



## The Effect of Competency Development and Work Creativity on Employee Performance

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### Abstract

*This study aims to analyze the effect of competency development and work creativity on employee performance at PT Pelindo Makassar. Employee competency and work creativity are seen as two important factors that complement each other in increasing employee productivity and innovation in a dynamic work environment. Competency development ensures that employees have the knowledge and skills needed to carry out tasks efficiently, while creativity allows employees to find innovative solutions to solve problems. This research method uses a quantitative approach with a correlational design to measure the relationship between these variables. Data were collected through structured questionnaires distributed to 164 employees of PT Pelindo Makassar. The sampling technique used was stratified sampling. Data were analyzed using multiple linear regression with the help of SPSS version 25 software. Validity, reliability, normality, multicollinearity, and regression tests were carried out to ensure the quality of the analysis. The results showed that both competency development and work creativity have a significant positive effect on employee performance. Competency development contributes to increased productivity, service quality, and adaptation to change, while work creativity drives innovation, operational efficiency, and job satisfaction. Simultaneously, both variables contribute 58.9% to increased employee performance. These results emphasize the importance of competency and creativity development strategies in improving company performance and competitiveness.*

## Introduction

Human Resources (HR) is a very crucial element and cannot be separated from the organizational structure, be it a company or an institution. HR is also a factor that has a significant impact on the progress of a company. In the midst of the challenges of globalization faced by Indonesia, efficiency and competitiveness in the business world are inevitable demands. In the context of globalization, competition between countries both at the regional and international levels is getting tighter. Sedarmayanti & Pd (2001) emphasized that Human Resources (HR) has a very vital role in determining the survival of an organization or company. If HR has good morality, discipline, loyalty, and productivity, then the company can develop well. Conversely, if HR is static, has low morality, likes to commit corruption, collusion, and nepotism, this can damage the organization or company. The main function of HR management is to manage the workforce effectively to ensure their job satisfaction. In the context of a company or government entity, humans are a key element (Idrus et al., 2023; Cahyadi et al., 2023). Even though all other factors are available, the role of humans remains essential for the smooth operation of the company. The workforce is the driving force and determines the direction of a company's development. Employee performance is one of the variables that has a significant influence on the success of a company. Performance is defined as the work results

achieved by individuals or groups in a company, both in quantitative and qualitative aspects, in accordance with the responsibilities and authorities given, and complying with applicable laws and ethical norms (Suryanto, 2012).

Employee competence is reflected in their performance, so that optimal performance indicates good competence (Hajjali et al., 2022). Employee performance is the main capital for an organization in achieving its goals, so that attention to employee performance is essential for organizational leaders. Competence explains the tasks and standards required at various levels of work, including characteristics, knowledge, and skills that enable a person to carry out their responsibilities effectively (Mujahid & Nugraha, 2020). Aspects of competence include performance records, special skills, knowledge, attitudes, communication, and application and development. According to Wibowo (2018), competence describes skills or knowledge that indicate professionalism in a field, which is the advantage of that field. Meanwhile, according to Sedarmayanti & Pd (2001), competence is a basic characteristic that directly affects optimal performance. Improving employee competence has become a major focus in human resource development in various organizations. Along with the development of technology and changes in business dynamics, organizations face the challenge of keeping employees relevant and effective in carrying out their duties and responsibilities (Ahmed et al., 2020). Therefore, competency development becomes a key strategy to ensure that employees have the skills and knowledge needed to cope with increasingly complex job demands. Performance includes productivity, job satisfaction, engagement, and achievement of organizational goals. Therefore, a deep understanding of how competency development can affect employee performance is important to achieve organizational goals. One of the key factors that can determine the relationship between competency development and performance is work creativity which is also a crucial element in improving performance, allowing employees to provide innovative contributions and creative solutions in the work environment (Rosmayati et al., 2021). Although many studies have investigated the effect of competency development on performance, there is still a need to further understand the internal mechanisms, such as employee work creativity as one of the individual potentials that greatly supports improving employee performance. Work creativity is the ability of individuals to maximize their potential, someone who has high creativity will certainly greatly support their work achievement level. In principle, work creativity is a key element in supporting employee performance and organizational success. It plays a vital role in driving innovation, solving problems, increasing employee motivation and engagement, developing skills, enhancing collaboration, and differentiating from competitors. Therefore, organizations need to encourage and reward creativity as an integral part of their culture and strategy to achieve long-term success.

Competence and work creativity are two very important aspects in improving employee performance and organizational success. Both complement each other and contribute significantly to employee productivity, innovation, and adaptability in a dynamic work environment (Grass et al., 2020). Employees who have good competence in their duties and responsibilities tend to be more efficient in carrying out their work, which has an impact on increasing productivity. High competence ensures that employees can complete tasks with a high level of quality, which is important to meet organizational standards and expectations. Competent employees tend to be more trusted and appreciated by their superiors and coworkers, which can increase their credibility and reputation within the organization. Employees with strong competence have better opportunities for career development and advancement in the organization. Work creativity allows employees to think outside the box, create innovative solutions, and adapt to rapid changes in the work environment (Ye et al., 2022). With good work creativity, it can help employees identify problems in different ways

and find effective and efficient solutions. Creative employees tend to be more motivated and feel involved in their work, which has a positive impact on overall performance.

Employee creativity allows for differentiation from competitors, meaning that creativity allows organizations to differentiate themselves from competitors by creating unique and innovative products, services, or solutions. The combination of competence and work creativity creates a powerful synergy that can significantly improve employee performance (Hirudayaraj & Matić, 2021). Competent but uncreative employees may tend to operate within established boundaries, while creative but incompetent employees may struggle to implement their ideas effectively. However, when these two aspects are combined, employees can optimize their potential, create added value for the organization, and achieve outstanding performance. One of the strategies adopted by companies to stay competitive with their competitors is through efforts to create creativity and innovation. Employees who have creativity and innovation can produce brilliant ideas about superior products and services. Creative individuals have the ability to design changes towards a better direction, providing significant benefits to the company. Creativity is defined as the ability to imagine and create new ideas by combining, changing, or applying existing ideas in ways that have never been thought of before. These creative ideas are then processed through a series of steps to produce products, services, or business models called innovation.

Creativity is not just a result of luck, but rather the result of deliberate hard work. Failure for creative individuals is only seen as a challenge in achieving success. They use the knowledge that everyone has and make breakthroughs that make it possible, seeing things from a different perspective. Creativity allows for the discovery of new innovations in science, technology, and all aspects of human life. One of the main obstacles in understanding creativity is the perception that creativity is only possessed by individuals who have extraordinary talent or genius. Creativity, which in addition to bringing benefits to individual development, is also an essential need for community development. This is because the need for self-actualization, or self-actualization, is one of the highest needs in the hierarchy of human needs. One of the keys to increasing a company's competitiveness is to encourage the rate of innovation, both at the local, national, and global levels. In essence, work competence and creativity are two important factors that complement each other and contribute significantly to improving employee performance. By ensuring that employees have the necessary competence and encouraging creativity in the work environment, organizations can create conditions that support growth, innovation, and long-term success.

The importance of the role of human resources for every organization is expected to improve employee performance, for that human resources need to have skills or abilities, as well as reliable work creativity in handling every job, because with reliable skills it can directly improve employee performance. In essence, every human being has the capacity to be creative, which does not come from outside themselves. Being creative is very important in our lives because it is a very important skill for human development. The capacity to create original work is the definition of creativity. Not all employees have the same capacity in terms of creativity. Employees will generate ideas for the company because creative people tend to be creative in everything. It is employee creativity that gives rise to this concept or breakthrough. Being creative is a nuanced and complex process that involves the emergence of new concepts, innovations, and solutions to various problems and the individual's concern to do so.

Related to the importance of the issue of competency development and work creativity on employee performance, in order to support the Company's operational activities, PT Pelindo Makassar which is engaged in port services, is required to focus more on competency

development efforts, and also work creativity as factors that affect employee performance. Employees and companies are two things that cannot be separated, employees play an important role in running company activities and each company tries to improve and develop the company with employee performance improvement programs. To achieve progress and achieve the goals that have been set, the company needs to mobilize and monitor its employees so that they can develop all their abilities. This research is important to do, considering that the performance of PT Pelindo employees still has many problems, especially in terms of competency development, and work creativity tends to be less than optimal. Especially in terms of work creativity. employee skills development is still very much needed. Employees tend to still not get the opportunity to learn and develop new creativity or skills, which can improve their abilities and prepare them for more challenging roles in the future. In reality, employee capabilities are still limited, professional attitudes and behaviors still need to be improved, support and motivation from leaders are needed, related to the encouragement to develop work competence and creativity. This study is expected to provide deeper insight to organizations and human resource practitioners about the importance of integrating work competence and creativity development to achieve optimal performance levels. Thus, PT Pelindo Makassar can design more effective development programs and focus on elements that can provide sustainable positive impacts.

## Methods

Thus, the research of the current study employs a quantitative research model based on a correlational research design with the intention of determining the correlation between competency development, work creativity and the performance of employees in the PT Pelindo Makassar organization. The use of correlational design was preferred due to the fact that it does not involve an attempt to change any of the variables under study because the purpose of the study was to gain insight into how these variables interact in the context of organisations as they exist naturally. The research was done at PT Pelindo Jasa Maritim Makassar situated at Jl. H. I. A. Saleh Dg. Tompo Losari. This setting was chosen because the services in ports are fast changing, and port operators and managers must be highly competent and creative to sustain service excellence and competition.

For this study the population entails all the employees of PT Pelindo Jasa Maritim Makassar. Using a probability sampling technique a purposive sampling procedure known as the stratified sampling technique was used to ensure that different strata within the population including strata by gender, age, education level and work experience exercised their denominator in the overall population. This method helps to increase the probability of achieving a representative sample and therefore generalise the results to the remaining employees.

The data was collected with the help of a structured questionnaire which was prepared with a lot of care and was especially built to understand about the competency development, work creativity and performance of the employees. The items for the questionnaire were adapted from existing questionnaires for validated scales in prior studies for the construct measurement. It was divided into three main sections, each focusing on one of the key variables: The relationship between Competency Development, Work Creativity and Employee Performance. The respondents' perception and attitude about each statement was measured on the Likert scale that ranges from strongly disagree= 1 to strongly agree = 5.

In addition, the questionnaire was piloted among a sample of employees who were not included in the survey while the study was still in the developmental stage. In this pilot testing, it was attempted to determine the understandability, relevancy and dependability of the questions.

Using the pilot test participants' feedback, the actual questions posed were moderated to fit the intended constructs that were to be measured by the questions.

The last version of the questionnaire was then presented to the chosen sample of employees in the organization. Looking at the flexibility of the employees in terms of time, the questionnaire was both self-administered and administered by the researcher, depending on the employee's preference. To ensure the respondents give honest and thoughtful opinion on the questionnaires, the respondents were assured of anonymity and confidentiality of their answers. Preliminary information about the study as well as the questions to be answered were clearly stated and the participants were allowed ample time to answer questions because these were genuinely their views and were not influenced by time restraints. After that, the questionnaires were checked for omissions and then the data was entered into the statistical software namely SPSS 25. 0 software for analysis. In cases of missing or inconsistent information, additional questions were asked to the respondent or through data cleaning techniques in order to maintain high internal validity of the resulting dataset.

Table 1. The variables and their measurement

<b>Variable</b>	<b>Definition</b>	<b>Measurement Items</b>
<b>Competency Development (X1)</b>	The level of knowledge, skills, and abilities that employees possess, which are relevant to their job roles and responsibilities.	Ability to work in teams, handle uncertainty, perform analytical tasks, organizational knowledge, and application of auditing and accounting principles.
<b>Work Creativity (X2)</b>	The capacity of employees to generate innovative ideas and creatively solve problems within the workplace.	Curiosity, idea generation, risk-taking, imaginative thinking, and the ability to adapt to new situations.
<b>Employee Performance (Y)</b>	The degree to which employees meet or exceed established standards and effectively complete tasks within their roles.	Quality of work, adherence to company standards, task efficiency, punctuality, and achievement of work targets.

The data analysis was done with the use of the statistical package computer software statistica SPSS 25. It is worth mentioning that the present work has not used 0 software to adopt a systematic approach. The examination commenced with descriptive analysis to present the respondents' profile and descriptive measure of central tendency, variability and distribution of the current variables. This was done through validity and reliability analysis to check on the Suitability of the items in the questionnaires for the constructs of competency development, work creativity and employee performance. Internal consistency was also computed using Cronbach Alpha in order to consider the consistency of the scores got within the same construct but different items.

After that, the classical tests for assumptions were conducted to ensure that the features of the data allowed for conducting regression analysis. These were normality test, to determine whether the data distribution was normal, multicollinearity test, to ensure that the independent variables were not correlated, an assumption that was checked to make sure that the variance of errors was constant in all the independent variables. Last of all, analysis on multiple linear regression was done to investigate on the effect of competency development and work creativity on the rate of employee performance. This helped in establishing the direction and

strength of the relationship which assisted in understanding the effects of varying competency development and work creativity on the employees' performance.

## Result and Discussion

### Respondent Description

In the description of the respondents, the characteristics of the respondents involved in this research are described. This respondent description is intended to see the respondent's level of understanding and capacity regarding the statements in the research questionnaire. The characteristics of the respondents in question are respondents according to gender, education level, age and length of service.

Table 1. Respondents According to Gender

Gender	Frequency	Percentage
Man	104	63.4
Woman	60	36.6
<b>Total</b>	<b>164</b>	<b>100.0</b>

Based on table 1, it can be seen that the largest number of respondents filling out the questionnaire were 104 male respondents with a percentage of 63.41%. Meanwhile, the remainder were 60 female respondents with a percentage of 26%.

Table 2. Description of Respondents According to Age

Age	Frequency	Percentage
< 21	34	20.7
21-30 yrs	58	35.4
31-40 yrs	42	25.6
>41 years old	30	18.3
<b>Total</b>	<b>164</b>	<b>100.0</b>

Based on table 4.2 above, it can be seen that the largest number of respondents were respondents aged between 21-30 years, namely 58 respondents. Followed by respondents aged between 31-40 years, totaling 42 respondents. Meanwhile, there were 34 respondents aged < 21 years. The remainder were respondents aged > 40 years, 30 of the 164 respondents who answered the questionnaire.

Table 3. Respondents According to Education

Age	Frequency	Percentage
S2	20	12.2
S1	93	56.7
D3	40	24.4
high school	11	6.7
<b>Total</b>	<b>164</b>	<b>100.0</b>

Based on table 3 above, it can be seen that the largest number of respondents were respondents with a bachelor's degree level of education, namely 93 respondents. Followed by 40 respondents with a D3 education level. Meanwhile, there were 20 respondents with Master's level education. The remainder were respondents with a high school education level totaling 11 respondents or 6.7% of the total respondents.

Table 4. Respondents According to Work Period

		Frequency	Valid Percent
Valid	< 5 years	45	27.4
	5-10 years	55	33.5
	11-15 years	39	23.8
	>15 years	25	15.2
	<b>Total</b>	<b>164</b>	<b>100.0</b>

Based on table 4 above, it can be seen that the largest number of respondents were respondents with a working period of between 5 - 10, namely 55 respondents or 33.5%. Followed by respondents with a working period of less than 5 years, totaling 45 respondents or 27.4%. Meanwhile, there were 39 respondents with a working period of 11-15 years or 23.8%. The remaining respondents with a working period of more than 15 years were 25 respondents or 15.2%.

### Description of the Competency Development variable

In this research, the description of organizational culture variables is intended to determine the extent of respondents' responses to the statement items in this research questionnaire. Test results Description of organizational culture variables can be seen in table 5. the following:

Table 5. Description of Competency Development Variable

No.	Statement	Answer					MEANS
		STS	T.S	N	S	SS	
		1	2	3	4	5	
X1.1	I must own flavor want to know Which big, think broadly and be able to handle uncertainty.			28	69	67	4.23
X1.2	I must can accept that No There is solution easy, and realize that some findings can be objective.			30	94	39	4.04
X1.3	I must capable Work in team.			28	80	56	4.17
X1.4	I must own ability For do analytical review			29	97	38	4.05
X1.5	I must own knowledge about theory organization to understand the organization.			32	96	36	4.02
X1.6	I must own knowledge about auditing and knowledge of the public sector.			29	91	44	4.09
X1.7	I must own knowledge about accountancy which will help in processing numbers and data.			28	93	43	4.09
X1.8	I must own skill For do interviews and abilities read fast.			19	110	35	4.09
X1.9	I must own knowledge statistics as well as have skills using a computer			44	71	49	4.03

X1.1 0	I own ability untuk write and present report with Good.			18	97	49	4.18
<b>Total Mean</b>							<b>4.09</b>

Based on respondents' responses to the 10 statement items in the Competency Development variable, it can be seen that the majority of respondents gave agreeing responses to the questionnaire statements. The total average of respondents' responses to statements on the Organizational Culture variable is 4.09, which means that the respondents' responses are in the high or good category.

### Description of the Work Creativity variable

In this study, the description of the work creativity variable is intended to determine the extent of respondents' responses to the statement items in this research questionnaire. Test results Description of work creativity variables can be seen in table 6. the following:

Table 6. Description of Work Creativity Variables

No.	Statement	Answer					MEANS
		STS	T.S	N	S	SS	
		1	2	3	4	5	
X2.1	I own flavor want to know Which big to something matter.			60	48	56	3.97
X2.2	I always look for know to things new Which Not yet is known.			31	60	73	3.25
X2.3	I capable realize ideas Which given to things innovative.			15	83	66	4.31
X2.4	I own Power imagination Which tall.			28	94	42	4.08
X2.5	I No running out idea in solve problem.			45	49	70	4.15
X2.6	I use time free For development ability			15	92	57	3.78
X2.7	I brave face risk from every change Which done.			44	44	76	4.19
X2.8	I dare to try to carry out that idea given.			15	62	87	4.43
X2.9	I capable choose ideas Which worthy given For organization.				120	44	4.26
X2.10	I easy adapt self in in environment Work internal			15	60	89	4.45
TOTAL MEAN							4.08

Based on respondents' responses to the 10 statement items on the Work Creativity variable, it can be seen that the majority of respondents gave agreeing responses to the questionnaire statements. The total average of respondents' responses to statements on the Work Creativity variable is 4.09, which means that the respondents' responses are in the high or good category.

### Description of Employee Performance variables

In this research, the description of employee performance variables is intended to determine the extent to which respondents responded to the statement items in this research questionnaire

Table 7. Description of Employee Performance Variables

No.	Statement	Answer					MEAN S
		STS	T.S	N	S	SS	
		1	2	3	4	5	
Y.1	Quality Work I Already meet established standards company.			37	78	49	4.07
Y.2	I always try to improve quality Work I.			38	77	49	4.06
Y.3	Amount from results work I handle always meet targets Which has set.			87	55	22	3.60
Y.4	I can finish that task has become not quite enough answer I with results Which satisfying.			87	55	22	3.60
Y.5	I control field that job I do it moment This.			10	105	49	4.23
Y.6	I own Skills which is very Good in carry out work I.			37	77	50	4.07
Y.7	I really maintain punctuality and perfect results work.			88	53	23	3.60
Y.8	I always finish work Which has become not quite enough answer I in period certain with Good.			86	56	22	3.60
	<b>Total Mean</b>						<b>3.85</b>

Based on the respondents' responses to the 8 statement items on the Employee Performance variable, it can be seen that the majority of respondents gave agreeing responses to the questionnaire statements. The total average of respondents' responses to statements on the Employee Performance variable is 3.85, which means that the respondents' responses are in the high or good category.

### Test Research Instruments

Legitimacy testing is carried out based on object examination, namely connecting the score of each object with the variable score (the sum of all question object scores). The connection method uses Pearson Correlation, determined using the SPSS 25 program. Questions are declared valid with the assumption that they have  $r_{\text{count}} > r_{\text{table}}$ .

### Validity test

Instrument validity is the extent to which an instrument or questionnaire is used in this research. Validity ensures that the instruments or statements in the competency development, work creativity and employee performance questionnaire truly represent the construct or concept that is to be measured, so that the results obtained can be trusted and interpreted correctly. The results of the validity test of this research can be seen in the following table:

Table 8. Validity of Competency Development (X1)

No.	Statement	$r_{\text{count}}$	$r_{\text{table}}$	Ket
1	X1.1	0.850	0.159	Valid
2	X1.2	0.916	0,159	Valid
3	X1.3	0.903	0,159	Valid
4	X1.4	0.963	0,159	Valid

5	X1.5	0.934	0,159	Valid
6	X1.6	0.947	0,159	Valid
7	X1.7	0.951	0,159	Valid
8	X1.8	0.910	0,159	Valid
9	X1.9	0.659	0.159	Valid
10	X1.10	0.742	0.159	Valid

Table 4.8. The results of the validity test show that of the 10 question items on the competency development variable, all of them have a  $r_{\text{count}}$  value that is greater than the  $r_{\text{table}}$ . Thus, the questionnaire used by the competency development variable is declared valid.

Table 9. Validity of Work Creativity (X2)

No.	Statement	$r_{\text{count}}$	$r_{\text{table}}$	Ket
1	X2.1	0.435	0,159	Valid
2	X2.2	0.776	0,159	Valid
3	X2.3	0.757	0,159	Valid
4	X2.4	0.390	0,159	Valid
5	X2.5	0.719	0,159	Valid
6	X2.6	0.759	0,159	Valid
7	X2.7	0.751	0,159	Valid
8	X2.8	0.808	0,159	Valid
9	X2.9	0.338	0,159	Valid
10	X2.10	0.583	0,159	Valid

Based on Table 4.9. The results of the validity test show that of the 10 question items on the Work Creativity variable, all of them have a  $r_{\text{count}}$  value that is greater than the  $r_{\text{table}}$ . Thus, the questionnaire used by the Work Creativity variable is declared valid.

Table 10. Validity of Employee Performance (Y)

No.	Statement	$r_{\text{count}}$	$r_{\text{table}}$	Ket
1	Y.1	0.737	0.159	Valid
2	Y.2	0.734	0.159	Valid
3	Y.3	0.760	0.159	Valid
4	Y.4	0.760	0.159	Valid
5	Y.5	0.471	0.159	Valid
6	Y.6	0.730	0.159	Valid
7	Y.7	0.751	0.159	Valid
8	Y.8	0.754	0.159	Valid

Based on Table 4.10, the results of the validity test show that of the 8 question items on the employee performance variable, all of them have a  $r_{\text{count}}$  value that is greater than the  $r_{\text{table}}$ . Thus, the questionnaire used by the Employee Performance variable is declared valid.

### Reliability Test Results

Dependability tests are used to measure that the factors used to measure that the factors used are completely free from errors to provide reliable results despite the fact that they have been

tried regularly. The consequences of dependency testing with the help of SPSS will produce Cronbach Alpha. An instrument is said to be reliable (solid) if it has a Cronbach Alpha of more than 0.70.

Table 11. Reliability Test Results

Variable	Cronbach Alpha	N of Items
Competency development	0.965	10
Work Creativity	0.836	10
Employee performance	0.865	8

The results of the reliability test as seen in table 11 above show that the *Cronbach Alpha value* of the competency development variable is 0.965, work creativity 0.836 and employee performance variable 0.865. An instrument can be said to be reliable (reliable) if it has *Cronbach's Alpha* is more than 0.70. Thus, it can be concluded that all research variables are reliable or reliable.

### Classic assumption test

#### Normality Test Results

In this research, data normality testing uses the Kolmogorov-Smirnov test (*Kolmogorov-Smirnov Test*) by looking at the significance of the resulting residuals and a normal probability plot graphic approach. Detect normality by looking at the distribution of data (points) on the diagonal axis of the graph. The results of the data normality test from the residuals obtained are as follows:

Table 12. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		164
Normal Parameters <sup>a, b</sup>	Mean	.0000000
	Std. Deviation	4.53047577
Most Extreme Differences	Absolute	,081
	Positive	,056
	Negative	-.081
Statistical Tests		,081
Asymp. Sig. (2-tailed)		.111 <sup>c</sup>

Based on the normality test results in Table 12 above, it shows that the significance value is above 0.05, namely 0.111. This means that the residual data is normally distributed. This can also be explained by the results of graphic analysis.

### Multicollinearity Test

A good regression model is one where this does not occur correlation or free from multicollinear symptoms. *The basis for decision making* is to determine whether there is or not multicollinearity on regression model, is: a) If mark VIF > 10 or *tolerance* < 0.10, so can stated happen symptom multicollinearity; b) If mark VIF < 10 or *tolerance* > 0.10 so can stated not occur symptom multicollinearity.

Table 13. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competency Development	,800	1,250
	Work Creativity	,800	1,250

The results of the multicollinearity test as seen in table 13 show that the tolerance value of the competency development and work creativity variables is  $0.800 > 0.10$ , the VIF value on variable development of competence and work creativity of  $1,250 < 10$ , thus concluded that No happen symptom Multicollinearity in the regression model.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is intended to find out dependency between One or two variable free with variable bound, or also to estimate the influence between one independent variable and one variable bound. Test analysis regression use program *Statistics Packages of Social Science (SPSS) version 25.0 for Windows with  $\alpha = 5\%$  (0.05)*.

Table 14. Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,074	2,564		5,099	,000
	Competency Development	,193	,055	,271	3,509	,001
	Work Creativity	,233	,062	,292	3,769	,000

Based on the calculation results above, the multiple regression equation is as follows:

$$Y = 0.271X_1 + 0.292 X_2 + e$$

Information:

- Y = Employee Performance
- X1 = Competency Development
- X2 = Work Creativity
- e = error

Based on the regression equation, it can be explained that: The beta coefficient of the Competency Development variable (X1) is 0.271, meaning that if Competency Development increases by one unit, employee performance will increase by 0.271 assuming the other independent variables are fixed. The beta coefficient figure for the Work Creativity variable (X2) is 0.292, meaning that if the Work Creativity variable increases by one unit, employee performance will increase by 0.292 assuming the other independent variables are fixed.

### Hypothesis Testing

Test t used For test influence each independent variable (competence development and work creativity) on the dependent variable (*Employee performance*). Results test t can seen in in table contained in the sig (*significance*) column. Internal provisions determine whether or not there is an influence between the independent variable and variable bound are as follows; If the t value or significance  $< \alpha = 0.05$ , then it can be said that there is an influence between the

independent variables on the variables bound in a way Partial. If the t value or significance  $> \alpha = 0.05$ , then it can be said that No there is influence between variable free to variable bound.

Table 15. T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,074	2,564		5,099	,000
	Competency Development	,193	,055	,271	3,509	,001
	Work Creativity	,233	,062	,292	3,769	,000

The results of the T test show that the significance value of the Competency Development variable is  $0.001 < 0.05$ , thus it can be concluded that Competency Development has a significant positive influence on Employee Performance. Furthermore, the significance value for the Work Creativity variable is  $0.000 < 0.05$ , thus it is concluded that the Work Creativity variable has a significant positive influence on employee performance.

#### **F test**

The F test (simultaneous test) is to see whether the independent variables together (simultaneously) have a significant influence on the dependent variable. In simultaneous testing, the influence of the two independent variables will be tested together on the dependent variable. Based on the results of the linear regression statistical test, the results of the F test can be seen in the following Anova table:

Table 16. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	996,196	2	498,098	23,970	,000 <sup>b</sup>
	Residual	3345.609	161	20,780		
	<b>Total</b>	<b>4341.805</b>	<b>163</b>			

Based on the results of the F test as seen in the anova table above, the significance number for the variables of competency development and work creativity is  $0.000 < 0.005$ . Thus, it can be concluded that simultaneously Competency Development and Work Creativity have a significant positive effect on Employee Performance.

#### **Determination Coefficient Test**

The Coefficient of Determination ( $R^2$ ) can be used to measure how much big ability variable independent explain variable dependent. Mark coefficient determination is between 0 And 1. Mark  $R^2$  Which small " means ability variables independent in explain variation variable dependency is very limited. If the magnitude of the coefficient of determination approach number 1, so variable independent will influential perfect to dependent variable.

Table 17. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.346 <sup>a</sup>	,589	,338	4.58174

Based on the Summary model table above, it can be seen that the R square value is 0.589 or 58.9%. This shows that the Employee Performance variable can be explained by variable independent that is Competency Development and Work Creativity was 58.9%. Meanwhile, the remaining 41% is explained by other outside factors this research.

The results of this research prove that there is a significant influence of competency development on employee performance at PT Pelindo Makassar. Competency development is a systematic effort to improve the skills, knowledge and abilities of employees at PT Pelindo Makassar. With increased competence, employees become more skilled and efficient in carrying out their duties. This can increase work productivity and effectiveness, thereby having a positive impact on overall company performance. PT Pelindo Makassar, as a company operating in the port sector, is very dependent on the quality of service to customers. Developing employee competencies can ensure that they have the knowledge and skills necessary to provide high-quality services, which ultimately increases customer satisfaction. The port and logistics industry frequently experiences changes in regulations, technology and market needs. Competency development allows employees to stay up-to-date with these changes and adapt more easily. This is important to keep the company's performance competitive. Competency development also contributes to employee career development. Employees who feel that they have opportunities to learn and develop tend to be more satisfied with their jobs and more loyal to the company. This can reduce employee turnover and increase retention, which is important for a company's long-term performance. Employees who continue to develop their competencies tend to be more creative and innovative. They can provide new ideas and better solutions to problems a company faces, which can improve overall performance.

Research by Garavan et al. (2001) on *Human capital accumulation: The role of human resource development*, shows that human resource (HR) development contributes significantly to capital accumulation people and improve individual and organizational performance. Competency development through training and career development is proven to increase employee skills and knowledge which directly impacts their performance. Research results of Aguinis & Kraiger (2009) in their research on *the Benefits of training and development for individuals and teams, organizations, and society*. This study found that competency development is not only beneficial for individuals, but also for teams and organizations as a whole. Effective training can improve individual and team performance, which ultimately improves organizational performance. The results of this research show that competency development through training and career development has a significant positive impact on employee and organizational performance. Implementation of an effective competency development strategy at PT Pelindo Makassar can be expected to provide similar results, increasing employee performance and company productivity. The principle is that competency development has a very important role in improving employee performance at PT Pelindo Makassar. Through increasing productivity, service quality, adaptation to change, career development, innovation and operational efficiency, companies can achieve better and more sustainable performance.

The results of this research prove that there is a significant positive influence of work creativity on employee performance at PT Pelindo Makassar. Work creativity is the ability of employees to produce new ideas and innovative solutions in carrying out their duties at PT Pelindo Makassar. Creative employees tend to find new ways to increase operational efficiency and effectiveness. This could mean finding faster working methods, reducing waste, or developing solutions to complex problems. Creativity allows employees to think outside the box and find innovative solutions to problems as they arise. In the context of port operations, this can be

critical in dealing with complex logistical and operational challenges. The port industry frequently experiences changes in technology, regulations and market needs. Creativity helps employees to adapt quickly to these changes, keeping company performance optimal. Employees who are given space to be creative tend to feel more satisfied and motivated. This satisfaction and motivation directly affects their performance, because happy employees tend to work better and be more productive. Creativity can produce new ideas for products and services that can be offered by PT Pelindo Makassar. This can help companies stay competitive and meet evolving customer needs.

Amabile (1983) in his research on *Creativity in Context*, shows that a work environment that supports creativity can improve employee performance. Factors such as autonomy in work, support from management, and appreciation for new ideas contribute to increased creativity and, in turn, performance. In research by Oldham & Cummings (1996), *Employee Creativity*: it is explained that creative employees tend to have higher performance because they are able to develop innovative solutions to work problems. Tierney & Farmer (2002), in *Creative self-efficacy: Its potential antecedents and relationship to creative performance*, proves that employees' belief in their ability to be creative (*creative self-efficacy*) greatly influences their creativity and performance. Organizations that encourage creative *self-efficacy* in their employees see improvements in employee performance. Employees who are encouraged to innovate and given space to express their creative ideas show increased productivity and operational efficiency. Various previous studies show that by creating an environment that supports creativity, companies can increase efficiency, innovation and employee job satisfaction, all of which contribute to better performance. Adopting strategies that encourage creativity in the work environment can be key to improving a company's operational and competitive performance.

Competency development and work creativity have a strong and simultaneous relationship to employee performance at PT Pelindo Makassar. These two aspects complement each other and together can have a significant impact on improving employee performance. Competency development ensures employees have the skills and knowledge necessary to perform their tasks efficiently. Creativity allows employees to find new and better ways to get work done, which can increase productivity. Good competencies help employees provide high-quality services to customers. Meanwhile, creativity enables the development of innovative new services that can increase customer satisfaction and company competitiveness. Competent and creative employees are better able to adapt to changes in the work environment, such as changes in technology or regulations. They can quickly master new skills and find creative solutions to new challenges. Competency development programs can increase employee motivation by providing them with opportunities to develop and achieve their career goals. Work creativity, on the other hand, increases job satisfaction by providing space for self-expression and innovation. Strong competencies ensure each team member has the required skills, while creativity drives better collaboration and the development of innovative solutions within work teams. This improves overall team performance.

Tierney & Farmer (2002) in their research shows that competency development and increasing creative self-efficacy interact with each other to improve employee creative and operational performance. Likewise, Shalley & Gilson (2004) in their article, *What leaders need to know: A review of social and contextual factors that can foster or hinder creativity*. The article highlights the importance of competency development along with encouragement of creativity, which can simultaneously improve work performance. In principle, competency development and work creativity have a significant simultaneous relationship to employee performance at PT Pelindo Makassar. These two aspects complement each other and together can increase

productivity, efficiency, innovation, adaptation to change, motivation, job satisfaction and team collaboration. Previous research supports the importance of integrating competency development and encouraging creativity in HR development strategies to achieve higher performance.

## Conclusion

Employee competency development has a positive influence on employee performance at PT Pelindo Makassar. Employees who have high competence tend to be more innovative and able to adapt to changes in the work environment. Employee work creativity is proven to have a significant influence on employee performance at PT Pelindo Makassar. Creative employees tend to be more motivated and satisfied with their work, which can increase customer satisfaction and company reputation. Developing work competencies and creativity has a very important role in improving employee performance at PT Pelindo Makassar. By investing in competency development and encouraging a culture of work creativity, PT Pelindo Makassar can create a work environment that is more innovative, adaptive and motivates employees to achieve better work performance. Therefore, companies need to prioritize and allocate sufficient resources to implement effective and sustainable competency and work creativity development strategies.

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