



Assessing The Influence of Creativity, Interpersonal Skill and Visionary Leadership on Employee Performance in a Public Sector Tax Office Jakarta

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ABSTRACT

This study aims to analyze the impact of creativity, interpersonal skills, and visionary leadership on employee performance. The study was conducted at Public Sector Tax Office Jakarta Pesanggrahan with a sample of 87 civil servants. Data collection was performed using a survey method with a questionnaire as an instrument. The study employs a quantitative descriptive approach and applies Structural Equation Modeling (SEM) using SmartPLS for data analysis. The results indicate that creativity has a positive but insignificant effect on employee performance, while interpersonal skills and visionary leadership have a significant positive effect on employee performance

INTRODUCTION

The rapid growth of the economy and increasing competition among organizations emphasize the importance of human resource quality. Employees play a crucial role in determining an organization's success, as they directly influence productivity and efficiency (Mangkunegara, 2017). Effective human resource management (HRM) has become a strategic necessity for organizations aiming to maintain their competitive advantage (Edison et al., 2018).

One of the primary concerns in modern organizations is employee performance, which is influenced by multiple factors such as creativity, interpersonal skills, and leadership. Organizations require employees who can think creatively, communicate effectively, and work collaboratively within teams. Creativity is vital in problem-solving and innovation, enabling employees to develop new approaches to tasks and challenges (Askiah & Fauziah, 2021). Similarly, interpersonal skills facilitate teamwork, improve workplace communication, and reduce conflicts (Susanti, 2023). Leadership, particularly visionary leadership, provides strategic direction and motivates employees to work towards common goals (Hidayah, 2016).

This study focuses on Public Sector Tax Office Jakarta Pesanggrahan, an institution under the Directorate General of Taxes, which has experienced several performance-related challenges, including high absenteeism rates and ineffective communication among employees. Previous research has shown that creativity, interpersonal skills, and leadership are essential factors that influence employee performance (Thamrin, 2020; Ramadhani et al., 2022). However, there is limited research examining these factors in a government institution setting, where strict regulations and bureaucratic structures may impact employee behaviour and motivation.

This study aims to analyze the influence of creativity, interpersonal skills, and visionary leadership on employee performance at Public Sector Tax Office Jakarta Pesanggrahan. By understanding these relationships, organizations can develop targeted strategies to enhance workforce productivity and effectiveness.

LITERATURE REVIEW

Employee performance is a critical factor for organizational success. Several key elements influence performance, including creativity, interpersonal skills, and leadership. Creativity enables employees to find innovative solutions and improve work efficiency. It fosters adaptability and problem-solving skills, which are essential in dynamic work environments (Ferdiawan et al., 2024; Assani et al., 2022).

Strong interpersonal skills facilitate teamwork and communication, improving collaboration and reducing workplace conflicts. Employees with good interpersonal skills can build positive relationships, leading to enhanced performance (Kasmida et al., 2022). A visionary leader provides a clear direction and inspires employees to work towards long-term goals. Leadership that encourages innovation and employee engagement has been shown to positively impact performance (Thamrin, 2020; Ramadhani et al., 2022).

Employee Performance

Employee performance is defined as the efficiency and effectiveness with which employees carry out their tasks and contribute to organizational goals (Afandi, 2018; Fauzi, 2022). High-performance employees demonstrate superior job execution, discipline, and productivity. Factors influencing employee performance include motivation, leadership, communication, and organizational culture (Mangkunegara, 2017).

Creativity

Creativity refers to an individual's ability to develop new ideas, innovative solutions, and unique approaches to work-related challenges (Askiah & Fauziah, 2021). In the workplace, creativity is essential for problem-solving and process improvement. Employees who think creatively are more likely to contribute novel solutions that enhance efficiency and productivity (Ferdiawan et al., 2024). However, in government institutions, rigid regulations may limit the application of creativity, reducing its direct impact on performance.

Interpersonal Skills

Interpersonal skills encompass communication, teamwork, and the ability to build positive workplace relationships (Kasmida et al., 2022). Employees with strong interpersonal skills can collaborate effectively, resolve conflicts, and maintain a harmonious work environment. Studies suggest that organizations that prioritize interpersonal skills development see improved teamwork, employee satisfaction, and overall performance (Susanti, 2023). Strong interpersonal interactions foster cooperation and ensure smooth task execution within teams.

Visionary Leadership

Visionary leadership is the ability of a leader to inspire and guide employees towards long-term goals through a clear and compelling vision (Hidayah, 2016). Leaders who exhibit visionary qualities motivate employees, provide direction, and foster an innovative work environment. Research indicates that visionary leadership is positively correlated with employee engagement and organizational success (Thamrin, 2020). Effective visionary leaders encourage employees to align their individual goals with the organization's mission, resulting in enhanced performance and commitment.

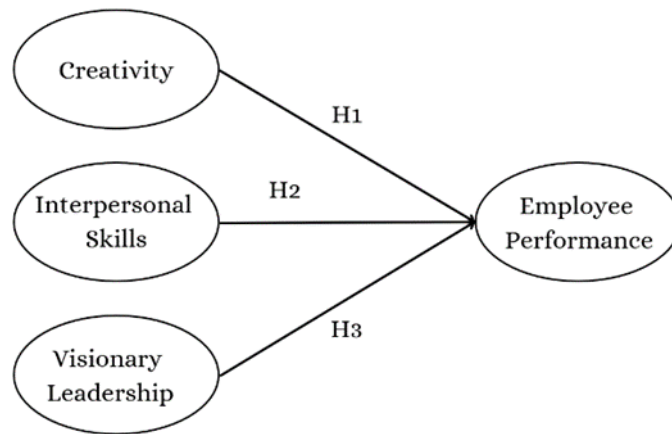


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative approach using a survey method. Data were collected through the distribution of questionnaires to 87 employees of Public Sector Tax Office Jakarta Pesanggrahan, who served as the respondents in this research. The sampling technique used was saturated sampling, as all members of the population meeting the criteria were included in the sample.

The research instrument was developed based on variable indicators that had undergone validity and reliability testing. Data analysis was conducted using SmartPLS version 3.0. The analytical technique involved assessing the outer model (to evaluate construct validity and reliability) and the inner model (to test hypotheses and examine the significance of the relationships among variables). This study aims to examine the influence of creativity, interpersonal skills, and visionary leadership on employee performance.

The respondents in this study were employees of Public Sector Tax Office Jakarta Pesanggrahan, totaling 87 individuals. Based on demographic characteristics, the majority were female, with 53 respondents or 60.9% of the total sample. Most respondents were in the 31–40 years old age group, accounting for 31 individuals or 35.6%.

In terms of educational background, the highest proportion of respondents held a Bachelor's degree (S1/D4), amounting to 50 individuals or 57.5%. Regarding work experience, the largest group had been employed for 5 to 10 years, totaling 25 respondents or 28.7%. These demographic characteristics indicate that the respondents represent a productive and experienced workforce, making them appropriate subjects for assessing the variables examined in this study.

RESULTS AND DISCUSSION

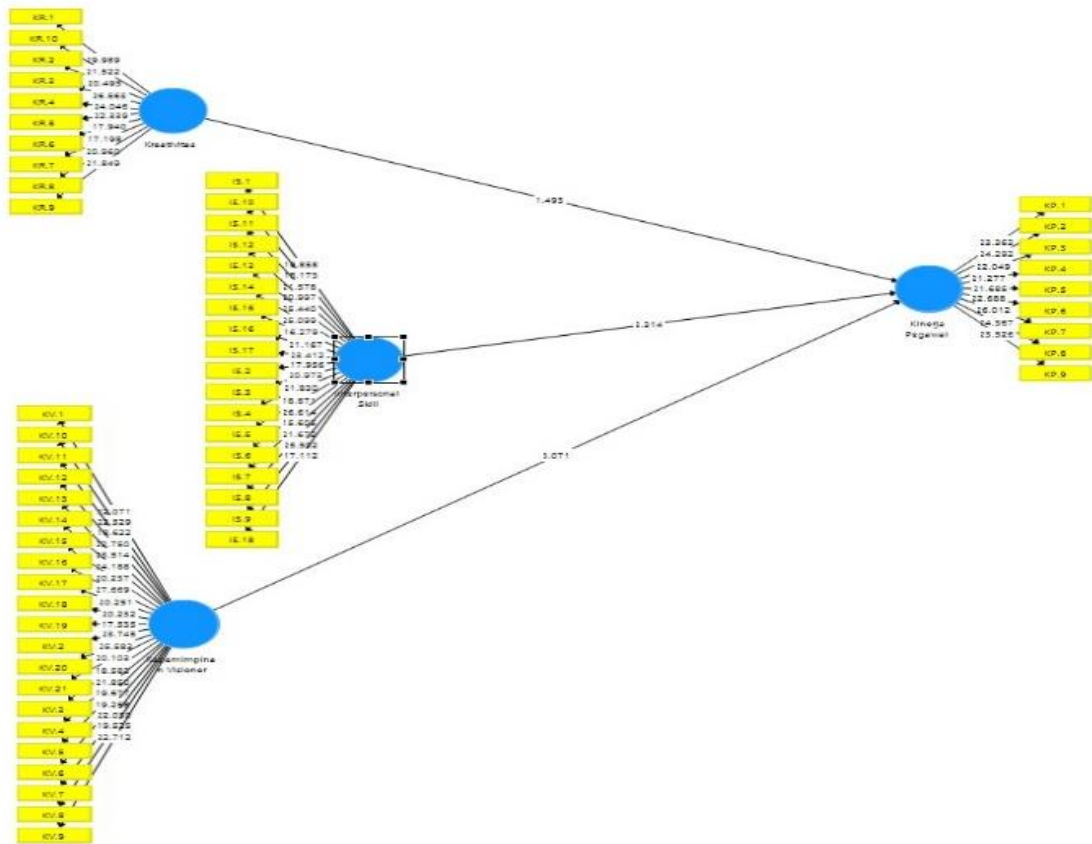


Figure 2. Bootstrapping Results of Structural Model

The analysis revealed that creativity has a positive but statistically insignificant effect on employee performance. However, interpersonal skills and visionary leadership had significant positive impacts. Employees with strong interpersonal skills demonstrated better collaboration and communication, leading to improved job performance. Visionary leadership played a crucial role in guiding employees towards achieving organizational goals and fostering a positive work environment.

Table 1. Test Results Average Variance Extracted (AVE)

Variable	Score	Criteria
Employee Performance	0,640	Valid
Creativity	0,635	Valid
Interpersonal Skill	0,605	Valid
Visionary Leadership	0,612	Valid

Based on the results of the AVE test, it can be seen that each variable has met the AVE value criteria, which is above 0.5. This value illustrates adequate convergent validity and means that one variable is able to explain the indicators in it.

Table 2. Test Results Composite Reliability & Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Criteria
Employee Performance	0.941	0.929	Reliabel
Creativity	0.946	0.936	Reliabel
Interpersonal Skill	0.965	0.962	Reliabel
Visionary Leadership	0.971	0.968	Reliabel

Based on the table above, it shows that the test results for composite reliability produce satisfactory values, because all variables have a Cronbach's alpha value ≥ 0.70 . This means that all variables are said to be reliable.

Table 3. R-Square

Nilai R Square	R Square	R Square Adjusted
Employee Performance	0.920	0.917

Based on the table above, it can be seen that the influence of the independent latent variable on the dependent variable gives an R-Square value of 0.920. The employee performance variable is categorized as having a "good" level of goodness-fit model because it has a value above 0.67. So it can be interpreted that the influence of the independent latent variable on the dependent variable gives an R-Square value of 0.920, this means that 92% of employee performance is influenced by Creativity, Interpersonal Skills and Visionary Leadership. And the remaining 8% is influenced by other variables outside this study.

Table 4. Hypothesis Test Results

Variable	Original Sample (O)	T Statistic	P Values	Keterangan
Creativity -> Employee Performance	0.135	1.530	0.127	Positive and Insignificant
Interpersonal Skill -> Employee Performance	0.384	3.536	0.000	Positive and Significant
Visionary Leadership -> Employee Performance	0.454	3.189	0.002	Positive and Significant

Based on the table above, it can be concluded that the results of the research model hypothesis testing:

- a. The description of creativity has a T-Statistic value of $1.530 > T$ -table at alpha 5% (1.96) and a P-value of $0.127 > \alpha 0.50$. And the original sample value of 0.135, the first hypothesis is rejected, which means that creativity has a positive but insignificant effect on employee performance.
- b. The description of interpersonal skills has a T-Statistic value of $3.536 > T$ -table at alpha 5% (1.96) and a P-value of $0.000 < \alpha 0.50$. And the original sample value of 0.384, the second hypothesis is accepted, which means that interpersonal skills have a positive and significant effect on employee performance.
- c. The description of visionary leadership has a T-Statistic value of $3.189 > T$ -table at alpha 5% (1.96) and a P-value of $0.002 < \alpha 0.50$. And the original sample value is 0.454, so the third hypothesis is accepted, which means that visionary leadership has a positive and significant effect on employee performance.

The findings of this study are consistent with previous research highlighting the significant role of interpersonal skills and visionary leadership in employee performance. Employees with strong interpersonal skills can effectively communicate, work in teams, and maintain a productive work environment, leading to enhanced efficiency and job satisfaction (Susanti, 2023). Visionary leadership was also found to have a significant impact on employee performance. Leaders who set clear goals, provide motivation, and create a sense of direction contribute to higher levels of employee engagement and efficiency (Thamrin, 2020).

This aligns with studies that emphasize the importance of transformational leadership in driving organizational success. However, creativity was found to have a positive but insignificant effect on employee performance. This could be attributed to the rigid regulatory framework in government institutions, which may limit employees' ability to apply creative solutions freely (Askiah & Fauziah, 2021). Future research should explore ways to foster creativity within such environments to enhance overall employee performance.

CONCLUSION AND RECOMMENDATION

This study highlights the importance of interpersonal skills and visionary leadership in enhancing employee performance. Organizations should invest in leadership development programs and communication training to improve workplace efficiency. Additionally, fostering a culture of innovation while maintaining compliance with regulations could help enhance the role of creativity in government institutions.

Based on these Findings, it is Recommended that

- a. Organizations implement training programs focused on improving interpersonal communication and teamwork.
- b. Leadership development initiatives are introduced to enhance visionary leadership capabilities.
- c. Policies be developed to encourage creative thinking within regulatory frameworks.

FUTHER STUDY

Future research could explore the impact of organizational culture on employee performance and examine creativity in different institutional settings. A qualitative approach could provide deeper insights into the underlying factors influencing employee behaviour. Additionally, a comparative study between government and private sector organizations could help identify best practices for fostering creativity and leadership. There is also an opportunity to develop an alternative research model in which one of the existing variables may serve as a mediating variable in relation to employee performance.

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