The Effect of Hard Skill, Soft Skill and Motivation on Human Resources Department Performance of RSUP Dr. M. Djamil Padang

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ABSTRACT : This study aims to see the effect of (1)Hard skills on employee performance in the HR Department of RSUP Dr. M. Djamil Padang. (2)Soft skills on the performance of the HR Department of the RSUP Dr. M. Djamil Padang.(3)Motivation on employee performance in the HR Department of M.Jamil Hospital Padang. (4)Hard skills, soft skills, and motivation have a joint effect on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. The population in this study is all There are 35 employees of the HR Department of RSUP Dr. M. Djamil Padang. The technique of determining the number of samples taken as respondents with this technique in sampling uses the total sampling technique (whole sample). Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, the entire population is used as a research sample. The results of this study indicate that (1)Hard skillsprovide a positive influence on the performance of the HR Section of the M.Jamil Hospital Padang. (2)Soft skillsprovide a positive influence on the performance of the HR Section of the M.Jamil Hospital Padang. (3)Motivationprovide a positive influence on the performance of the HR Section of the M.Jamil Hospital Padang. (4)Hard skills, soft skills and motivationjointly have a positive effect on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang.

KEYWORDS -*Performance, Hard Skill, Soft Skill, Motivation*

I.   INTRODUCTION

According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities that have been given within a certain period. Currently, the success of an agency/organization is not only determined by the capital and facilities it has, but also the availability of reliable human resources. Every agency/organization needs human resources who are physically and mentally healthy, have a good mentality, discipline, enthusiasm, abilities and expertise in accordance with the challenges and needs of the world of work (Nitta, 2013). In addition, the high quality of employee resources will lead to the birth of a strong commitment in completing routine tasks according to their respective responsibilities and functions more efficiently, effectively, and productively.

RSUP Dr M Djamil Padang is a type-A Educational Hospital with the main activity of providing specialist and subspecialty health services. As a health service provider, it must also be able to become the best place to work for employees, a pleasant place for customers, including as a place for education, training and research as well as quality services. To support good performance results, employees should be able to implement these abilities at work. Because these abilities can be related to other people, themselves or with institutions. Because hard skills, soft skills and motivation are inseparable in achieving good performance results. The following is the researcher's initial survey data to the 20 initial respondents at RSUP Dr. M. Djamil Padang: employees with more education are still needed, considering that in most other institutions educational qualifications are a top priority in employee recruitment, the Dr. M. Djamil Padang Hospital agency needs to do the same thing in order to be able to compete and survive in this increasingly advanced era, besides that he also revealed there is still a need for various trainings in increasing employee understanding of the technology used in the nursery process in order to improve the quality and quantity of work for employees who lack discipline, lack of interaction among employees and with superiors. The following is the researcher's initial surey data to the 20 initial respondents at RSUP Dr. M. Djamil Padang: employees with more education are still needed, considering that in most other institutions educational qualifications are a top priority in employee recruitment, the Dr. M. Djamil Padang Hospital agency needs to do the same thing in order to be able to compete and survive in this increasingly

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Table 1.Initial Survey of Employee Performance in the HR Department of RSUP Dr. M. Djamil Padang

No	Statement	Agree (%)	Do not agree (%)
1	I can do my job carefully and thoroughly	35	65
2	I am able to complete the work according to the target	30	70
3	I am able to complete work accurately and precisely	30	70
4	I can interact with fellow employees	45	55
	Average	**35**	**65**

Source: HR Department of RSUP Dr. M. Djamil Padang

Based on the results of the initial survey that the researchers conducted on 20 initial respondents regarding performance, it can be seen that on average from all statements of performance indicators the value that stated disagree was very high, namely 65% compared to statements by employees who agreed, namely 35%. In the indicators of cooperation with other employees, several employees said that in the collaboration in completing the tasks in the office, they felt it was not solid and went well so that the results were also not good for the performance appraisal. Based on these existing problems, it can be seen that the performance of employees in the HR Section of Dr. M. Djamil Hospital Padang experienced problems, causing the employee's performance to decrease. Of course this can affect employee performance.

Hard skills, soft skillsand motivationmust be developed in a balanced way, one of which can be seen from the level of discipline, as follows in Table 2, it can be seen that the discipline of employees from the level of absenteeism of the HR Section of Dr. M. Djamil Hospital Padang.

Table 2.Employee Attendance Recapitulation 2016-2020HR Department of RSUP Dr. M. Djamil Padang

No	Year	Number of Employees	Attendance	Latenessemployee (Case/Year)
			A	
1	2016	37	8 times	85 times
2	2017	40	5 times	91 times
3	2018	38	3 times	116 times
4	2019	35	4 times	105 times
5	2020	37	6 times	112 times
Total last 5 years			**26 times**	**459 times**

Source: HR Department of RSUP Dr. M. Djamil Padang

From Table 2 above, it can be seen that the level of employee absenteeism in the HR Section of RSUP M.Jamil Padang in the last 5 years has fluctuated, in 2016 - 2018 there were employee delays in coming to work, the largest number in 2018 with 116 times delays and from 2018 – 2020 employee absentee levels have started to decline until now. Based on an interview with the head of the personnel division in the HR department of RSUP Dr. M. Djamil Padang, several causes of the high absenteeism rate for employees include the lack of a sense of responsibility and lack of employee commitment to their work. come to work. However, from year to year the level of absenteeism, especially tardiness, has begun to decline and employee discipline has been better than the previous year, due to the imposition of sanctions for not being able to remuneration cuts for those who are late for work. Based on this background and phenomenon, the researchers are interested in conducting research and discussing "The Influence of Hard Skills, Soft Skills and Motivation on Employee Performance in the HR Section of Dr. M. Djamil Hospital Padang.

II.   LITERATURE REVIEW

Performance

According to Fahmi (2014) performance is a result that has been obtained by an organization that is profit-oriented or non-profit oriented for a period of time. Foster and Seeker (2001) in Widodo (2015) state that performance is the result that someone has obtained. According to Mangkunegara (2013) states that employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The dimensions and indicators of performance according to Masrukhin and Waridin, (2004, p.92), namely: (a) quality, (b) timeliness, (c) effectiveness, (d) independence, (e) work commitment.

Hard Skills

Hard skills are mastery of science, technology, and technical skills related to their knowledge. (Rasid., Z., et al, 2018). Indicators of hard skills used by researchers proposed by Nurhidayanti (2014): (a) Science, namely all conscious efforts to investigate, discover, and improve human understanding from various aspects of reality in the human world. This aspect is limited in order to produce definite formulations, (b) Science Technology, is a product, information and new practices that are not yet widely known, accepted and used or applied by some workers in a company or in a certain location in the context of encourage changes in the individual or the whole society concerned. (c) Technical skills are the ability to use certain knowledge, methods or techniques in completing their work.

Soft Skills

According to Klaus, (2012) said soft skills include personal, social, communication and self-management behaviors. Based on the opinion above, the researcher uses the soft skill measurement proposed (Kaswan, 2016), 1. Character/attitude, 2. commitment, 3. responsibility, 4. communication ability, 5. adaptability, 6. Leadership (Kaswan, 2016).

Motivation

Motivation is "Giving a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction" Hasibuan (2013). Indicators are divided into three dimensions, namely the need for achievement, the need for affiliation, and the need for power. The three dimensions of this need are reinforced by MC, Clelland in Melayu S.P Hasibuan (2013) motivation indicators are 1. Dimension of need for achievement, 2. Dimension of need for affiliation, 3. Dimension of need for power (Hasibuan, 2013).

III.   RESEARCH METHODS

The population in this study were all employees of the HR Department of RSUP Dr. M. Djamil Padang as many as 35 people.

The research sample is part of the selected and representative population of that population (A. Muri, 2015: 150). Meanwhile, according to Sugiyono (2017: 120) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population.

The technique for taking this sample uses a total sampling technique (whole sample), total samplingis a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population of less than 100 is used as a research sample.Because the population in this study is less than 100, the sample used is the entire population. So, the sample in this study is the same as the population, namely all employees of the HR Department of RSUP Dr. M. Djamil Padang totaling 35 people.

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

$$Y = a + b1\ X1 + b2\ X2 + b3\ X3 + e..(1)$$

$$Y = \rho yx_1\ X_1 + \rho yx_2 X_2 + \rho y\varepsilon$$
$$Z = \rho zx_1\ X_1 + \rho zx_2 X_2 + \rho zyY + \rho z\varepsilon$$

Where:
Y   = Performance
a   = Intercept Constant
X1   = Hard Skills
X2   = Soft skills
X3   = Motivation
b1, b2, ….= Regression Coefficient $\rho YX_1.X_1$ = The Coefficient of Organizational Structure on Work Motivation
e   = Error Term

IV.   RESULTS AND DISCUSSION
Research Result
Classic Assumption Test
Normality Test
This normality test is used by the author to test the normality of the regression model. The test is carried out using the methodkolmogorov-smirnovtestto each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The results of the normality test can be seen in Table 3:

Table 3.Normality Test Results

		Performance	**Hard skills**	**Soft skills**	**Motivation**
N		39	39	39	39
Normal Parameters	mean	48.5556	25.8472	35.7361	42.3194
	Std. Deviation	6.33988	4.29431	4.74117	4.86385
Most Extreme Differences	Absolute	.153	.167	.184	.153
	Positive	.092	.167	.184	.085
	negative	-.153	-.164	-157	-.153
Kolmogorov-Smirnov Z		1,299	1.415	1.563	1.297
asymp. Sig. (2-tailed)		.068	.136	.215	.469
a. Test distribution is Normal.					

Source: SPSS output results, 2022

From Table 2 above which is a 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 sig value of the Performance variable (Y) is $0.068 > 0.05$. Hard skill variable (X1) is $0.136 > 0.05$; Soft skill variable (X2) is $0.215 > 0.05$; Motivation variable (X3) is $0.469 > 0.05$; Soft skill variable (X4) is $0.097 > 0.05$. So it can be concluded that the performance variables, hard skills, soft skills and employee motivation of the HR Department of M. Jamil Hospital Padang are normally distributed.
Multicollinearity Test
Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogunal. Orthogunal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether

there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

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

Table 4.Multicollinearity Test Results

		Collinearity Statistics	
Model		Tolerance	VIF
1	Hard skills	.944	1.060
	Soft skills	.950	1.052
	Motivation	.919	1.089

a. Dependent Variable: Y

Source:SPSS output results, 2022

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation is constant, then it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.
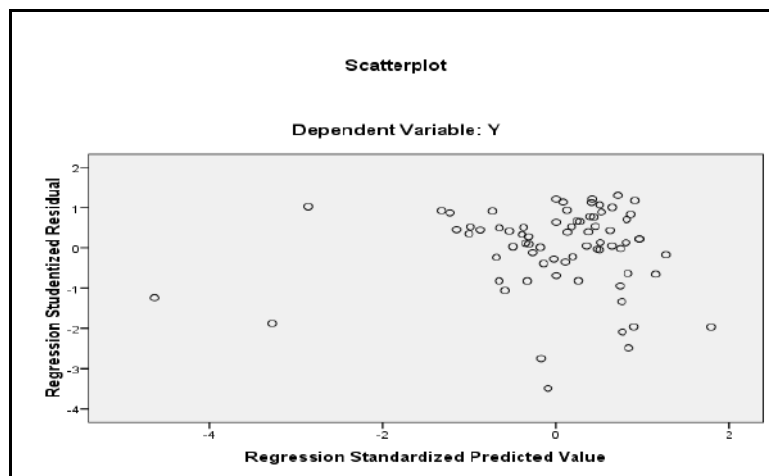

Figure 1. Heteroscedasticity Test Results

In Figure1 above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study does not have heteroscedasticity problems.

Multiple Linear Regression Analysis

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

The following is a recap table for the results of the regression coefficient value, tcount, significance value, Fcount value, and R Square (R2) value. The results can be seen in the following table:

Table 5.Recap of Multiple Linear Regression Analysis Test Results

Coefficientsa					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	29,213	10.147		2.879	.005
X1	.575	.184	.119	3.121	.002
X2	.644	.141	.482	4,560	.000
X3	.302	.110	.078	2,728	.004

a. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 24.0 2022. Appendix 7.

From table 5 above, the form of the regression equation model for the influence of hard skills, soft skills and motivation on employee performance at the HR Section of Dr. M. Djamil Hospital Padang is as follows:

$$Y = 29{,}213 + 0.575(X1) + 0.644(X2) + 0.302(X3)$$

Explanation of the above equation:

$\square$ = 29,213; it means that without the influence of hard skills, soft skills and motivation, the employee's performance is already 29,213 units.

$b1 = 0.575$; means that there is an influencepositive between hard skill variable (X1) on employee performance (Y). This shows that the higher (good) or the increase in hard skills, it will improve employee performance. The hard skill regression coefficient value is 0.575, meaning that for every one-unit increase in the hard skill, the employee's performance increases by 0.575 one-unit.

$b2 = 0.644$; it means that there is a positive influence between soft skill variable (X2) on employee performance (Y). This shows that the increase or increase in soft skills, it will improve employee performance. The soft skill regression coefficient value is 0.644, meaning that for every one-unit increase in soft skills, the employee's performance increases by 0.644 one-unit.

$b3 = 0.302$; means that there is an influencepositive between motivation variable (X3) on performance (Y). This shows that the higher the motivation, the higher the employee's performance. The value of the motivation regression coefficient is 0.302, meaning that for every one-unit increase in motivation, the employee's performance will increase by 0.302 one-unit.

Statistic Test
Hypothesis Testing 1
The first hypothesis put forward, thathard skills partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the hard skill variable is 0,002 < of the significance value (0.05). Thus Ho is rejected and Ha is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between hard skills on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang.

Hypothesis Testing 2
The second hypothesis proposed is thatsoft skills partially have a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the soft skills variable is 0,000< of the significance value (0.05). Thus Ho is rejected and Ha is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between soft skills on the performance of the HR Section of the M. Jamil Hospital Padang.

Hypothesis Testing 3
The third hypothesis proposed is thatmotivation partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the motivation variable is 0,004< of the significance value (0.05). Thus Ho is rejected and Ha is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between motivation on employee performance in the HR Department of RSUP Dr. M. Djamil Padang.

The summary results of testing the first, second, and third hypotheses can be shown in table 6 below:

Table 6.Summary of Partial Hypothesis Testing Results

Hypothesis	Statement	Test results
H1	Hard skills have a significant effect on employee performance in the HR Department of RSUP Dr. M. Djamil Padang.	Accepted
H2	Soft skillshas a significant effect on employee performance in the HR section of **RSUP Dr. M. Djamil Padang**.	Accepted
H3	Motivationhas a significant effect on employee performance in the HR section of **RSUP Dr. M. Djamil Padang**.	Accepted

Source:Primary Data, Processed by the Author in 2022

F Test (Simultaneous)
Hypothesis Testing 4
The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. The fourth hypothesis is that hard skills, soft skills and motivation together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the hard skills, soft skills and motivation variables is 0.000 <0.05. Thus Ho is rejected and Ha is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a jointly significant influence between hard skills, soft skills and motivation on the performance of employees of the HR Section of Dr. M. Djamil Hospital Padang. As can be seen in table 7.

Table 7.F. Test Results

ANOVAb						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826,032	4	206,508	6,823	.000a
	Residual	2027,746	67	30,265		
	Total	2853,778	71			

a. Predictors: (Constant), X4, X2, X1, X3

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

The summary results of testing the fourth hypothesis can be shown in table 8 below:

Table 8.Summary of Simultaneous Hypothesis Testing Results

Hypothesis	Statement	Test results
H4	Hard skills, soft skills and motivation together have a significant effect on employee performance in the HR Department of RSUP Dr. M. Djamil Padang	Accepted

Source: Primary Data, Processed by the Author in 2022

Testing the Coefficient of Determination (R2)
Analysis of the coefficient of determination forhard skills, soft skills and motivationEmployee performance is carried out using the IBM SPSS for Windows Version 24.0 program with the SPSS output form as described below:

Table 9.R Square result
Model Summary

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

Source: Primary Data, Processed with IBM SPSS 24.0 2022
Based on the results of the regression estimation calculation, the adjusted coefficient of determination or R Square is 0.545, meaning that 54.5% of the variation of all independent variables (hard skills, soft skills and motivation) can explain the dependent variable (employee performance), while the remaining 46 ,5% is explained by other variables not examined in this study.
Due to the value of R2 away from 0 (zero), then the contribution (influence) of the independent variable (hard skills, soft skills and motivation) simultaneously on the dependent (performance) is large (strong).

Discussion

Influence Hard Skills on Employee Performance in the HR Department of RSUP Dr. M. Djamil Padang

The results of this study indicate that hard skills have a significant influence on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. This indicates that hard skills determine the performance of the HR Department of Dr. M. Djamil Hospital Padang. This means that the better and better the hard skills of employees, it will improve employee performance. Because hard skills are basic abilities that employees must have in their work.

From the results of this study, it appears that the variablehard skills have coefficients0.575which means hard skills have a big influence. This indicates that hard skills can play a role in improving employee performance. If the HR Department of Dr. M. Djamil Padang Hospital wants to improve employee performance, the agency must improve and create employee hard skills at work.

This is in line with the opinion of Wirawan, (2017),In a company, the demand for quality human resources who have professionalism and managerial skills with certain abilities is the main goal. In today's era of intense competition, the dynamics of a company's success are heavily influenced by changes in politics, social economy, culture as well as advances in science and technology so that the skills of the workforce, both hard skills, are very decisive for the success of a company.

The results of this study are in line with researchVera Dwi Wijayanti and Tony Susilo Wibowo (2020)which shows that hard skills have a positive and significant effect on employee performance. Z.Rasid, B.Tewal and C.Kojo (2018) the results of their research also show that hard skills have a significant effect on employee performance.

Influence Soft Skills on Employee Performance in the HR Department of RSUP Dr. M. Djamil Padang

The results of this study indicate that soft skills have a significant positive effect on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. This indicates that the soft skills of employees determine the performance of the employees of the HR Department of RSUP Dr. M. Djamil Padang. This means that the better the soft skills possessed by employees, it will be able to improve employee performance.

From the results of this study, it can be seen that the soft skill variable has a coefficient of0.644which means that work soft skills have the greatest influence from other variables. This indicates that good soft skills can play a role in improving employee performance. If the HR Department of Dr. M. Djamil Padang Hospital wants to improve employee performance, it must improve the soft skills of employees who work in this agency.

This is in line with the opinion of Wirawan, (2017),In a company, the demand for quality human resources who have professionalism and managerial skills with certain abilities is the main goal. In the current era of intense competition, the dynamics of a company's success are heavily influenced by changes in politics, social economy, culture and advances in science and technology so that the skills of the workforce, both soft skills, are very decisive for the success of a company.

The results of this study are in line with research Novita Sari and Humisar Sihombing (2017)which shows that soft skills affect employee performance.Wahyuni (2016)The results of his research also show that soft skills have a significant effect on employee performance.

Influence Motivation on Employee Performance in the HR Department of RSUP Dr. M. Djamil Padang

The results of this study indicate that motivation has a significant influence on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. This indicates that motivation determines the performance of the HR Department of the RSUP Dr. M. Djamil Padang. This means that the higher the motivation of the employees of this agency it will play a role in improving employee performance.

From the results of this study, it can be seen that the motivation variable has a coefficient0.302which means that motivation has a big influence. This indicates that motivation can play a role in improving employee performance. If the HR Department of Dr. M.Djamil Hospital Padang wants to improve employee performance, the agency must be able to increase employee motivation in this agency.

The results of this study are in line with researchSindi Lestari (2014)which shows that there is a significant positive effect between motivation on employee performance.Jacob Cherian, Jolly Jacob (2013)also shows that there is a significant positive effect between motivation on employee performance

Effect of Hard Skill, Soft Skill and Motivationon the Performance of the Human Resources Department of the RSUP Dr. M. Djamil Padang

The results of this study indicate that hard skills, soft skills and motivation together have a significant influence on the performance of employees of the HR Department of Dr. M. Djamil Hospital Padang. This indicates that hard skills, soft skills and motivation determine the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. This means that hard skills, soft skills and motivation will improve employee performance.

The results of this study are in line with researchVera Dwi Wijayanti and Tony Susilo Wibowo (2020)which shows that hard skills have a positive and significant effect on employee performance. Z.Rasid, B.Tewal and C.Kojo (2018) the results of their research also show that hard skills have a significant effect on employee performance.

V. CONCLUSION

Conclusion

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Hard skills have a positive influence on the performance of employees of the HR Department of RSUP Dr. M. Djamil Padang. This means that if the employee's hard skills are getting better, it will be able to provide encouragement to employees in improving their performance.
2. Soft skills have a positive influence on the performance of the HR Department of the RSUP Dr. M. Djamil Padang. This means that if the soft skills of employees are getting better, they will be able to provide morale to employees in carrying out their work. The better the soft skills of an employee in an agency, the better their performance in carrying out their daily work.
3. Motivation has a positive influence on the performance of the HR Department of the RSUP Dr. M. Djamil Padang. This means that if employee motivation is high at work, it will have an impact on employee morale so that they can carry out their work well. This good motivation will encourage high performance.
4. Hard skills, soft skills and motivation together have a positive effect on the performance of the HR Department of Dr. M. Djamil Hospital Padang. With the F ANOVA test number of 0.000, employee performance is influenced by the independent variables of hard skills, soft skills and motivation.

Suggestion

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. For RSUP Dr. M. Djamil Padang in order to improve the hard skills of employees by providing trainings, workshops, seminars, scientific discussions. Of course this will be able to improve the hard skills of employees so that they will be able to have an impact on improving their performance.
2. RSUP Dr. M. Djamil Padang needs to improve soft skills by providing courses, lectures, sermons so that the internalization of values occurs in employees so that employees will feel better at work. This in turn will have an impact on employee performance.
3. Increased motivation is needed in improving employee performance by providing incentives, rewards and punishments if there are employees who reach the target and do not reach the target.

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