the region.

As time goes by, the Sungai Penuh City Health Office faces strategic issues, namely the suboptimal service of employees at work, there are still complaints from the public about existing services, lack of facilities and infrastructure, competition between employees in the surrounding area. So it is important for agency management to be able to maintain the best performance of its employees, one of which is by stimulating the performance of its employees. Each room of the Sungai Penuh City Health Office accepts criticism and suggestions in the form of complaints or suggestions to evaluate employee performance. To see whether the performance of the Sungai Penuh City Health Office employees has been maximized, it can be seen from the Sungai Penuh City Health Office Performance Report in 2023.

Table 1
Sungai Penuh City Health Service Performance Report 2023

No	Performance Indicators	Budget (Rp)	Realization (Rp)	Percentage
1	Community Nutrition Improvement Program	1,950,014,800	1,859,331,507	95
2	Community Health Effort Program	677,170,000	557,081,453	82
3	Health Promotion and Community Empowerment Program	1,028,040,679	993.780.120	97
4	Healthy Environment Development Program	516,397,400	509,896,829	99
Amount		4,171,622,879	3,920,089,909	94

Source: Sungai Penuh City Health Office 2023

Based on Table 1, it can be seen that employee performance in the Sungai Penuh City Health Office has decreased in 2020. This can be seen from several employee performance indicators that the budget has not been realized properly. In terms of the targeted budget amounting to IDR 4,171,622,879. While the realization was only IDR 3,920,089,909 or only around 94% was achieved, not 100%. This condition certainly indicates that there has been a decline in employee performance in the Sungai Penuh City Health Office. The decline in employee performance in the Sungai Penuh City Health Office is suspected to be influenced by several factors. The factors suspected of influencing employee performance include Innovation, Creativity, Hard Skills and Soft Skills.

Innovation according toAmabile, (2017)states that innovation is the application of the results of creative ideas in a company. Innovation is a company mechanism to adapt to a dynamic environment. According toDompak, (2018), Innovation is a key factor in maintaining and gaining competitive advantage.Anoraga, (2016)The results of further review found that there were no consistent results on whether innovation had any impact on firm performance at all. Specifically, the results of the studyDama, J., & Ogi, (2018)explains that product or service innovation causes a large increase in performance, in addition it was also found that the relationship between innovation and performance is stronger for younger companies. Similar results were found in service innovation has been shown to be an important driver of performance.

Tidd, Joe & Bessant, (2019)provides a very broad meaning regarding innovation which is a process that is not only limited to changing opportunities into new ideas or thoughts, but these new ideas or thoughts must be implied by involving the use of resources, both people, time, and money in creating or developing new products, new services, new ways of doing something that results from a new paradigm of thinking. Hamel and Prahalad stated in their research based on the Resource Based View (RBV) that one of the important key factors of the difference between company performance is Innovation. They stated that innovation results from creativity.

Creativity has become a "hot" topic and an important agenda in the last two decades.(Jaussi, 2015). Creativity is a high-risk endeavor and people involved in generating new and useful ideas often fail.Puryantini, (2017). Creativity is the key to increasing competitive advantage by providing a fundamental contribution to the effectiveness and survival of the organization.Mardiah, U., & Simatupang, (2020). Creativity refers to the development of ideas that meet several aspects, namely new, original, relevant and useful for the organization.Puryantini, (2017).Firmaiansyah, D., & Surjanti, (2014)mentions that creativity is a prerequisite for innovation. To become an innovation, creative ideas cannot use these ideas only for their own work, but also these creative ideas must be able to be implemented within work groups or organizations.Amabile, (2017). Creativity and innovation become significant processes to help organizations survive, grow and develop in the 21st century,Mardiah, U., & Simatupang, (2020).

Every organization is always required to have high creativity because it can help the organization obtain funding sources and even gain competitive advantages. Conversely, if creativity decreases, it can cause a decrease in zakat funds that can be collected. This makes all organizations pay more attention and encourage them to get the best results. In order to survive and be able to compete in a competitive environment, organizations need to innovate and be creative(Dama, J., & Ogi, 2018).

In addition to innovation and creativity, hard skills and soft skills also play a role in influencing employee performance. Ability and skills will be less meaningful if not followed by employee work morale and discipline in realizing goals. Efforts to realize all of that require increasing human resources as planners and implementers in the organization. According to the demands of agencies that want competent workers with good abilities, both hard skills, soft skills and adequate motivation in order to achieve the goals of the agency.

Hard skillsis the mastery of science, technology, and technical skills related to the field of science. Hard skills are technical skills that are inherent or needed for certain professions, for example: mechanical engineers need skills to work with machinery, programmers must master programming techniques with certain languages (Rasid, 2018).

Hard skills(technical and academic skills) are indeed important in a job. However, if it is not supported by good soft skills, it is not surprising that after decades of work, a person's achievements do not increase. Very different from those who have good soft skills, their achievements will gradually increase to reach a higher level.

Soft skillsas a person's ability to motivate themselves and use their initiative, have an understanding of what needs to be done and can be done well, useful for dealing with small problems that arise suddenly and can continue to persist if the problem has not been resolved. Although soft skills are a character that is inherent in a person and requires hard work to change it, soft skills are not something that is stagnant, this ability can be optimized with training and honed with work experience. The concept of soft skills is a development of the concept that has been known as emotional intelligence. Soft skills are abilities beyond technical and academic abilities that prioritize intrapersonal and interpersonal abilities(Widayanti, 2020).

Based on the description of the facts and phenomena above, finally the author is interested and wants to discuss the problem of performance and the factors that influence it at the Sungai Penuh City Health Service in a scientific paper entitled "The Influence of Innovation, Creativity, Hard Skills and Soft Skills on Performance".**EmployeeSungai Penuh City Health Office".**

Research methods

Population and sample in a study have a central and determining role.Muri, (2015). Population is the entirety of the objects of study that provide an accurate picture of the research. According toHamid, (2019)Population is the total number of objects or subjects used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all employees.Sungai Penuh City Health Officeas many as 52 people.

A research sample is a limited number and part of a population, a portion of the population that is selected and represents that population.Muri, (2015). Meanwhile, according toSugiyono, (2017)A sample is a part of the number and characteristics of the population and what is learned from the sample, the conclusion can be applied to the population. However, because the sample used is the entire population, namely employeesSungai Penuh City Health Office, then the sample in this study is the same as the population, namely all employees.Sungai Penuh City Health Officetotaling 52.

The technique used in this sampling is the total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population.Sugiyono, (2017). The reason for taking total sampling is because according toSugiyono, (2017)The population size is around 100, the entire population is used as a research sample.

Hypothesis testing in this study uses multiple linear regression analysis. Multiple linear regression analysis aims to determine the causal relationship between influencing variables and influenced variables. With the multiple regression equation model as follows:

Y = a + b1 X1 + b2 X2 + b3 X3 + b4 X4 + e

Where:

Y	= Performance
a	= Intercept Constant
X1	= Innovation
X2	= Creativity
X1	=*Hard Skill*
X2	= Soft skills
b1,… b4	= Regression Coefficient
e	= Error Term

Research result
Classical Assumption Test
Normality Test

TestThis normality is used by the author to test the normality of the regression model. The test was carried out using the kolmogorov-smirnovtest method for each variable. The regression model is normally distributed if the kolmogorov-smirnov sign value of each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

Table 2
Normality Test Results

One-Sample Kolmogorov-Smirnov Test						
		Performance	Innovation	Creativity	Hard skills	Soft skills
N		45	45	45	45	45
Normal Parameters	Mean	48.5556	25.8472	35.7361	42.3194	42.0556
	Std. Deviation	6.33988	4.29431	4.74117	4.86385	4.18208
Most Extreme Differences	Absolute	.153	.167	.184	.153	.145
	Positive	.092	.167	.184	.085	.088
	Negative	-.153	-.164	-.157	-.153	-.145
Kolmogorov-Smirnov Z		1,299	1.415	1,563	1.297	1,229
Asymp. Sig. (2-tailed)		.068	.136	.215	.469	.097
a. Test distribution is Normal.						

Source: SPSS output results, 2024.

From Table 2 which is a normality test, it can be seen that in the regression model, the interfering variables or residuals have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is 0.068> 0.05 Innovation variable (X1) is 0.136> 0.05; Creativity variable (X2) is 0.215> 0.05; Hard skill variable (X3) is 0.469> 0.05; Soft skill variable (X4) is 0.097> 0.05. So it is concluded that for the performance, innovation, creativity, hard skill and soft skill variables of Sungai Penuh City Health Office employees are normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model finds correlation between independent variables. A good regression model should not have correlation between independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value> 0.10 and the VIF value <10 then the data is free from multicollinearity symptoms can be seen in table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between independent variables. So this research model is free from multicollinearity problems.

Table 3
Multicollinearity Test Results

Coefficientsa			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Innovation	.944	1,060
	Creativity	.950	1,052
	Hard skills	.919	1,089
	Soft skills	.950	1,053
a. Dependent Variable: Y			

Source: SPSS output results, 2024

Heteroscedasticity Test

Test Heteroscedasticity aims to test whether in a regression model there is inequality of residual variance from one observation to another. If the residual variance from one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting heteroscedasticity in this study using the Scatter Plot test. This test if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis then there is no heteroscedasticity. The test results can be seen in Figure 4.1.
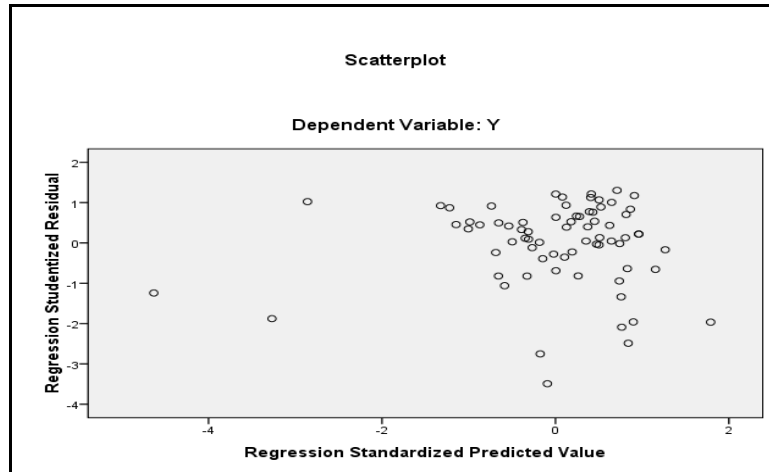
Figure 1: Heteroscedasticity Test Results

In Figure 1, it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study does not have a heteroscedasticity problem.

Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the influence of independent variables on dependent variables. The magnitude of the influence of independent variables with dependent variables can be calculated through a multiple regression equation. Based on calculations via computer using the IBM SPSS for Windows Version 24.0 program.

The following is a summary table for the results of the regression coefficient values, t count, significance value, F count value, and R Square (R2) value. The results can be seen in the following table:

Table 4
Multiple Linear Regression Analysis Test Results Recap

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	29.213	10.147		2,879	.005
	X1	.575	.184	.119	3.121	.002
	X2	.644	.141	.482	4,560	.000
	X3	.302	.110	.078	2,728	.004
	X4	.482	.137	.054	3,514	.001
a. Dependent Variable: Y						

Source: Primary Data, Processed with IBM SPSS 24.0 2024. Appendix 7.

From table 4, the form of the regression equation model for the influence of innovation, creativity, hard skills and soft skills on employee performance at the Sungai Penuh City Health Service is as follows:

$$Y = 29.213 + 0.575(X1) + 0.644(X2) + 0.302(X3) + 0.482(X4)$$

Explanation of the equation above:

α = 29.213; This means that without the influence of innovation, creativity, hard skills and soft skills, employee performance is already 29,213 units.

b_1 = 0.575; meaning that there is an influencepositive between innovation variable (X1) and employee performance (Y). This shows that the higher (better) or increasing innovation, the higher employee performance will be. The innovation regression coefficient value is 0.575, meaning that for every one-unit increase in innovation, employee performance increases by 0.575 one-unit.

b_2 = 0.644; meaning that there is a positive influence between the creativity variable (X2) on employee performance (Y). This shows that the higher or increased creativity, the better employee performance will be. The value of the creativity regression coefficient is 0.644, meaning that for every one-unit increase in creativity, employee performance increases by 0.644 one-unit.

b3 = 0.302; meaning that there is an influencepositive between the hard skill variable (X3) and ASN performance (Y). This shows that the higher or increasing hard skills, the better the employee performance will be. The hard skill regression coefficient value is 0.302, meaning that for every one-unit increase in hard skills, employee performance increases by 0.302 one-unit.

b4 = 0.482; meaning that there is an influencepositive between soft skill variables (X4) and employee performance (Y). This shows that the higher or increasing soft skills, the higher employee performance will be. The soft skill regression coefficient value is 0.482, meaning that for every one-unit increase in soft skills, employee performance increases by 0.482 one-unit.

Statistical Test
Hypothesis Testing 1
The first hypothesis proposed is thatInnovation partially has a positive effect on employee performance. Based on the results of the t-test analysis, it is known that the level of significance of the innovation variable is 0,002 < from the significance value (0.05). Thus Ho is rejected and Ha is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between innovation and the performance of employees of the Sungai Penuh City Health Service.

Hypothesis Testing 2
The second hypothesis proposed is thatCreativity partially has a positive effect on employee performance. Based on the results of the t-test analysis, it is known that the level of significance of the creativity variable is 0,000< from the significance value (0.05). Thus Ho is rejected and Ha is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between creativity and the performance of employees of the Sungai Penuh City Health Service.

Hypothesis Testing 3
The third hypothesis proposed is thatHard skills partially have a positive effect on performance. Based on the results of the t-test analysis, it is known that the level of significance of the hard skill variable is 0,004< from the significance value (0.05). Thus Ho is rejected and Ha is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between hard skills on the performance of employees of the Sungai Penuh City Health Service.

Hypothesis Testing 4
The third hypothesis proposed is that soft skills have a partial positive effect on performance. Based on the results of the t-test analysis, it is known that the significance level of the soft skill variable is 0.001< from the significance value (0.05). Thus Ho is rejected and Ha is accepted. So the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between soft skills on the performance of employees of the Sungai Penuh City Health Service.

The summary results of the first, second, third and fourth hypothesis tests can be seen in Table 5.

Table 5
Summary of Partial Hypothesis Testing Results

Hypothesis	Statement	Test Results
H1	Innovation has a significant influence on Employee Performance at the Sungai Penuh City Health Service.	Accepted
H2	Creativityhas a significant influence on Employee Performance at the Sungai Penuh City Health Service.	Accepted
H3	Hard skillshas a significant influence on Employee Performance at the Sungai Penuh City Health Service.	Accepted
H4	Soft skillshas a significant influence on Employee Performance at the Sungai Penuh City Health Service.	Accepted

Source: Primary Data, Processed by the Author in 2024.

F test (simultaneous)
Hypothesis Testing 5
The F test (model feasibility) is intended to determine the influence of independent variables simultaneously (together) on the dependent variable. The fifth hypothesis proposed is that innovation, creativity, hard skills and soft skills simultaneously have a positive effect on employee performance. Based on the results of the F test analysis, it is known that the level of significance of the variables innovation, creativity, hard skills and soft skills is 0.000 <0.05. Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence simultaneously between innovation, creativity, hard skills and soft skills on the performance of employees of the Sungai Penuh City Health Office. As can be seen in table 6.

Table 6
F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826,032	4	206,508	6,823	.000a
	Residual	2027.746	67	30,265		
	Total	2853.778	71			
a. Predictors: (Constant), X4, X2, X1, X3						
b. Dependent Variable: Y						

Source: SPSS Output Results (2024)

The summary results of the fifth hypothesis testing can be seen in Table 7.

Table 7
Summary of Simultaneous Hypothesis Testing Results

Hypothesis	Statement	Test Results
H5	Innovation, creativity, hard skills and soft skills together have a significant influence on employee performance at the Sungai Penuh City Health Service.	Accepted

Source: Primary Data, Processed by the Author in 2024.

Testing the Coefficient of Determination (R2)

Analysis of the coefficient of determination forinnovation, creativity, hard skills and soft skillsemployee performance is carried out using the IBM SPSS for Windows Version 24.0 program with the SPSS output form as stated below:

Table 8
R Square Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738a	.545	.447	5.50135

Source: Primary Data, Processed with IBM SPSS 24.0 2024. Appendix 7.

Based on the results of the regression estimation calculation, the adjusted determination coefficient value or R Square is 0.545, meaning that 54.5% of the variation of all independent variables (innovation, creativity, hard skills and soft skills) can explain the dependent variable (employee performance), while the remaining 46.5% is explained by other variables not examined in this study.

Because the R2 value is far from 0 (zero), the contribution (influence) of the independent variable (innovation, creativity, hard skills and soft skills) simultaneously on the dependent (ASN performance) is large (strong).

II.   Discussion
Influence Innovation in the Performance of Employees of the Sungai Penuh City Health Service.

The results of this study indicate that innovation has a significant influence on the performance of employees of the Sungai Penuh City Health Office. This indicates that innovation determines the performance of employees of the Sungai Penuh City Health Office. This means that the better the innovation of a leader, the better the performance of employees. Because the leader is the leader of an agency that determines the progress of the agency, so leaders who lead well are prioritized.

From The results of this study show that the innovation variable has a coefficient0.575which means that innovation has a big influence. This indicates that innovation can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, then it must improve and create good innovations in every leader.

This is in line with the opinion According to Wirawan, (2017), the leadership theories most discussed by theorists and leadership research are theories about innovation. Innovation is very important because innovation reflects what leaders do in influencing their followers to realize their mission.

The results of this study are in line with researchAbdul Razak (2018)which shows that innovation has a positive and significant effect on employee performance. Noppy (2015) research results also show that innovation has a significant effect on employee performance.

Influence Creativity towards the Performance of Employees of the Sungai Penuh City Health Service.

The results of this study indicate that creativity has a significant positive influence on the performance of employees of the Sungai Penuh City Health Office. This indicates that employee creativity determines the performance of employees of the Sungai Penuh City Health Office. This means that the better the creativity of the agency, the better the employee performance will be.

From the results of this study, it can be seen that the creativity variable has a coefficient0.644which means that work creativity has the greatest influence of other variables. This indicates that good creativity can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must improve the creativity of employees in the agency.

This is in line with the opinion of Patterson, et al., (2015) who said that Creativity is more about employee behavior that is oriented towards the climate for creativity, innovation, safety, or service, which can be found in the workplace. This climate represents employee perceptions of organizational practice policies and procedures, patterns of interaction and subsequent behavior that can support creativity, innovation, safety, or service in the organization.

The results of this study are in line with Kiki's (2015) research which shows that creativity has an effect on employee performance. Cristine (2016) research results also show that creativity has a significant effect on employee performance.

Influence Hard skills on the performance of employees of the Sungai Penuh City Health Service.

The results of this study indicate that hard skills have a significant influence on the performance of employees of the Sungai Penuh City Health Office. This indicates that hard skills determine the performance of employees of the Sungai Penuh City Health Office. This means that the higher the hard skills of employees of an agency, the better the employee's performance will be.

From the results of this study, it can be seen that the hard skill variable has a coefficient0.302which means that hard skills have a big influence. This indicates that hard skills can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must improve hard skills in employees at the agency.

The results of this study are in line with Sorjususen's (2015) research which shows that there is a significant positive influence between hard skills and employee performance.

Influence Soft skills on the performance of employees of the Sungai Penuh City Health Service

The results of this study indicate that soft skills have a significant influence on the performance of employees of the Sungai Penuh City Health Office. This indicates that soft skills determine the performance of employees of the Sungai Penuh City Health Office. This means that the better the soft skills of an agency, the better the performance of employees.

From the results of this study, it can be seen that the hard skill variable has a coefficient0.482which means that soft skills have a big influence. This indicates that soft skills can play a role in improving employee performance. If the Sungai Penuh City Health Office wants to improve employee performance, it must create good soft skills in the agency.

The results of this study are in line with Noppy's research (2015) which shows that there is a significant positive influence between soft skills and employee performance.

The Influence of Innovation, Creativity, Hard Skills and Soft Skillson the Performance of Employees of the Sungai Penuh City Health Service.

The results of this study indicate that innovation, creativity, hard skills and soft skills together have a significant influence on the performance of employees of the Sungai Penuh City Health Office. This indicates that innovation, creativity, hard skills and soft skills determine the performance of employees of the Sungai Penuh City Health Office. This means that innovation, creativity, hard skills and soft skills will improve employee performance.

This is in line with research by Noppy (2015), Sorjususen (2015), Abdul Raazak (2018), which shows that there is a positive and significant influence between creativity, hard skills and soft skills on employee performance.

III. Conclusion

Based on the results of testing and discussion of the hypotheses explained in the previous chapter, several conclusions can be drawn as follows:

1. Innovation has a positive influence on the performance of employees of the Sungai Penuh City Health Office. This means that if innovation in the agency is good, it can provide encouragement to employees in improving their performance.
2. Creativity has a positive influence on the performance of employees of the Sungai Penuh City Health Office. This means that if good creativity is able to provide work enthusiasm to employees in carrying out their work. The better the creativity of an employee in an agency, the better his/her performance in carrying out his/her work in the agency.
3. Hard skills have a positive influence on the performance of employees of the Sungai Penuh City Health Office. This means that if the employee's hard skills are high for the agency, it will make the employee enthusiastic and able to carry out the work well. This good hard skill will encourage high performance.
4. Soft skills have a positive influence on the performance of employees of the Sungai Penuh City Health Office. This means that if soft skills in the agency are good, it will make employees enthusiastic and able to carry out their work well. Good soft skills will encourage high performance.
5. Innovation, creativity, hard skills and soft skills together have a positive effect on the performance of employees of the Sungai Penuh City Health Office. With the ANOVA F Test number of 0.000, thus employee performance is influenced by the independent variables of innovation, creativity, hard skills, and soft skills.

Based on the results of the analysis of the discussion and several conclusions in this study, there are suggestions that can be given through the results of this study in order to obtain better results, namely:
1. For the management of the agency, it is expected to improve innovation, creativity, hard skills and good soft skills in the agency. Because to achieve better productivity and achievement of agency goals, innovation, creativity, hard skills and soft skills are needed. innovation, creativity, hard skills and soft skills are given in balance, then employee performance will also increase.
2. For further researchers, it is expected to be able to conduct research with other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the influence of innovation, creativity, hard skills and soft skills on employee performance used in this study.

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