The Effect of Competency and Creativity Programs on Employee Performance at The Mayor's Office of The Malang City Personnel and Human Resource Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Malang)

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INDEXING	ABSTRACT
Keywords: Keyword 1; Competency Keyword 2; Creativity Programs Keyword 3; Employee Performance Keyword 4; Personnel Keyword 5; Effect	The provision of competency programs and the existence of work creativity play an important role in improving employee performance. The purpose of this study is to determine the influence of competency and creativity development programs on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency partially and simultaneously. This study uses a quantitative method. The research population is 45 employees. The determination of the sample of this study uses the purposive sampling method so that a research sample of 44 employees was obtained. The data collection technique uses a questionnaire. The data analysis method used is multiple linear regression using the SPSS version 25 program. The results of the study prove that partially, the competency program has a significant effect on employee performance with a t-value of 4.824 and creativity has a significant effect on employee performance with a t-value of 4.305. The results of the simultaneous (together) competency and creativity programs have a significant effect on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency with an F value of 37.805 or an influence of 64.8%. The results of this study can be understood that the existence of work competency and creativity programs is able to improve employee performance.

INTRODUCTION

Every organization is formed for a specific purpose, in an effort to achieve success, competent and creative human resources are needed, through competency and creativity programs to improve employee performance (Thatrak, 2021). Government institutions or government agencies are institutions that work for the benefit of organizations under government orders. In this institution, there are several areas of performance such as the field of education and culture, the field of health, the field of communication, and human resources. In this regard, the researcher conducted research at the mayor's office of the personnel and human resource development agency to see and find out the final results of

the research to be researched related to the title of the thesis that has been raised.

The reason why the researcher chose to conduct research at the mayor's office of the personnel and human resource development agency is because the researcher wants to know that the competency and creativity program in the mayor's office of the personnel and human resource development agency has an influence on employee performance. Employee competency and creativity programs are the main concern of many organizations, including the government, the goal is to improve employee performance so that organizations can achieve their goals and be effective. Competence is the ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job (Dharmanegara et al., 2016).

Creativity is the ability to create, the ability to create something (Fitria et al., 2023). Creativity can also be interpreted as a mindset or idea that arises spontaneously through a personal mindset or idea. The performance that will be produced through a good competency and creativity program will get maximum achievements. This will support employee resources to improve their ability to work competently and qualitatively with the tasks and responsibilities given.

The purpose of this study is to determine the influence of competency programs on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency, To find out the influence of creativity on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency, To determine the simultaneous influence of competency programs and creativity on employee performance at the Mayor's Office of the Malang City Personnel Agency and Malang City Human Resource Development.

LITERATURE REVIEW
Flow Theory
Flow theory is a psychological concept that describes the optimal state when a person is fully engaged and immersed in an activity (Farsi & Dehnad 2016). This theory explains the condition when a person is very involved in another activity and no problems occur. This was stated by a psychologist named Mihaly Csikszentmihaly who first developed this concept in the book Beyond Boredom and Anxiety published in 1975.

The characteristics of flow theory are full concentration, balance between challenge and experience, clear goals and direct feedback, a sense of control, and intrinsic satisfaction. The application of Flow Theory is very relevant and important in this research. Because this theory helps explain how to build good and quality work quality by improving competency and creativity programs in order to optimize employee performance.

Competency
The definition of a program according to Arikunto et al., is an activity that is carefully planned (Arikunto et al., 2013). Then according Setiawan et al, competence is the ability of individuals to carry out a job correctly and have advantages based on things related to knowledge, skills, and attitudes (Setiawan et al., 2022).

Creativity

Creativity is a very important demand and life at this time. Creativity will produce various innovations and new developments in life. Creative individuals and organizations or companies that are always needed by the work environment in a company because they are able to meet the needs of the ever-changing environment and are able to survive in the dynamic and tight global competition in the future by the performance of employees in this company. Regarding the definition of Creativity, there are several figures who have almost the same opinion, namely according to Hughes et al., he said creativity is the capacity to produce new ideas that are useful for solving problems (Hughes et al., 2023).

Performance

Performance is a function of motivation and ability. To complete a task or work, a person should have a certain degree of willingness and level of ability. So from the statement above, there are several theories put forward according to experts, namely performance according to Siswanto et al., comes from the word job performance which means work achievement achieved by a person in carrying out the tasks and work given to him (Siswanto et al., 2023). From this statement, it is stated that performance is the achievement of the results of performance carried out and can be considered as part of work achievements in a person.

RESEARCH METHOD

This research is a quantitative type. The quantitative method is a survey research that takes samples from the population and uses questionnaires as the main data collection tool. The sources used are secondary data and primary funds while data collection uses the results of questionnaires, observations, interviews, and documentation, data analysis techniques using validity estimates, reliability tests, classical assumptions, multiple linear regression analysis, Regression Coefficient Analysis (R2), and hypothesis tests.

RESULT AND DISCUSSION
Data Analysis Test
1. Validity Test

The validation test is carried out to measure the validity or validity of a questionnaire, while the data is declared valid if the correlation value is (rhiung) > (rtable). The following are the results of testing vailiditas:

Table 1 Validity Test

Var/No	r hitung			r tabel	Kesimpulan
	X_1	X_2	Y		
1	0,656	0,625	0,605		Valid
2	0,698	0,591	0,630		Valid
3	0,765	0,761	0,640		Valid
4	0,776	0,775	0,606		Valid
5	0,668	0,797	0,697	0,297	Valid
6	0,586	0,774	0,672		Valid
7		0,629	0,651		Valid
8		0,792	0,599		Valid
9		0,814	0,573		Valid

10		0,601	0,708		Valid
11			0,739		Valid
12			0,714		Valid
13			0,729		Valid
14			0,717		Valid

Source : Primary data processed (2025)

Based on table 1, it can be seen that the instrument used in the study, namely the competency program variable (X1) consists of 6 statements, the creativity variable (X2) consists of 10 statements and the employee performance variable (Y) also consists of 14 statements, from all the data statements are declared valid because the value (calculation) > (table) is 0.297. According to Sugiyono (2017), the value of the table for 44 samples was 0.297.

2.   Reliability Test
This test is carried out to measure the level of confidence or validity of the instrument used, in this reliability test uses alpha cronbach coefficient to find out whether the results of the data measurement obtained meet the reliability requirements or not. The reliability criterion using the alpha cronbach is that if the alpha correlation result is greater than 0.6, the instrument is said to be reliable and vice versa. The results of the reliability test are presented in the following table:

Table 2 Reliability Test

Variabel	Alpha Cronbach	Alpha	Keterangan
(X$_1$)	0,776		Reliabel
(X$_2$)	0,886	0,6	Reliabel
(Y)	0,897		Reliabel

Source : Primary data processed (2025)

Based on table 2, it can be concluded that all statement items of the competency program variable (X1), creativity variable (X2) and employee performance variable (Y) have an Alpha coefficient greater than 0.6 thus the statement items for all of these variables are declared reliable.

Classical Assumption Test
a.   Normality Test
This test aims to test whether in the regression model, the perturbating or residual variables have a normal distribution. To find out whether the form of normal data is seen from the normal picture of the probability plot. The normal distribution will form a diagonal straight line, if so then the data is declared normal, the following figure shows the normal P-Plot Of Regression Standarized Residual normality test.
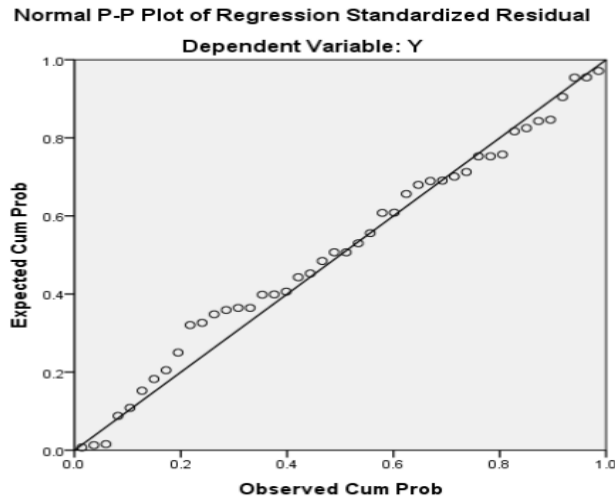
Figure 1 Distribution Normality Test
Source : Primary data processed (2025)

Based on figure 1, the data was declared to meet the normality test (normal), because the distribution of data (points) at the diagonal source of the normal graph of the P-Plot Of Regression Standarized Residual is around the diagonal line and follows the direction of the diagonal line.

b.   Multicholineartas Test

The symptom of Multicollinearity is the lack of correlation between independent variables. This symptom is shown by a significant correlation between independent variables. A good regression model should not cause correlation between independent variables. The detection of multicollinearity is known from the tolerance value and VIF, if the tolerance value is less than 0.1 or the VIF value is greater than 10, the data is declared to have no symptoms of multicollinearity. The following is a table of the results of the multicollinearity test.

Table 3 Multicollinearity Test

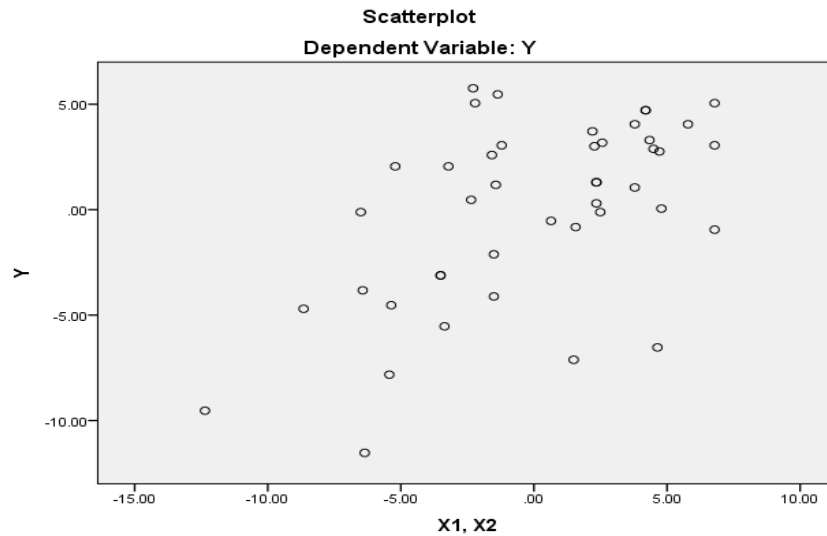| Variabel	*Tolerance*	Nilai VIF	Keterangan
(X_1)	0,799	1,251	Tidak terjadi gejala Multikolinieritas
(X_2)	0,799	1,251	Tidak terjadi gejala Multikolinieritas

Source : Primary data processed (2025)

Based on the table, it can be concluded that for the competency program variable (X1) and creativity variable (X2), there is no multicollinearity symptom with a tolerance value greater than 0.1 and a VIF value less than 10,000.

c. Heteroscedasticity Test

Good data should not experience symptoms of heterokedasticity, in this study a plot graph was used between the predicted values of the free and residual variables. The decision-making criteria are carried out if there is a certain pattern, then in the regression model it is suspected that there is a heterokedasticity problem, and if there is no clear pattern and the dots spread above and below the numbers on the Y axis, then there are no

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heterokedasticity symptoms. The following is a graphic image of the plot of the heteokeness test.

Source : Primary data processed (2025)

Based on figure 1, the data was declared to meet the normality test (normal), because the distribution of data (points) at the diagonal source of the normal graph of the P-Plot Of Regression Standarized Residual is around the diagonal line and follows the direction of the diagonal line.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the magnitude of the influence of competency and creativity programs on employee performance at the Office of the Mayor of the Malang City Personnel and Human Resources Development Agency. The results of the Multiple Linear Regression test are known in the following table.

Table 4 Multiple Linear Regression Test

Variabel	B Unstandardized Coefficients	Keterangan
Constant	5,583	Positif
(X_1)	1,220	Positif
(X_2)	0,527	Positif

Source : Primary data processed (2025)

Based on the table, a regression equation can be made to measure the level of influence between variables as follows:

Y = a + b1X1 + b2X2 + e

Y = 5,583 + 1,220 X1 + 0,527 X2 + e

Based on the regression equation, it can be interpreted that, for the value of the employee performance variable of a constant value of 5.583, it means that the employee

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performance value is declared high before being influenced by the competency and creativity program. If the value of the variables X1 and X2 increases by 1.747, then the total influence value is 7.330, this result proves that there is a high influence between variables.

Hypothesis Testing
a.   Test t (partial)
      The t-test was carried out to determine the partial influence of the competency (X1) and creativity (X2) programs on the performance of employees (Y) at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency. The magnitude of the value of each influence of the independent variable on the bound variable can be known in the following table.

Table 5 Test Results

Variabel	t hitung	t tabel	Sig t
(X_1)	4,824	2,017	0,000
(X_2)	4,305		0,000

Source : Primary data processed (2025)

The results of the t-test calculation to determine the influence of each variable, namely the competency program variable (X1) has a significant effect on the employee performance variable (Y) at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency because the tcount value = 4.824 > ttable 2.017 with a significant value of 0.000 ($p < 0.05$), so that H1 is accepted. This means that the better the support from the competency development program is able to improve employee performance and the creativity variable (X2) has a significant effect on the employee performance variable (Y) at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency because the tcount value = 4.305 > ttable 2.017 with a significant value of 0.000 ($p < 0.05$), so that H2 is accepted. This means that the better the support from creativity is able to improve employee performance.

b. Test F (Simultaneous)
      competency (X1) and creativity (X2) on employee performance (Y) at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency jointly/jointly, based on the results of the analysis that has been carried out, the results of hypothesis testing are presented in the following table.

Table 6 Test F

Variabel	F hitung	F tabel	Sig F
Program pengembangan kompetensi (X_1) Kreativitas (X_2)	37,805	2,833	0,000

Source : Primary data processed (2025)

The results of the F test obtained a value of Fcal (37.805) > Ftable (2.833) with a significant value (0.000) which means that together / a combination of the variables of the competency program (X1) and creativity (X2) have a significant effect on the performance of employees (Y) at the Office of the Mayor of the Malang City Personnel

and Human Resources Development Agency, so that H3 is accepted, meaning that the existence of a competency and creativity program is able to support the improvement of employee performance.

c. Coefficient of Determination (R2)
  The determination coefficient (R2) essentially measures how far the model is able to explain the variation of dependent variables. The results of the Coefficient of Determination (R2) test are presented in the following table:

Table 7 Determination Coefficient Test (R2)

Model	R Square
1	0,648

Source : Primary data processed (2025)

The results of the analysis were given an r square value of 0.648, meaning that the competency and creativity program had a contribution to employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency by 64.8% and the remaining 0.352 or 35.2% by other variables that were not studied such as leadership style, compensation and work environment.

The Effect of Competency Programs on Employee Performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency
  The results of the analysis that have been presented prove that the competency program has a significant effect on employee performance at the Office of the Mayor of the Malang City Personnel and Human Resources Development Agency, meaning that the better the support from the competency program is able to improve employee performance. The competency program above plays an important role in improving knowledge and skills on the quality of employee work, so that employee performance has good quality. The competency program at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency is based on the competency program and its benefits can provide supportive results and the quality and quantity of employees. Umpusinga et al., explained that the work competency program has a positive and significant effect on employee performance (Umpusinga et al., 2020). Competency programs have a good impact on employees in improving performance in government organizations. A competency program is a program that aims to improve a person's knowledge, skills, and attitudes.

The Influence of Creativity on Employee Performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency
  The results of the analysis that have been presented prove that creativity has a significant effect on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency, meaning that the better the support from creativity is able to improve employee performance. Creativity that affects employee performance such as giving opinions during meetings, providing ideas so that work becomes practical and having the ability to complete work on time. Creativity plays an important role in improving employees' ability to complete work on time. From the above, creativity has a great influence on the performance of employees at the Office of

the Mayor of the Malang City Personnel and Human Resources Development Agency. These results support the research conducted by Rusydi et al., explaining that creativity has a positive and significant effect on employee performance (Rusydi et al., 2021). Employee creativity is the ability to produce ideas that are beneficial to the company's progress. Employee creativity can help companies become more efficient, responsive, and adaptive to change. Creativity is the ability to manage, empower, and use any knowledge you have, in the form of information, experience, and other skills to overcome difficulties.

The Influence of Competency and Creativity Programs on Employee Performance

The results of the study prove that simultaneously (together) the competency and creativity program has a significant effect on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency by 64.8%, meaning that the competency and creativity program is able to support the improvement of employee performance. This result can be understood that the existence of work competency and creativity programs is able to improve employee performance. The results of the research can be understood that competency and creativity programs play an important role in improving employee performance at the Office of the Mayor of the Malang City Personnel and Human Resources Development Agency. Employee performance such as working carefully so that they never make mistakes, being able to complete work on time and being able to achieve targets, being able to cooperate with colleagues and having work achievements. The performance of employees at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency plays an important role in improving organizational progress, because employees are the benchmark in advancing the organization. Performance refers to the achievement of tasks that form an employee's job so that it is able to improve the development of the organization. The performance of employees is important in advancing the organization, where in community service it becomes good and fast. The results of this study are in accordance with the researcher conducted by Ndawa et al., explained that competency and creativity programs have a significant effect on employee performance, where the existence of the right competency program and creativity are able to improve employee performance (Ndawa et al., 2023).

CONCLUSION

The results of the study prove that the competency program has a significant effect on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency, meaning that the better the support from the competency program is able to improve employee performance. Competency programs that affect performance, such as employees receiving job training so that employees can work according to the set standards

The results of the study prove that creativity has a significant effect on employee performance at the Mayor's Office of the Malang City Personnel and Human Resources Development Agency, meaning that the better the support from creativity is able to improve employee performance. Creativity that affects performance such as employees giving opinions during meetings, providing ideas so that work becomes practical and has the ability to complete work on time.

The results of the study prove that simultaneously (together) the competency and creativity programs have a significant effect on employee performance at the Office of the Mayor of the Malang City Personnel and Human Resources Development Agency, meaning that the competency and creativity program is able to support the improvement of employee performance.

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