



Sport Organization Employee Performance: Skills, Creativity and Innovation

Edo Andrefson¹, Eko Fikriando², Relifra³

Universitas Adzkia | Indonesia¹

Universitas Adzkia | Indonesia²

Universitas Adzkia | Indonesia³

edoandrefson@adzkia.ac.id¹, ekofikriando@adzkia.ac.id², relifra@adzkia.ac.id³

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Abstract

Good performance can have a tremendous impact on the organization concerned. The favored performance increase does not quickly materialize however calls for a protracted method. Good employee performance will be useful for companies or institutions in achieving their goals. This research is to look at the factors that influence employee performance at KONI Sungaipenuh City. On this have a look at, soft skills have a significant impact on creativity. Likewise, creativity has a significant effect on employee performance and soft skills have a substantial effect on employee performance through creativity. in the meantime, other hypotheses on this take a look at implying that the speculation is rejected or has no widespread impact. The data analysis approach to be able to be used in this examination is to apply a structural equation modeling. SEM offers capabilities for path analysis, the path analysis that will be used in this research is partial least squares (PLS), using Smart PLS 4.0 software. The sample consisted of 42 respondents from the employees of the KONI Sungaipenuh City.

Keywords: Creativity, Employee Performance, Skills, Hard Skills, Innovation, Soft Skills

Introduction

Employee performance must be maintained and improved. This will have a positive impact on improving organizational performance. The favored performance increase does not quickly materialize however calls for a protracted method. Good employee performance will be useful for companies or institutions in achieving their goals. There needs to be regular capacity and ability improvements for employees. Companies or institutions that succeed in achieving their goals are supported by employee performance. Employee performance is defined as the contribution of employees in supporting the company's goals (Anggiani, 2017; Helbert & Lee, 2000). According to (Gomes, 2003), performance is the level of success achieved in carrying out work in accordance with the field of work of the employee.

The performance of an employee is inseparable from the skills they have to support their performance as employees of a company or institution. Employee skills are one of the most important things in the current era of globalization, employees who have good skills are very useful for improving performance and companies or institutions will have a competitive advantage. Employee performance must be managed primarily to achieve productivity and effectiveness in order to design success, both individually and in the organization. The dimensions of employee performance can be in the form of quality, quantity, timeliness, effectiveness and independence (Robbins & Judge, 2015). To gain organizational dreams and aggressive benefit in the of globalization era, personnel need to have soft and hard skills. therefore, most employers these days expect employees to demonstrate and excel in lots of 'softer' abilities together with teamwork and institution development (Rothwell & Arnold, 2007).

These "soft" skills employees have the ability to adapt in the workplace, these skills can be in the form of individual personality, ability to speak in public, traits that benefit the company, being able to adapt to work, motivation, goals, and preferences (Heckman & Kautz, 2012). Soft skills are matters related to individual quality, behavior, character developments, attitudes and social living competencies that are owned by everyone even though they are different, and these skills are needed for everyday life and are also needed for work (Ibrahim et al., 2017; Maniscalco, 2010). Soft skills are someone's capability to motivate themselves and use their initiative, have the expertise of what is wanted to do and can do it nicely, be beneficial for overcoming small issues that get up abruptly, and can continue to survive if the hassle has no longer been resolved, even though soft skills are inherent in a person and require difficult paintings to exchange them, gentle competencies are not stagnant, these abilities may be optimized through schooling and honed by using work experience. Soft skills can be in the form of character/attitude, commitment, responsibility, communication skills, adaptability and leadership (Klaus, 2012).

In addition to soft skills, employees must also have knowledge, master technology, and technical skills in accordance with their field of work (Wibowo et al., 2020), called hard skills. Hard competencies are technical abilities that are inherent or required for sure professions. Hard skills are important for an employee to have in supporting work. Employees who possess deep and general scientific knowledge and a strong hard-core expertise will enjoy achievement in lifestyles (Lyu & Liu, 2021; Martins et al., 2007). Hard skills can be known what must be done from start to finish according to the field that we are in. Hard skills are a type of knowledge that is easy to see and shape through training and education for employees (Borrego et al., 2019; Putra et al., 2020; Sousa & Rocha, 2019; Wójcik et al., 2019). It can be said that hard skills are skills or abilities possessed by a person technically obtained from learning outcomes related to a particular field. Hard skills can be in the form of knowledge, mastery of technology or other skills related to their field of knowledge. Hard skills are needed by an employee to improve company performance and help the company achieve its goals. Hard skills that must be owned by an employee such as science, technology and technical skills (Rasid et al., 2018) .

In the world of work, hard and soft skills greatly affect the performance and achievements of employees. Both are very important and complement each other. There is an

assumption that hard skills are more important than soft skills. That's not necessarily wrong, bearing in mind that with hard skills you can know what needs to be done from start to finish according to the field we are in. But on the other hand, companies that offer jobs also really consider the role of soft skills.

Another thing to support the main pillar of a company's competitiveness lies in creative and innovative human resources. Creative and innovative employees will become superior, competitive employees and will support performance. In the process of creativity and innovation there are at least two aspects that need to be developed, namely hard skills and soft skills. The hard skills and soft skills of these employees will increase creativity and innovation which will increase personnel performance in supporting the company to achieve its goals. Creativity and innovation are almost the same concepts and are related, but creativity and innovation combine a number of different processes that produce different results (Anderson et al., 2014; Hughes et al., 2018). Given the complex and dynamic nature of creativity and innovation (Mumford & McIntosh, 2017), it may prove challenging to define and measure (Batey, 2012; Hughes et al., 2018) each one.

Employee creativity is an essential thing trouble solving because it encourages employees to discover solutions to present issues (Sourchi & Jianqiao, 2015). According to Munandar, creativity is the ability to combine new things based on existing data, information or elements (Munandar, 2017). Creativity is a high risk venture and people are involved in generating new and useful ideas. Creativity is the key to increasing competitive advantage by making a fundamental contribution to organizational effectiveness and survival. Creativity is the potential to imagine and generate new ideas with the aid of combining, changing, or making use of existing thoughts in ways that have not been the notion before. According to (Amabile, 1988), employee creativity is the creation of valuable and useful products, services, ideas, procedures or processes by employees who work and have a positive impact on the company (Hon & Lui, 2016). To see an employee has creativity or cannot be seen from the fluency of thinking, flexibility of thinking, elaboration and originality (Munandar, 2017). On the other hand, the successful implementation of employees new ideas in an organization is considered as innovation.

Innovation through employee ideas for new products and services will ultimately increase the competitiveness of the organization (Osman et al., 2016; Sadikoglu & Zehir, 2010), improve administrative processes, improve the efficiency and effectiveness of performance management, improve organizational fitness, improve quality management, and increase prospect productivity (Choi et al., 2009; Osman et al., 2016; Rostami & Branch, 2011; Sadikoglu & Zehir, 2010; Walker et al., 2010). Innovation is the application of the results of creative ideas inside the organization. Innovation is an organizational mechanism to adapt to a dynamic environment. According to (Suryani, 2008), innovation in a broad idea is surely no longer best restricted to products. Innovation can be within the shape of thoughts, methods, or items that are perceived by a person as something new (Dama & Ogi, 2018). Innovation is likewise frequently used to refer to trade this is perceived as some thing new. Innovation can be in the form of input, process and output innovation.

Given the importance of hard skills and soft skills for an employee which has implications for the growth of employee creativity and innovation at work, this will improve employee performance to help the organization achieve its goals. One of them is for

organizations that are directly related to local government programs to improve the quality of human resources in the sports sector, namely the Indonesian National Sports Committee (KONI) in Sungaipenuh City, Jambi Province. This organization has the main task of assisting the Government in making national policies in the management, coaching and development of sports achievements at the regional and national levels.

As time goes with the aid of, KONI Sungaipenuh town is confronted with strategic issues, particularly no longer the most effective worker provider at work, there are nevertheless proceedings from the public approximately existing offerings, lack of facilities and infrastructure, and opposition between personnel inside the place. So it's far vital for institutional control that allows you to preserve the best performance of its employees.

Table 1. Preliminary Survey of Employee Performance at KONI Sungaipenuh City

Answer	Agree (%)	Disagree (%)
The outcomes of my work satisfy the management	45	55
I have the initiative to do work without waiting for help from colleagues	30	70
I do my task higher than the final time	35	65
the quantity of my paintings exceeds what the organization expects	40	60
I whole the work in accordance with the allocated time	25	75
I finish paintings on time	40	60

Source : (KONI Sungaipenuh, 2022)

From the 6 questions given to 20 respondents, it appeared that many personnel did no longer agree or did now not do what became wondered. This situation explains that there are issues associated with the performance of the organization because many solutions disagree.

Determine that this condition must be the concern of the institution so as not to hinder the desire for the vision and mission of the institution. From these problems it is deemed necessary to measure employee performance from employee skills (hard skills and soft skills) possessed and their relationship with employee creativity and innovation. This research is different from previous studies which only examined the direct effect of employee skills on employee performance or the direct effect of creativity and innovation on employee performance.

Research Method

This research is a causality research, namely research conducted to test whether one variable causes other variables to change. Descriptive research is research that aims to obtain data that describes certain topics that are considered interesting (Sekaran & Bougie, 2016). Descriptive research examines associations or relationships between variables and finds correlations, so this research is classified as correlational research (Sekaran & Bougie, 2016). The data analysis method that will be used in this study is to use a structural equation modeling. SEM offers capabilities for path analysis (path analytic) (Ghozali, 2014). The path

analysis that will be used in this research is partial least squares (PLS), using Smart PLS 4.0 software.

The method for taking this pattern makes use of a complete sampling approach (universal pattern), total sampling is a sampling method where the variety of samples is the same as the populace (Sugiyono, 2019). The cause for taking overall sampling is because the overall population is less than 100, the entire populace is used as a studies sample (Sugiyono, 2019). The total sample in this study is 42 respondents. Question items have measured the usage of a Likert scale with points 1-5. 1 strongly disagrees and five strongly agree.

The conceptual framework in this study is as follows:

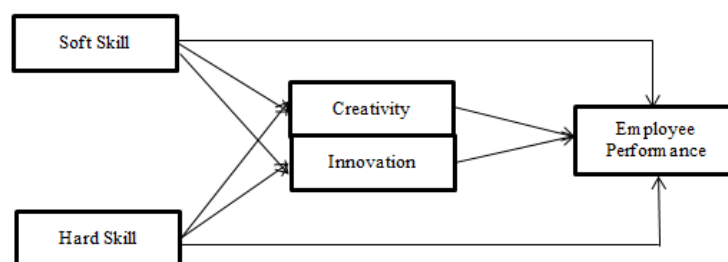


Figure 1. Conceptual Framework

Results and Discussion

The sample consisted of 42 respondents from the employees of the KONI Sungaipenuh City. Characteristics of respondents in this study based on gender, age, education and length of work. The distribution along the respondents is show Table 2 below

Table 2. Characteristics of Respondents

Variable of the Respondents	Categories	Percentage
Gender	Male	76,2
	Famale	23,8
Age	18-29	50%
	30-49	42,8
	>49	7,2
Education	Diploma or Degree	71,4
	Master	26,2
	Doctoral	2,4
Length of Work	<1	12
	>1	88

The validity tested in this study was construct validity which consisted of convergent validity and discriminant validity. Convergent validity can be seen from the value of the outer loading or loading factor and the average variant extracted (AVE).

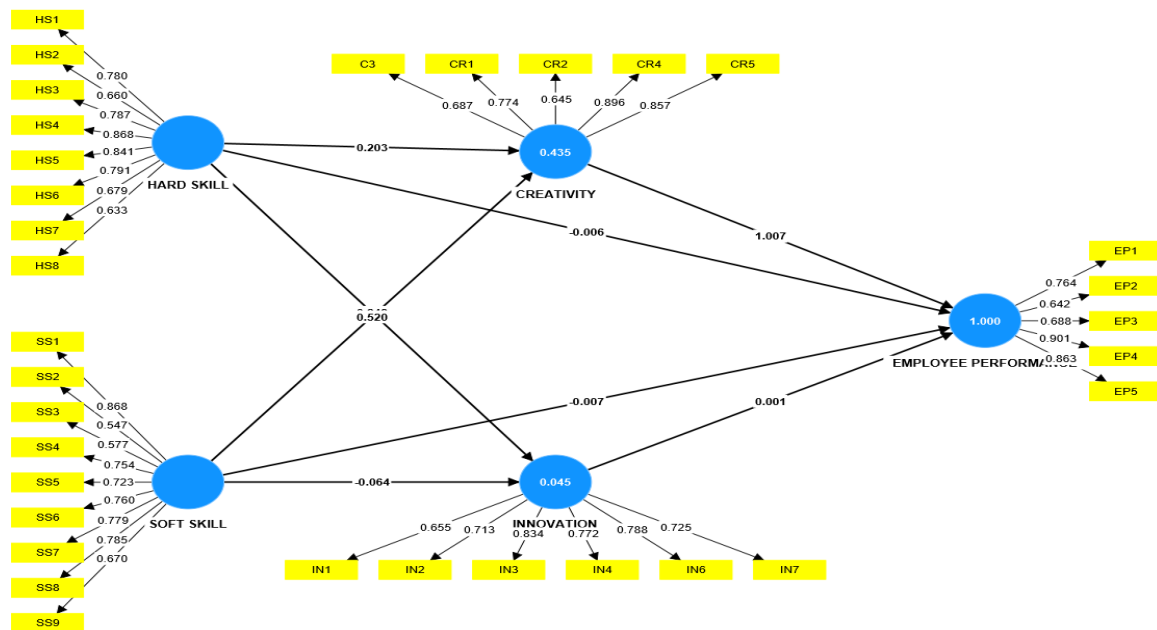


Figure 2. Measurement Models

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Creativity	0,605
Employee Performance	0,605
Hard Skill	0,576
Innovation	0,563
Soft Skill	0,525

Based on Figure 2, it can be said that convergent validity with the loading factor value of all indicators is stated to be valid. Although ideally a loading factor value of ≥ 0.7 , a loading factor value of 0.5-0.6 is still acceptable (Jogiyanto & Abdillah, 2015; Yamin & Kurniawan, 2011). Furthermore, based on the AVE value in table 3 it can be stated that all indicators are valid. Because the AVE value is > 0.5 .

To find out whether the construct of this study has adequate discriminant validity, what needs to be seen is the value of cross loadings. Show in table 4 below

Table 4. Discriminant Validity of Cross Loading

	Creativity	Employee Performance	Hard Skill	Innovation	Soft Skill
CR3	0,687	0,688	0,319	0,125	0,452
CR1	0,774	0,764	0,526	-0,030	0,652
CR2	0,645	0,642	0,433	0,399	0,415
CR4	0,896	0,901	0,395	0,107	0,485
CR5	0,857	0,863	0,302	0,069	0,464
EP1	0,774	0,764	0,526	-0,030	0,652
EP2	0,645	0,642	0,433	0,399	0,415
EP3	0,687	0,688	0,319	0,125	0,452
EP4	0,896	0,901	0,395	0,107	0,485

EP5	0,857	0,863	0,302	0,069	0,464
HS1	0,523	0,517	0,780	0,147	0,524
HS2	0,397	0,394	0,660	0,166	0,325
HS3	0,281	0,274	0,787	0,141	0,394
HS4	0,449	0,444	0,868	0,233	0,420
HS5	0,402	0,398	0,841	0,262	0,353
HS6	0,332	0,330	0,791	0,046	0,445
HS7	0,286	0,279	0,679	0,044	0,614
HS8	0,288	0,281	0,633	0,135	0,579
IN1	-0,037	-0,039	0,181	0,655	0,030
IN2	0,144	0,148	0,013	0,713	-0,060
IN3	0,163	0,163	0,236	0,834	0,048
IN4	0,113	0,114	0,039	0,772	0,106
IN6	0,121	0,125	0,130	0,788	0,087
IN7	0,144	0,142	0,169	0,725	0,125
SS1	0,591	0,587	0,481	0,157	0,868
SS2	0,289	0,286	0,298	0,117	0,547
SS3	0,215	0,205	0,257	0,027	0,577
SS4	0,488	0,480	0,500	0,163	0,754
SS5	0,270	0,263	0,370	0,038	0,723
SS6	0,469	0,460	0,524	0,132	0,760
SS7	0,438	0,434	0,570	0,035	0,779
SS8	0,333	0,330	0,428	-0,059	0,785
SS9	0,676	0,678	0,324	-0,095	0,670

*CR = Creativity EP = Employee Performance HS = Hard Skill IN = Innovation SS = Soft Skill

Based on table 4 it can be seen that the indicators in this study have good discriminant validity, the correlation of construct indicators has a higher value compared to the correlation of these indicators to other constructs.

To determine the reliability of a construct by looking at the value of composite reliability and Cronbach's alpha. Show in table 5 below

Table 5 Composite Reliability & Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)
Creativity	0,831	0,845	0,883
Employee Performance	0,831	0,850	0,883
Hard Skill	0,894	0,912	0,915
Innovation	0,850	0,922	0,885
Soft Skill	0,888	0,915	0,907

Based on table 5, composite reliability and Cronbach's alpha of all variables have a value of ≥ 0.7 , so it can be concluded that all indicators are consistent in measuring their constructs. The rule of thumb for alpha or composite reliability must be greater than 0.7 (Jogiyanto & Abdillah, 2015), although a value of 0.6 is still acceptable.

Goodness of fit is done to determine the influence of exogenous variables on endogenous variables. This test can be evaluated by looking at the R-Square value.

Table 6. Goodness of Fit

Variable	R-square	R-square adjusted
Creativity	0,435	0,406
Employee Performance	1,000	1,000
Innovation	0,045	-0,004

In this study, it can be seen that the magnitude of the influence of hard skills and soft skills on creativity is 43.5%, while the magnitude of the influence of hard skills and soft skills on innovation is only 4.5%. For the magnitude of the influence of hard skills, soft skills, creativity and innovation on employee performance is 100%.

Furthermore, hypothesis testing is carried out to see whether there is an influence between exogenous and endogenous variables, both directly and indirectly. Acceptance or rejection of a hypothesis can be seen from the significance value between constructs, t-statistic > 1.96 and p-value < 0.05 (Ghozali, 2016).

Table 7. Hypothesis Testing

Hypothesis	T (O/STDEV)	statistics P values	Desc
Creativity -> Employee Performance	143.380	0.000	Accepted
Hard Skill -> Creativity	1.115	0.265	Rejected
Hard Skill -> Employee Performance	0.730	0.466	Rejected
Hard Skill -> Innovation	0.721	0.471	Rejected
Innovation -> Employee Performance	0.194	0.846	Rejected
Soft Skill -> Creativity	3.409	0.001	Accepted
Soft Skill -> Employee Performance	0.822	0.411	Rejected
Soft Skill -> Innovation	0.191	0.849	Rejected
Hard Skill -> Creativity -> Employee Performance	1.110	0.267	Rejected
Soft Skill -> Creativity -> Employee Performance	3.410	0.001	Accepted
Soft Skill -> Innovation -> Employee Performance	0.035	0.972	Rejected

Hard Skill -> Innovation -> Employee Performance	0.106	0.916	Rejected
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From the results of hypothesis testing, it shows that there is a significant influence between creativity on the employees performance in KONI Sungaipenuh City. That is, employees who have high creativity will have a good impact on improving performance. Employees feel the need to have creativity at work so they can help KONI Sungaipenuh City in achieving its goals. Employees have new ideas or ideas and develop them, this can create new things for the organization and can improve employee performance.

Hard skills in this study did not affect the employee creativity in KONI Sungaipenuh City. That is, technical skills, knowledge and mastery of technology have no impact on creativity. Likewise, hard skills also do not have a significant effect on innovation and employee performance. This may be caused by not all employees have adequate hard skills. This needs to be a concern for KONI Sungaipenuh City leaders to improve the hard skills of their employees. Hard skills are very important for employees in supporting work and assisting organizations in achieving their goals and encouraging organizations to be more advanced and competitive.

Soft skills do not significant effect on innovation and employee performance. Although soft skills are very important for employees at work at this time, it turns out that the soft skills of KONI Sungaipenuh City employees cannot create new innovations and improve employee performance. This may be caused by employees not having a strong commitment and sincerity at work and a lack of interaction and communication between employees. The task of an organizational leader should pay attention to this so that employees can work well. However, soft skills have a significant influence on creativity. This needs to be maintained and improved.

This study also shows that hard skills do not affect employee performance at KONI Sungaipenuh City through two mediating variables, namely creativity and innovation. That means, employees who have hard skills to support their work are not necessarily able to create new creativity and innovation for the organization and cannot improve employee performance at KONI Sungaipenuh City. This is a very tough task for organizational leaders to be able to take advantage of the hard skills possessed by employees or the most important thing is to improve the hard skills of employees through training and learning. So, this can help the organization in achieving the goals that have been set and can become a sports organization as a place to develop the potential and quality of human resources in the field of sports.

From the results of this study, it was found that soft skills had a significant effect on company performance through creativity in KONI Sungaipenuh City employees. However, it does not significantly influence through the innovation variable. Creativity can be created when a person or employee has good characteristics or attitudes, good communication skills, social intelligence and the ability to adapt to the work environment. This is very useful for employees to improve their performance. In contrast to innovation, it creates new things like new products, processes and systems. This may be that the soft skills possessed by employees have not been able to create new innovations in supporting performance.

Conclusion

Hard skills and soft skills have a very important role in creating employee creativity and innovation which will improve employee performance. Hard skills are technical abilities, knowledge and mastery of technology in certain fields of work. Meanwhile, soft skills are personal attributes possessed by employees such as communication skills, time management, adaptability, problem solving, attitude and so on. This is what KONI Sungaipenuh City needs to exploit and develop in order to create creativity and innovation and improve the performance of their employees. In this study, soft skills have a significant effect on creativity. Likewise, creativity has a significant effect on employee performance and soft skills have a significant effect on employee performance through creativity. Meanwhile, other hypotheses in this study indicate that the hypothesis is rejected or has no significant effect.

This research can be a reference for KONI Sungaipenuh City in an effort to improve the performance of its employees and academics or researchers can make this research a reference for further research with other variables or research on other research objects.

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