



The influence of personality and creativity on the performance of employees in Padang Panjang Regional Public Hospital with innovation as intervening variables

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ABSTRACT

This research aims to see the influence of Influence personality towards the innovation of Padang Panjang City Hospital employees. The influence of creativity on the innovation of Padang Panjang City Hospital employees. The influence of innovation on the performance of Padang Panjang City Hospital employees. The influence of personality on the performance of Padang Panjang City Hospital employees. The influence of creativity on the performance of Padang Panjang City Hospital employees. The influence of personality on the performance of Padang Panjang City Hospital employees with innovation as an intervening variable. The influence of creativity on the performance of Padang Panjang City Hospital employees with innovation as an intervening variable. The entire population and sample in this study Padang Panjang City Regional Hospital employs as many as 76 people. To determine the number of samples required, the technique of total sampling is used. The data analysis technique uses path analysis to meet the requirements of the classical assumption tests of normality, linearity, multicollinearity and heteroscedasticity. The results of this research show that personality and creativity significantly influence the innovation of Padang Panjang City Regional Hospital employees. Apart from that, personality, creativity, and innovation also significantly influence the performance of Padang Panjang City Hospital employees. The suggestions that can be put forward in this research are: so that the Padang Panjang City Regional Hospital can pay attention to the personality that occurs in employees at work, reduce the creativity that occurs and innovation must be the attention of employees because increased stress will trigger performance.

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1. INTRODUCTION

Performance is the level of success achieved by an employee in carrying out a work activity with reference to the tasks that must be carried out (Wiger & Rettig, 2022). Maintained and growing performance will have a positive impact on the institution concerned. The desired performance increase 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 government agencies in Padang Panjang Regency related to human resources is the Padang Panjang City Regional General Hospital (RSUD). As the only government-owned hospital in Padang Panjang Regency, it is a secondary health service facility which is a reference for 25 Community Health Centers in the working area of Padang Panjang Regency. Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 56 of 2014 as a Type C Hospital, Padang Panjang City Hospital must provide emergency services, outpatient services, especially 4 (four) basic specialist polyclinics and inpatient services (Minister of Health Regulation 56, 2014).

As time goes by, the Padang Panjang City Regional Hospital faces strategic issues, namely the lack of optimal service for employees at work, there are still complaints from the public regarding existing services, inadequate friendly employee service, competition among surrounding employees. So it is important for institutional 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 at the Padang Panjang City Hospital receives criticism and suggestions in the form of complaints or suggestions for evaluating employee performance.

Innovation according to Amabile (1996) states that innovation is the application of the results of creative ideas within the company. Innovation is a company mechanism for adapting to a dynamic environment. According to (Handoko, 2019), Innovation is a key factor for maintaining and gaining competitive advantage. High & Alex, (2021) The results of a further review found that there were no consistent results on whether innovation affected company performance at all. Specifically the research results (Dama, J., & Ogi, 2023) explains that product or service innovation leads to large improvements in performance, but also finds that the relationship between innovation and performance is stronger for younger companies. The same results found in service innovation have been shown to be an important driver of performance. From the initial survey conducted, there were several performance problems with Padang Panjang City Regional Hospital employees, such as not working optimally, lack of initiative in carrying out work and many being late in completing work.

(Tewal, 2020) provides a very broad meaning regarding innovation which is a process that is not only limited to changing opportunities so that they become new ideas or thoughts, but these new ideas or ideas and 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 things resulting from a new paradigm of thinking. (Djodjobo, C. V., & Tawas, 2022); (Basbeth & Nardo, 2023) 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 say that innovation results from creativity. The results of interviews with 20 employees of the Padang Panjang City Regional Hospital showed that the majority did not agree with the innovation being implemented there.

Creativity has become a "hot" topic and an important agenda in the last two decades (Pratiwi, W. K., & Nugrohoseno, 2021); (Nardo, 2024). Creativity is a high-risk endeavor and people involved in generating new and useful ideas often fail (Fiernaningsih, 2022). Creativity is the key to increasing competitive advantage by making a fundamental contribution to the effectiveness and survival of the organization (Kreitner, 2021). Creativity refers to the development of ideas that meet several aspects, namely new, original, relevant and useful for the organization (Ardana, 2021). (Simamora, 2016) states that creativity is a prerequisite for innovation. To become an innovation, creative ideas cannot only use these ideas for their own work, but also these creative ideas must be able to be implemented within work groups or organizations. (Al Fajar, 2021). Creativity and innovation have become significant processes to help organizations survive, grow, and develop in the 21st century (Hasibuan, 2020). Every organization is always required to have high creativity

because it can help the organization obtain funding sources and even gain a competitive advantage. On the other hand, if creativity decreases it can cause a decrease in the zakat funds that can be collected. This makes all organizations pay more attention and encourages them to obtain the best results. In order to survive and be able to compete in a competitive environment, organizations need to innovate and be creative (Moekijat, 2021).

Apart from creativity, an amil's personality in carrying out his work, especially related to innovation, is also a factor that can influence it. (Pastian, 2019) said that personal factors that can influence employee creativity include intrinsic motivation factors, cognitive style, personality and knowledge. (Gomes, 2003) divides the factors that can influence employee creativity into two main factors, namely personal factors and contextual factors. Personal factors include indicators of personality, knowledge, power and cognitive style which originate from within the employee and can directly influence employee creativity. Contextual factors are indicators that are external to employees, such as job complexity, supervisor support, co-worker support, and rewards, which have the potential to influence employee creativity. (Anoraga, 2019).

Most creativity research uses personality variables such as the Creative Personality Scale (CPS) or uses one of the Big Five Factors, namely openness to experience. (Ivancevich, J. M., Konopaste, dan Matteson, 2019). From a practical side, employees with a proactive personality are really needed to determine the success of organizations today. In the past, the manager's job was to think, plan and organize, while the employee's job was to carry out the manager's instructions. However, in a situation full of uncertainty and a rapidly changing environment, managers cannot anticipate future conditions. Apart from that, managers also cannot determine the expected behavior of organizational members (Badriyah, 2022). Therefore, employees are needed with the characteristics of being actively involved and trying to produce new things in their work.

Employees with a proactive personality will actively seek opportunities, show initiative, and be persistent until they bring about meaningful change (Gaol, 2020). Proactive employees tend to suggest new ways to achieve goals and propose new ideas to improve performance. Thus, employees with a proactive personality tend to be creative (Edison, E., Anwar, Y., dan Komariyah, 2021). Although (Fathoni, 2023) To establish the general influence of proactive personality on employee creativity, there are important issues that have not been widely discussed. The creativity literature has paid little attention to examining how situational factors influence the relationship between proactive personality and employee creativity (Tika, 2021). It is important for future research to consider situational factors for proactive personality because the benefits of recruiting individuals with proactive personality depend on the organizational context and job characteristics (Griffin, 2021).

According to the trait activation theory proposed by (Herujito, 2021), trait activation is the process by which an individual expresses a trait when combined with situational cues relevant to that trait. (Sutrisno, 2018) states that the sources of relevant cues or situations come from task characteristics (such as procedural, work autonomy), social (such as supervisor needs and expectations), and organizational (such as organizational climate and culture). Each of the three main theories of organizational creativity is the Amabile componential theory (Sihombing, 2021) This study provides evidence that subordinates' creativity is a function of how they perceive the general work environment for creativity, which, in turn, is partly a function of their relationship with the leader. (Rivai, 2019).

Observational learning in creativity occurs when individuals acquire creativity-relevant skills from others through modeling (Bangun, 2020) argues "observing patterns of creative behavior models, ways of thinking, and work standards can facilitate the observer's acquisition of relevant creativity skills and strategies regarding problem identification, idea generation evaluation and improvement." When creative coworkers are present, employees have the opportunity to see others performing creatively, and are more likely to participate

in creative tasks.(Anoraga, 2019). A survey with several Padang Panjang City Hospital employees shows that there has been a decline in the performance of Padang Panjang City Regional Hospital employees. Of course, this condition must be of concern to the institution so that it does not interfere with the achievement of the institution's vision and mission.

Based on the description of the facts and phenomena above, finally the author is interested and wants to discuss performance issues and the factors that influence them at the Padang Panjang City Regional Hospital in a scientific paper with the title "The Influence of Personality and Creativity on Performance Padang Panjang City Regional Hospital employee With Innovation as an Intervening Variable".

2. RESEARCH METHOD

2.1 Population and Sample

The population and sample in a study have a central and determining role (Muri, 2015: 144). Population is the totality of study objects that provide an accurate picture of the research. According to Hamid (2014:55) population is the total number of objects or subjects used as data sources in a study that have the same properties or characteristics. Thus, the population in this study is all employees Padang Panjang City Hospital as many as 310 people.

The research sample is a limited number and part of the population, a part of the population that is selected and representative of that population (Muri A., 2015: 150). Meanwhile, according to (Sugiyono, 2017) The sample is part of the number and characteristics of the population. Determining the number of samples taken as respondents using the Slovin formula (Sugiyono, 2017) as follows :

$$\frac{N}{1 + Ne^2} \quad (1)$$

Information, N: Number of elements/members of the population, n: Number of sample elements/members, e: Percent allowance for inaccuracy due to sampling error that is still tolerable or desirable.

Based on the Slovin formula above, the number of samples in this study is:

$$n = \frac{N}{1 + Ne^2} = n = \frac{310}{(1 + 310 \times 0,01^2)} = 76$$

So the number of samples in this study was 76 people employee Padang Panjang City Hospital.

2.2 Research Framework

Based on the explanation and description in the theoretical basis and the relationship between the variables above, the research paradigm is as follows:

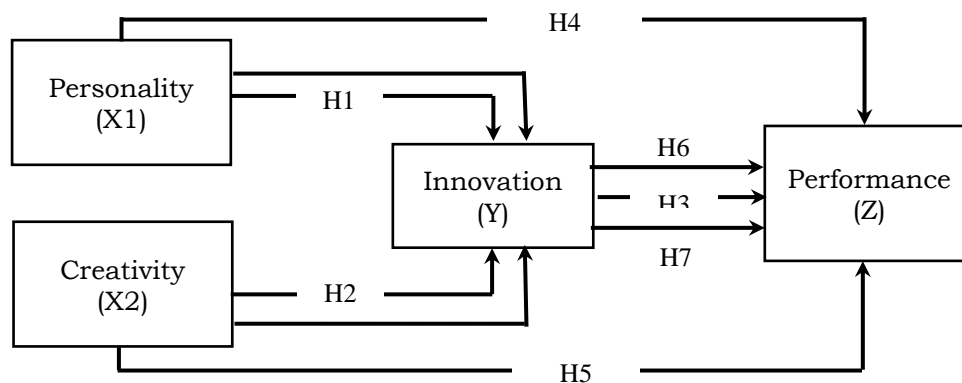


Figure 1. Conceptual Framework of Research

Based on the Conceptual Framework Image above, it can be interpreted as follows:

1. The first assumption (H1), namely that personality has a significant influence on the innovation of Padang Panjang City Hospital employees.

That there is a significant influence of personality (X1) on innovation (Y). This means that it is assumed that there is a positive/significant relationship and influence between personality and innovation, so this means that if a good personality will increase the innovation of Padang Panjang City Hospital employees.

2. The second assumption (H2), namely that creativity has a significant effect on the innovation of Padang Panjang City Regional Hospital employees.

That there is a significant influence of creativity (X2) on innovation (Y). This means that it is assumed that there is a positive/significant relationship and influence between creativity and innovation, so this means that if creativity is high it will increase the innovation of Padang Panjang City Hospital employees.

3. The third assumption (H3), namely that innovation has a significant effect on the performance of Padang Panjang City Hospital employees.

That there is a significant influence of innovation (Y) on performance (Z). This means that it is assumed that there is a positive/significant relationship and influence between innovation and performance, so this means that if the innovation is good it will improve the performance of Padang Panjang City Hospital employees.

4. The fourth assumption (H4), namely that personality has a significant effect on the performance of Padang Panjang City Hospital employees.

That there is a significant influence of personality (X1) on performance (Z). This means that it is assumed that there is a positive/significant relationship and influence between personality and performance, so this means that if the personality is good it will improve the performance of Padang Panjang City Hospital employees.

5. The fifth assumption (H5), namely that creativity has a significant effect on the performance of Padang Panjang City Hospital employees.

That there is a significant influence of creativity (X2) on performance (Z). This means that it is assumed that there is a positive/significant relationship and influence between creativity and performance, so this means that if creativity is good it will improve the performance of Padang Panjang City Hospital employees.

6. The sixth assumption (H6), namely that personality has a significant effect on the performance of Padang Panjang City Regional Hospital employees with Innovation as an intervening variable.

That there is a significant influence of personality (X1) on performance (Z) with innovation (Y) as an intervening variable. This means that it is assumed that there is a positive/significant relationship and influence provided by innovation as an intervening variable on the direct influence of personality on performance, so this means that if creativity is good and supported by good innovation, it will improve the performance of Padang City Regional Hospital employees. Long.

7. The seventh assumption (H7), namely that work discipline has a significant effect on the performance of Padang Panjang City Hospital employees with Innovation as an intervening variable.

That there is a significant influence of creativity (X2) on performance (Z) with innovation (Y) as an intervening variable. This means that it is assumed that there is a positive/significant relationship and influence provided by innovation as an intervening variable on the direct influence of creativity on performance, so this means that if creativity is good and supported by good innovation, it will improve the performance of Padang City Regional Hospital employees. Long.

2.3 Hypothesis

Based on the background, theoretical studies and conceptual framework stated

above, the hypothesis in this research is, H1 : Personality has a significant influence on innovation Padang Panjang City Regional Hospital employee. H2 : Creativity has a significant effect on innovation Padang Panjang City Regional Hospital employee. H3 : Innovation has a significant effect on performance Padang Panjang City Regional Hospital employee. H4 : Personality has a significant effect on the performance of Padang Panjang City Hospital employees. H5 : Creativity has a significant effect on performance Padang Panjang City Regional Hospital employee. H6 : Personality has a significant influence on Padang Panjang City Hospital employee performance with Innovation as an intervening variable. H7: Creativity has a significant effect on Padang Panjang City Hospital employee performance with Innovation as an intervening variable.

3. RESULTS AND DISCUSSIONS

3.1 Classic assumption test

a. Normality test

The author uses this normality test to test the normality of the regression model. Testing was carried out using the Kolmogorov-Smirnov test for each variable. The regression model is normally distributed if the value is sign. Kolmogorov-smirnov is greater than $\alpha = 0.05$. Normality test results can be seen in table 1.

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		72
Normal Parameters, b	.0000000	,0000000
	4.32085062	4.32085062
Most Extreme Differences	,741	,142
	,027	,083
	-.122	-,142
Statistical Tests		.134
<u>Asymp. Sig. (2-tailed)</u>		.511c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data processed, 2024

From Table 1 which is the Normality Test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the Asymp value. Sig (2-tailed) is $0.511 > 0.05$. So it is concluded that the variables personality, creativity, innovation and performance have a normal distribution.

3.2 Research Hypothesis Test

Path Analysis

Model I pathway

Model I Path Coefficients

Multiple linear regression analysis was used in this research with the aim of determining whether there was an influence of the independent variable on the dependent variable. Statistical calculations in multiple linear regression analysis used in this research were with the help of the IBM SPSS ver. 24.0. A summary of the results of data processing can be seen in the following tables:

Based on table 2, it is found that the significance value of the Personality variable (X1) = $0.000 < 0.05$. This means that Personality has a significant effect on Innovation.

Meanwhile, the Creativity variable (X_2) = 0.013 < 0.05, which means that creativity has a significant effect on innovation. Meanwhile, the R² (R Square) value contained in the Model Summary table is 0.508, which means that the contribution of variables X₁ and study. And from the R² (R Square) value, e_1 is obtained by $e_1 = \sqrt{1 - 0.508} = 0.492$

Table 2. R Square Y Results (Innovation)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.713	0.508	,647	4,848

a. Predictors: (Constant), Creativity, Personality
b. Dependent Variable: Innovation

Source: Data processed, 2024

Table 3. Regression of the Influence of X₁ and X₂ on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56,246	13,975		4,025	,000
	X ₁	,487	,095	.141	5.115	,000
	X ₂	,213	,059	,074	3,581	.013

a. Dependent Variable: Innovation

Source: Data processed, 2024

Based on the results above, the structural equation is obtained, namely:

$$Y = 56.246 + 0.487.X_1 + 0.213.X_2 \quad (1)$$

From the data processing above, the Model I Path Diagram can be obtained, as follows:

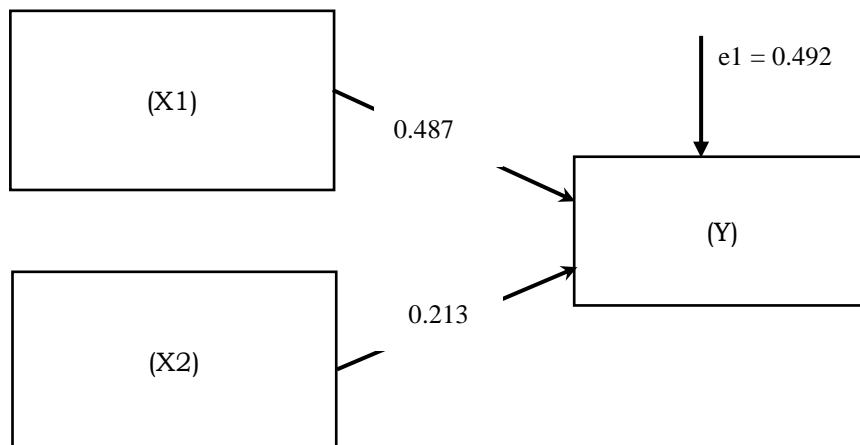


Figure 2. Model I – Path Analysis

Model II Path Coefficients

Multiple linear regression analysis is still used in further research to obtain the path coefficients of model two, with the aim of determining whether or not there is an influence of the independent variables (Personality and Creativity) and the intervening variable (Innovation) on the dependent variable (Performance). Can be seen in the table below:

Table 4. R Square Z Results (Performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,864	,746	,637	5,637
a. Predictors: (Constant), Innovation, Creativity, Personality				
b. Dependent Variable: Performance				

Source: Data processed, 2024

Table 5. Regression of the Influence of X1, X2, Y on Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,982	8,240		3,274	,002
	X1	.509	.089	.617	5,701	.000
	X2	.344	.095	.445	3,614	.001
	Y	.236	.089	.273	2,665	.009

a. Dependent Variable: Performance

Source: Data processed, 2024

Based on the table above, it is found that the significance value of the three variables, namely personality (X1) = 0.000 < 0.05. This means that personality has a significant effect on performance. Meanwhile, the creativity variable (X2) = 0.001 < 0.05, which means creativity has a significant effect on performance. And for the innovation variable (Y) = 0.009 < 0.05, which means innovation has a significant effect on performance. And the R2 (R Square) value contained in table 9 Model Summary is 0.745 which means that the contribution of variables X1, X2 and Y to Z is 74.5% and the remaining 24.5% is the contribution of other variables, who were not included in the study. And from the R2 (R Square) value, $e2 = \sqrt{1 - 0.746} = 0.254$.

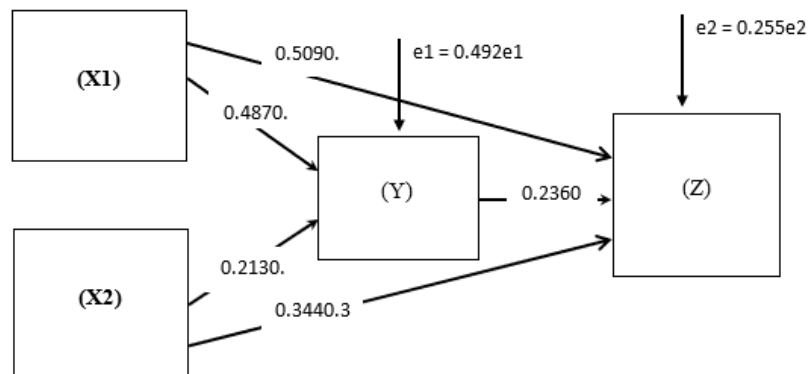


Figure 3. Model II – Path Analysis

Hypothesis Test Results

From the two path analysis models, the author obtained an analysis of the hypothesis results for this research, namely :

1. Analysis of the influence of personality (X1) on innovation (Y);
From the analysis of the variables above, the value of the personality variable (X1) = 0.000 < 0.05 is obtained. This means that personality has a significant influence on innovation.
2. Analysis of the influence of creativity (X2) on innovation (Y).
From the analysis of the variables above, the value of the creativity variable (X2) = 0.013 < 0.05 is obtained. This means that creativity has a significant effect on innovation.

3. Analysis of the influence of the innovation variable (Y) on performance (Z).
From the analysis of the variables above, the value obtained for the innovation variable (Y) = $0.009 < 0.05$. This means that innovation has a significant effect on performance.
4. Analysis of the influence of personality (X1) on performance (Z).
From the analysis of the variables above, the value of the personality variable (X1) = $0.000 < 0.05$ is obtained. This means that personality has a significant effect on performance.
5. Analysis of the influence of the creativity variable (X2) on performance (Z).
From the analysis of the variables above, the value of the creativity variable (X2) = $0.001 < 0.05$ is obtained. This means that creativity has a significant effect on performance.
6. Analysis of the influence of personality (X1) through innovation (Y) on performance (Z).
From the analysis of the variables above, it is obtained that the direct influence exerted by the personality variable (X1) on performance (Z) is 0.509. Meanwhile, the indirect influence exerted by X1 through Y on Z is the multiplication of the beta value of So the total influence that Personality (X1) has on performance (Z) is = $0.509 + 0.115 = 0.624$. Based on the results of this calculation, it is known that the direct influence value is 0.509 and the indirect influence value is 0.624, which means that the indirect influence value is greater than the direct influence value. These results indicate that indirectly personality (X1) through innovation (Y) has a significant influence on performance (Z).
7. Analysis of the influence of creativity (X2) through innovation (Y) on performance (Z).
From the analysis of the variables above, it is obtained that the direct influence exerted by the Creativity variable (X2) on performance (Z) is 0.344. Meanwhile, the indirect influence exerted by X2 through Y on Z is the multiplication of the beta value of So the total influence that compensation (X2) has on performance (Z) is = $0.344 + 0.050 = 0.394$. Based on the results of this calculation, it is known that the direct influence value is 0.344 and the indirect influence value is 0.394, which means that the indirect influence value is smaller than the direct influence value. These results indicate that indirectly creativity (X2) through innovation (Y) has an insignificant influence on performance (Z).

Coefficient of Determination (R²)

To find out the value of the coefficient of determination (R²) is shown by the R Square value, which can be seen in table 4.16 R Square Z Results (Performance), previously. From table 4.16, the coefficient of determination (R Square) value is 0.746 (the value 0.745 is the square of the correlation coefficient or R, namely $0.864 \times 0.864 = 0.746$), where the coefficient of determination (R Square) 0.746 is equal to 74.6%. This means that personality, creativity and innovation influence performance by 74.6%. Meanwhile, the remainder ($100\% - 74.6\% = 24.4\%$), is influenced by other variables outside this regression model. The magnitude of the influence of these other variables is often referred to as error (e).

Test of Direct and Indirect Effects

Apart from using more than one independent variable (X), this research also uses intervening variables. The intervening variable is an intermediate (mediation) variable, its function is to mediate the relationship between the independent variable and the dependent variable. To test the influence of intervening variables, the path analysis method is used. Path analysis is an extension of regression analysis to estimate the causal relationship between variables that have been previously determined based on theory (Ghozali, 2019).

The following is a path analysis to examine the relationship between the length of personality and creativity on performance and whether the relationship between

personality and creativity on performance is mediated by innovation with the picture as below:

1. Based on the picture, a path model of relationships is proposed based on the theory that personality has a direct relationship with performance.
2. Based on the picture, a path model of relationships is proposed based on the theory that creativity has a direct relationship with performance.
3. However, personality and creativity also have an indirect relationship to performance, namely from personality, and from personality to innovation and then to performance.

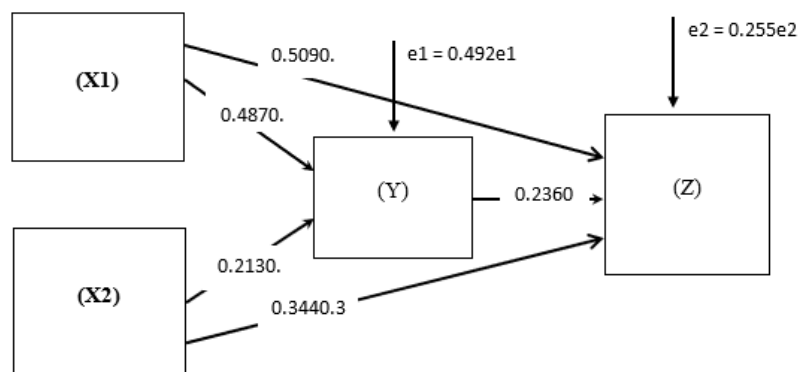


Figure 4. Path Analysis Model

Simultaneous Hypothesis Testing (F Test)

The feasibility test of this model was tested using the F Test method. The results of this F test determine the feasibility of a research model. The following are the F Test results from research data processing using IBM SPSS for Windows 24.0.

Table 6. F Test Results
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372,945	3	16,871	8,627	,000b
	Residual	765,460	69	18,134		
	Total	1138,405	72			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovation, Creativity, Personality

Source: Data processed, 2024

It can be seen from table 6 that the Fcount value obtained is 5.093. Next, these results will be compared with the Ftable values. The search for Ftable is df (k; nk). The value of k = number of independent variables = 3, and n = respondents = 72. So df (k; nk) = df (3; 72-3) = df (3; 143) = 2.85.

So Fcount = 5.093 > Ftable = 2.85. So it can be concluded that the independent variables (personality, creativity and innovation) simultaneously influence performance (dependent variable).

Partial Hypothesis Testing (t Test)

The t test is intended to determine how much influence one independent variable (personality, creativity and innovation) individually has in explaining the dependent variable (performance). The results of the t test in this study can be seen in tables 6 and 10, in the previous calculations.

Based on the results of the t test (table 8), the following proof can be carried out:

1. The influence of personality on innovation

The partial influence of personality on innovation is 0.487 with sign. $0.000 < \alpha = 0.05$. Sign value. which is smaller than $\alpha = 0.05$, indicates the acceptance of the hypothesis which states that personality has a positive and significant effect on innovation, meaning that the higher the influence of personality, the more influence it will have on the innovation of Padang Panjang City Regional Hospital employees.

2. The influence of creativity on innovation.

The partial influence of creativity on innovation is 0.213 with sign. $0.013 < \alpha = 0.05$. Sign value. which is greater than $\alpha = 0.05$, indicates the rejection of the hypothesis which states that creativity has a positive and significant effect on innovation, meaning that the higher the influence of creativity, the less effect it has on the innovation of Padang Panjang City Regional Hospital employees.

Based on the results of the t test (table 10), the following proof can be carried out:

1. The influence of personality on performance

The partial influence of personality on performance is 0.509 with sign. $0.000 < \alpha = 0.05$. Sign value. which is small than $\alpha = 0.05$, indicates the acceptance of the hypothesis which states that personality has a positive and significant effect on performance, meaning that the higher the influence of personality, the more it will influence performance. Padang Panjang City Regional Hospital employee.

2. The influence of creativity on performance

The partial influence of creativity on performance is 0.344 with sign. $0.001 < \alpha = 0.05$. Sign value. which is smaller than $\alpha = 0.05$, indicates acceptance of the hypothesis which states that creativity has a positive and significant effect on performance, meaning that the higher the influence of creativity, the more it will affect performance. Padang Panjang City Regional Hospital employee.

3. The influence of innovation on performance

The partial influence of innovation on performance is 0.236 with sign. $0.009 < \alpha = 0.05$. Sign value. which is smaller than $\alpha = 0.05$, indicates the acceptance of the hypothesis which states that innovation has a positive and significant effect on performance, meaning that the higher the influence of innovation, the more influence it will have on performance. Padang Panjang City Regional Hospital employee.

4. CONCLUSION

Based on the test results and discussion of the hypotheses explained in the previous chapters, the following conclusions can be drawn : (a). Analysis of personality influences (X_1) to innovation (Y); From the analysis of the variables above, the value of the personality variable (X_1) = $0.000 < 0.05$ is obtained. This means that personality has a significant influence on innovation Padang Panjang City Regional Hospital employee. (b). Analysis of the influence of creativity (X_2) on innovation (Y). From the analysis of the variables above, the value of the creativity variable (X_2) = $0.013 < 0.05$ is obtained. This means that creativity has a significant influence on innovation Padang Panjang City Regional Hospital employee. (c). Analysis of the influence of the innovation variable (Y) on performance (Z). From the analysis of the variables above, the value obtained for the innovation variable (Y) = $0.009 < 0.05$. This means that innovation has a significant effect on performance Padang Panjang City Regional Hospital employee. (d). Analysis of the influence of personality (X_1) on performance (Z). From the analysis of the variables above, the personality variable value (X_1) = $0.000 > 0.05$ is obtained. This means that personality has a significant effect on performance Padang Panjang City Regional Hospital employee. (e). Analysis of the influence of the creativity variable (X_2) on performance (Z). From the analysis of the variables above, the value of the creativity variable (X_2) = $0.001 < 0.05$ is obtained. This means that creativity has a significant effect on performance Padang Panjang City Regional Hospital employee. (f). Analysis of the influence of personality (X_1) through innovation (Y) on

performance (Z). From the analysis of the variables above, it is obtained that the direct influence exerted by the personality variable (X1) on performance (Z) is 0.509. Meanwhile, the indirect influence exerted by X1 through Y on Z is the multiplication of the beta value of So the total influence that Personality (X1) has on performance (Z) is $= 0.509 + 0.115 = 0.624$. Based on the results of this calculation, it is known that the direct influence value is 0.509 and the indirect influence value is 0.624, which means that the indirect influence value is greater than the direct influence value. These results indicate that indirectly personality (X1) through innovation (Y) has a significant influence on performance (Z). (g). Analysis of the influence of creativity (X2) through innovation (Y) on performance (Z). From the analysis of the variables above, it is obtained that the direct influence exerted by the Creativity variable (X2) on performance (Z) is 0.344. Meanwhile, the indirect influence exerted by X2 through Y on Z is the multiplication of the beta value of So the total influence that compensation (X2) has on performance (Z) is $= 0.344 + 0.050 = 0.394$. Based on the results of this calculation, it is known that the direct influence value is 0.344 and the indirect influence value is 0.394, which means that the indirect influence value is smaller than the direct influence value. These results indicate that indirectly creativity (X2) through innovation (Y) has an insignificant influence on performance (Z).

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