

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Hard Skills and Soft Skills on Employee Performance

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ABSTRACT

This study aims to examine the influence of Hard skills and Soft skills on Employee Performance, as well as to provide a clear picture of the relationship between the two and their contribution to improving employee performance. This study uses a quantitative approach with a descriptive research type, which was conducted at the company PT Perumda Tirta Mangkaluku Palopo City. The population in this study was 316 employees and the sample used was 76 respondents who were selected randomly. Data collected using questionnaires and analyzed using validity and reliability tests, classical assumption tests, and hypothesis testing. The results of the study indicate that Hard skills and soft skills have a significant effect on employee performance, both partially and simultaneously. The implication of this study is that companies need to improve the development of Hard skills and soft skills of employees in a balanced manner to improve employee performance. This study also contributes to the development of a human resource model that emphasizes the balance of Hard skill and soft skill competencies in forming a productive, adaptive, and competitive workforce.

Keywords: Hard Skills, Soft Skills, Employee Performance.

I. Introduction

In the era of globalization and the industrial revolution, the need for a workforce with a balanced skill set is increasing along with rapid technological advances and market complexity. Skills such as problem-solving, communication, creativity, and self-management are key determinants of employee productivity and performance across various sectors (Gusdiansyah et al. 2025). This situation demonstrates that the modern business world demands not only operational efficiency but also individual adaptability in the face of dynamic change. The key to a company or organization's success or failure is largely determined by the quality of its human resources in carrying out their duties and functions. Human resources are the primary factor determining a company's success in achieving its goals (Anggraini et al., 2021). Amidst increasingly dynamic business competition, companies are not only required to have good technology and work systems but also require employees with superior human resource qualities. This quality is reflected in employees' ability to carry out their duties effectively, both through mastery of hard skills and soft skills that support job implementation. Therefore, human resource management is a strategic aspect that requires serious attention from company management (Rahmawati & Ristiawati, 2025).

Recognizing the critical role of human resources in supporting organizational success, employee performance needs to be continuously improved. This is because human resources play a crucial role in



managing other organizational resources to achieve established goals, thereby positively contributing to organizational sustainability (Sukri & Pratiwi, 2022). Furthermore, evaluating employee performance is crucial for ensuring that work standards are met and serves as a means of increasing work motivation (Husennia et al., 2024). In the context of improving performance, employee competency is a crucial element. This competency encompasses complementary hard and soft skills. Hard skills are technical abilities related to mastery of knowledge, technology, and specific skills in a particular field. These abilities play a crucial role in supporting work effectiveness and supporting the professional completion of tasks. However, individual success in the workplace is not determined solely by hard skills (Marsha, 2024). On the other hand, soft skills such as communication skills, teamwork, leadership, and emotional intelligence are equally important supporting factors. These abilities are difficult to measure directly but are crucial for supporting effective relationships and performance (Yudisky et al. 2025). Soft skills enable employees to adapt to the work environment, build positive relationships, and find effective solutions to organizational challenges. In practice, the combination of hard and soft skills is the main foundation for creating optimal and sustainable employee performance (Marsha, 2024).

In line with this, previous research still shows mixed and inconsistent results. Research conducted by Marsha (2024), Husennia et al. (2024), and Putri et al. (2023) stated that hard skills have a significant effect on employee performance. However, this differs from research conducted by Gusdiansyah et al. (2025), which stated that hard skills have a negative and significant effect on employee performance. Furthermore, research conducted by Rahmawati & Ristiawati (2025) and Ghofur et al. (2025) stated that soft skills have a positive and significant effect on employee performance. However, this differs from research conducted by Anggraini et al. (2021), which stated that soft skills do not have a significant effect on employee performance. These differences in results indicate that the relationship between these two variables and employee performance still requires further in-depth study. Based on these conditions, there is a research gap in the form of a lack of comprehensive understanding regarding the influence of the combination of hard skills and soft skills on employee performance. Therefore, this study aims to analyze the influence of hard skills and soft skills on employee performance, which is expected to provide both theoretical and practical contributions to human resource development in the modern business era.

II. Literature Review and Hypothesis Development

2.1. Hard skill

Hard skills are a crucial aspect for every individual, especially in the workplace. These abilities relate to the mastery of technical skills that support effective and efficient task execution. Over time, hard skills have become a key factor in determining the quality of a person's performance in a particular field. A strong mastery of hard skills will help individuals complete tasks more effectively, efficiently, and in accordance with established standards. According to Marsha (2024), hard skills are defined as skills that are relatively easy to quantify and measure. These skills are observable and easy to teach and learn. Every individual possesses this ability, albeit at varying levels. Furthermore, according to Putri et al. (2023), hard skills are understood as the ability to combine knowledge and basic technical skills. This ability is acquired through learning processes, both formal and informal. This ability is intended to improve a person's intellectual abilities according to their field. Employees with adequate hard skills tend to have a higher level of self-confidence in their work and are able to produce quality work output. However, hard skills need to be supported by soft skills so that work can run optimally and sustainably (Rahmawati & Ristiawati, 2025).

Based on this explanation, it can be concluded that hard skills are technical abilities possessed by individuals that can be measured, observed, and acquired through a learning process to support the implementation of tasks in a particular field. This ability is related to the mastery of specific knowledge and skills in a particular field that plays a role in improving the quality of work results and self-confidence. However, hard skills need to be supported by soft skills so that work implementation can run more optimally and

sustainably. According to Putri et al. (2023), hard skill indicators consist of three: 1) Technical skills; 2) Science; 3) Technological science. Several previous studies have shown that hard skills have a significant influence on employee performance (Marsha, 2024). Furthermore, research conducted by Husennia et al. (2024) also stated that hard skills have a significant influence on employee performance. Furthermore, research by also stated that hard skills have a significant influence on employee performance. This shows that the higher the level of hard skill mastery possessed by employees, the better the resulting performance, both in terms of quality and quantity of work. Thus, hard skill development is an important aspect that needs to be considered by individuals and organizations in order to increase productivity and work effectiveness.

Thus, is an important factor in improving employee performance, then the hypothesis is formulated:

H1: Hard Skills have a significant influence on employee performance.

2.2. Soft Skill

Soft skills are a form of competency that is essential for every individual to face the demands of a dynamic workplace (Akbar et al. 2025). These skills are not solely related to technical abilities, but rather emphasize interpersonal and intrapersonal skills such as communication, teamwork, leadership, and adaptability. Mastering soft skills effectively will help individuals build effective working relationships and improve overall performance. According to Sampetan et al (2023), soft skills are intrapersonal abilities that include a person's ability to manage themselves and how individuals interact with others, so that they feel valued in society. These abilities include things such as adaptability, emotional skills, language skills, having morals, morals, and polite attitudes. This shows that soft skills include the ability to communicate well and understand oneself. Then according to Rahmawati, (2025), soft skills are non-technical abilities related to how individuals interact, communicate, and manage themselves in the work environment. Soft skills not only influence the way employees behave, but also determine how employees face problems and work together with colleagues. Employees who have good soft skills tend to be able to manage emotions, resolve conflicts constructively, and demonstrate a professional attitude at work. Therefore, soft skills are seen as one of the key factors in improving employee performance, especially in jobs that require intensive collaboration and communication.

Based on the above description of opinions regarding soft skills, it can be concluded that soft skills are non-technical abilities that are intrapersonal and interpersonal in nature, encompassing an individual's ability to manage themselves, communicate, interact, and collaborate effectively with others. Soft skills are also related to emotional control, attitude, morality, and professionalism, thus playing a crucial role in dealing with problems and improving performance, especially in work environments that demand collaboration and good communication. According to Putri et al. (2023), Soft skill indicators are 1) Communication skills, 2) Emotional intelligence; 3) Thinking skills; 4) Ethics; 5) Leadership skills. Several previous studies have shown that soft skills have a significant influence on employee performance (Gusdiansyah et al., 2025). Furthermore, research conducted by Marsha (2024) also states that soft skills have a significant influence on employee performance. Furthermore, research by Sampetan et al., 2023, also states that soft skills have a significant influence on employee performance. This indicates that, soft skills are an important factor in improving employee performance, so the following hypothesis is formulated:

H2: Soft skills have a significant effect on employee performance.

2.3. Employee Performance

Employee performance is generally understood as the relationship between output, goods or services, and inputs used in an organization, including labor, material, and financial resources. The term "performance" is derived from the word "performace," which refers to the results or achievements of

individuals in the workplace. Employee performance reflects the actual contributions made by individuals to achieve organizational goals, making it a crucial factor in both individual and group effectiveness (Sunardi, 2025). Performance has various meanings, depending on the context, and can refer to company results (such as production, marketing, and finance) or the results of individuals (Sampetan et al., 2023). Sunardi (2025) defines employee performance as the result of work activities carried out by employees during a certain period, measured in quality and quantity. Pratiwi & Rizky (2024) add that performance can be observed and evaluated through employee behavior that contributes to the achievement of organizational goals. Paulus (2022) emphasizes that employee performance is the results obtained by employees in their work. In addition, performance is also associated with the quantity, quality, timeliness, and effectiveness of work which are the basis for evaluating employee contributions to organizational success. Furthermore, according to Karmilawati et al (2023) employee performance is the real behavior displayed by each individual as work achievements produced by employees in accordance with the roles and responsibilities given to them in the company.

Based on several definitions of employee performance that have been explained, it can be concluded that employee performance refers to the work results achieved by individuals or groups within a company. This includes achieving goals set in accordance with the responsibilities and authorities held, while still complying with applicable moral, ethical, and legal standards. The importance of employee performance in this context lies in its contribution to the success and growth of the company, as well as building a professional and integrity-based work culture (Sukri et al 2024). According to Robbins, employee performance is measured by several indicators, namely: 1) Quality of work; 2) Amount of work; 3) Punctuality; 4) Effectiveness and 5) Commitment. Employee performance is influenced by various factors, both internal and external to the individual. Hard skills and soft skills are two complementary factors in determining employee performance. Employees who possess a balance between hard and soft skills tend to perform more optimally and contribute positively to achieving company goals. Thus, hard skills and soft skills is an important factor in improving employee performance, then the hypothesis is formulated:

H3: Hard Skills and Soft Skills have a significant influence on employee performance.

2.4. Framework of Thought

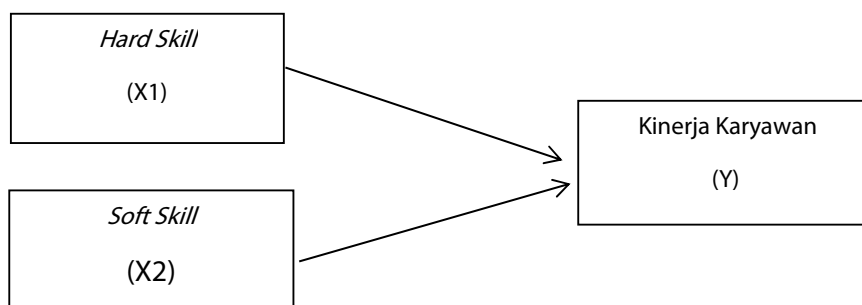


Figure 1 Framework of Thought

2.5. Research Hypothesis

Based on this description, the hypothesis in this study is as follows:

- a. Hard skills have a significant influence on the performance of PT Perumda Tirta Mangkaluku employees in Palopo City.
- b. Soft skills have a significant influence on the performance of PT Perumda Tirta Mangkaluku employees in Palopo City.
- c. Hard skills and soft skills have a significant influence on the performance of PT Perumda Tirta Mangkaluku employees in Palopo City.

III. Research Method

3.1. Type and Design of Research

This study employed a quantitative approach with a survey method. This approach was chosen because the study aimed to examine the influence of hard and soft skills on employee performance. The data obtained were analyzed using statistical techniques to provide an objective picture of the relationship between the study variables (Sugiarti et al. 2021).

3.2. Location and Time of Research

This research was conducted at PT Perumda Tirta Mangkaluku in Palopo City, South Sulawesi (91921). The research period was approximately three months from the granting of research permits: one month for data collection and two months for data processing. Guidance also took place during the data collection period.

3.3. Data and Data Sources

This study uses quantitative data expressed in numerical form and then analyzed for hypothesis testing. The use of this data is adjusted to the research needs in examining the relationship and influence between variables statistically (Waruwu et al. 2025). The data sources in this study consist of primary and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires to employees of PT Perumda Tirta Mangkaluku, Palopo City. Meanwhile, secondary data was obtained from various library sources, such as books, scientific journals, and previous research reports relevant to the research topic.

3.4. Population and Sample

Suriani et al. (2023) state that a population is a generalized area consisting of objects or subjects selected by researchers for study and then conclusions drawn. Therefore, this study involved 316 employees of PT Perumda Tirta Mangkaluku in the city of Palopo. A sample is a subset of the population and its characteristics (Suriani et al. 2023). If the population is too large and researchers cannot collect all members of the population, such as due to financial, human, or time constraints, then researchers can use samples taken from that population. The sampling technique used in this study was simple random sampling, a probability-based sampling method that provides an equal opportunity for every member of the population to be selected. Simple random sampling is based on the relatively homogeneous characteristics of the population, so each individual in the population is considered to have an equal opportunity to represent the conditions being studied. Furthermore, this technique is also appropriate when the population size is precisely known.

In this study, the sample size was determined using the Slovin formula. The Slovin formula is a statistical formula used to determine the sample size from a population when the population size is known but the required sample size is unknown for accurate survey or research results. Slovin's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Number of Samples

N = Population Size

e 2 = Error level



so that:

$$\begin{aligned}n &= \frac{316}{1 + 316(10\%)^2} \\n &= \frac{316}{1 + 316(0,01)} \\n &= \frac{316}{4,16} \\n &= 75,96 \\n &= 76\end{aligned}$$

So, the number of samples was 76 respondents (employees of PT Perumda Tirta Mangkaluku, Palopo City)

3.5. Data Collection Techniques

Research data was collected through a questionnaire containing questions related to the research topic. The researchers used a questionnaire distributed directly to respondents at PT Perumda Tirta Mangkaluku in Palopo. The questionnaire was structured as a closed-ended statement measured using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The questionnaire return rates are as follows:

Table 1. Questionnaire Return Rate

| Information | Amount |
|--------------------------------------|--------|
| Questionnaires distributed | 80 |
| Returned questionnaire | 76 |
| Incompletely completed questionnaire | 4 |
| Processable questionnaires | 76 |

3.6. Data Analysis Techniques

Data analysis techniques were conducted through several stages. The first stage was data quality testing, which included validity and reliability testing. Validity testing aimed to determine the research instrument's ability to measure the variables being studied, while reliability testing was used to measure the consistency of respondents' responses to the research instrument (Ghozali, 2021). The next stage is the classical assumption test consisting of the normality test, multicollinearity test, and heteroscedasticity test. The classical assumption test is carried out to ensure that the data meets the requirements for using multiple linear regression analysis (Hutagaol, 2025). After the assumptions are met, multiple linear regression analysis is carried out to determine the effect of hard skills and soft skills on employee performance at PT Perumda Tirta Mangkaluku in Palopo. Hypothesis testing is carried out using the T test, F test, and coefficient of determination test. The t test is used to determine the effect of each independent variable on the dependent variable. Then the F test is used to determine the effect of independent variables simultaneously on the dependent variable. In addition, the coefficient of determination is used to determine the magnitude of the contribution of hard skills and soft skills in explaining variations in employee performance.

3.7. Research Ethics

This research was conducted in accordance with ethical research principles. Respondents were provided with an explanation of the research objectives and procedures prior to data collection. Participation was voluntary and based on informed consent. Confidentiality of respondent data was maintained by not including personal identification information in the research report. The data obtained was used solely for research purposes.

IV. Results And Discussion

4.1. Research Results

a. Validity Test Results

A validity test is a tool used to measure the validity of a questionnaire (Ghozali, 2021) . Validity testing is conducted by examining the correlation between item scores and the total score of each variable using the Pearson correlation. A questionnaire item is considered valid if the calculated r value is greater than the tabulated r value.

Table 3. Validity Test Results

| Variables | Statement Items | Pearson Correlation | Information |
|----------------------|-----------------|---------------------|-------------|
| Hard Skill | X1.1 | 0.627 | Valid |
| | X1.2 | 0.645 | Valid |
| | X1.3 | 0.413 | Valid |
| | X1.4 | 0.407 | Valid |
| | X1.5 | 0.607 | Valid |
| Soft Skill | X2.1 | 0.451 | Valid |
| | X2.2 | 0.543 | Valid |
| | X2.3 | 0.453 | Valid |
| | X2.4 | 0.452 | Valid |
| | X2.5 | 0.554 | Valid |
| | X2.6 | 0.504 | Valid |
| | X2.7 | 0.334 | Valid |
| | X2.8 | 0.551 | Valid |
| | X2.9 | 0.445 | Valid |
| | X2.10 | 0.632 | Valid |
| Employee performance | Y.1 | 0.732 | Valid |
| | Y.2 | 0.569 | Valid |
| | Y.3 | 0.461 | Valid |
| | Y.4 | 0.732 | Valid |
| | Y.5 | 0.439 | Valid |
| | Y.6 | 0.537 | Valid |

Based on table 3, it is known that the hard skill, soft skill and employee performance variables have a correlation value greater than 0.361 so it can be concluded that all statement items in the study are declared valid.

b. Reliability Test Results

Reliability testing was conducted to assess the consistency of respondents' answers to the questions/statements provided, using the Cronbach's Alpha statistical method with a significance level greater than 0.60 (Ghozali, 2021) . The results of the reliability testing are as follows:

Table 4. Reliability Test Results

| Variables | Cronbach's Alpha | Test Statistics |
|--------------------------|------------------|-----------------|
| Hard Skill (X1) | 0.747 | Reliable |
| Soft Skills (X2) | 0.665 | Reliable |
| Employee Performance (Y) | 0.783 | Reliable |

Table 4 shows that the hard skills, soft skills , and employee performance variables have Cronbach's Alpha values greater than 0.60. This indicates that the statement items in this study are reliable.

c. Classical Assumption Test Results

The normality test is a procedure used to determine whether data originates from a normally distributed population or is within a normal distribution (Nuryadi et al. 2017) . In this study, the Kolmogorov-Smirnov test was used to test data normality, the results of which can be seen in the following table:

Table 5. Normality Test Results

| Variables | N | Test Statistics | Sig. (2-tailed) | Conclusion |
|----------------------------|----|-----------------|-----------------|---------------------------|
| Residual value of variable | 76 | 0.098 | 0.068 | Normally Distributed Data |

Kolmogorov-Smirnov test on Unstandardized Residual , the number of data (N) was 76, the Kolmogorov-Smirnov statistical value was 0.098, and the significance value (Asymp. Sig. 2-tailed) was 0.068. The significance value (p-value) of 0.068 is greater than $\alpha = 0.05$, thus concluding that the residuals in this regression model are normally distributed. This conclusion is also supported by the pattern displayed in the Normal PP Plot graph, which shows the distribution of points approaching a diagonal line, indicating that the assumption of normality is met.

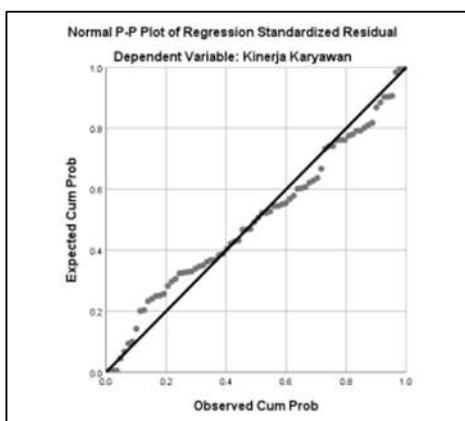


Figure 2. Normal P Plot Graph
 Source: Processed data, 2025

Figure 1 shows that the points are spread around the diagonal line and their distribution follows the direction of the diagonal line. This indicates that the regression model is suitable for use because it meets the assumption of normality. Next is multicollinearity test aims to determine whether there is a high correlation between independent variables in a regression model (Indartini & Mutmainnah, 2024) . If there is a high correlation between the independent variables, the relationship between the independent variables and the dependent variable will be disrupted. To test for multicollinearity, the tolerance value and the VIF (Variance Inflation Factor) value can be seen. If the VIF value is not more than 10 and the tolerance value is not less than 0.1, the model can be said to be free from multicollinearity (Indartini & Mutmainnah, 2024) . The results of the multicollinearity test can be seen in the following table:

Table 6. Multicollinearity Test Results

| Variables | N | Collinearity Statistics | |
|------------|----|-------------------------|-------|
| | | Tolerance | VIF |
| Hard Skill | 76 | 0.975 | 1,025 |
| Soft Skill | 76 | 0.975 | 1,025 |

Based on table 6, the hard skill and soft skill variables have a tolerance value above 0.1 and a VIF value less than 10. This means that there are no symptoms of multicollinearity in the regression equation model so that it can be used in this study. Next, heteroscedasticity test aims to see whether there is inequality in the

variance of the residuals from one observation to another. Heteroscedasticity detection can be done using the Glacier test method. This test is carried out using a regression test with the absolute value of the residual (ABS_RES) as the dependent variable and job insecurity as the independent variable. In addition to the Glacier test, this study also uses the scatterplot method where the distribution of the resulting points is formed randomly, does not form a certain pattern and the direction of the distribution is above or below the 0 number on the Y axis. The results of the heteroscedasticity test using the Glacier test method can be seen in the following table:

Table 7. Glacier Test

| Variables | N | T | Sig. |
|------------|----|-------|-------|
| Hard Skill | 76 | 2,116 | 0.138 |
| Soft Skill | 76 | 0.780 | 0.438 |

Based on the analysis results displayed in the Coefficients Table, the significance value (Sig.) for the independent hard skill variable is 0.138 and the X2 variable, namely soft skills, is 0.438. Because the significance value is greater than the significance level of 0.05 ($p > 0.05$), it can be concluded that there are no symptoms of heteroscedasticity in the regression model being tested. Thus, the regression model meets the homoscedasticity assumption, meaning the residual variance is constant across the range of predictor values. This indicates that the regression model is free from heteroscedasticity, and therefore the estimated regression coefficients can be considered quite good, efficient, and unbiased. The results of the heteroscedasticity test can also be seen in the scatterplot graph in the following figure:

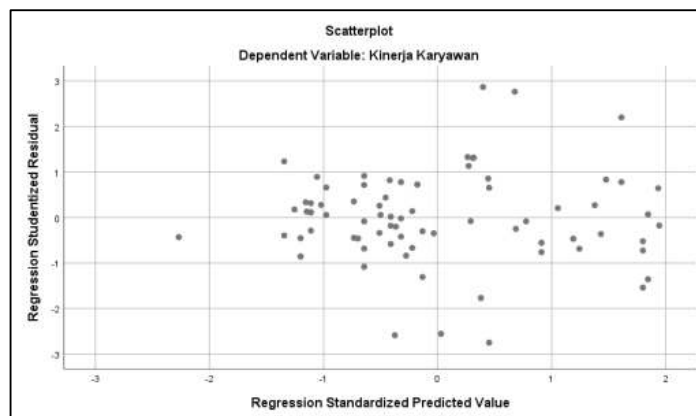


Figure 3. Heteroscedasticity Test Results
 Source: Processed data, 2025

Based on Figure 2, the scatterplot graph shows that the data is spread out on the Y-axis and does not form a clear pattern. This indicates that there is no heteroscedasticity in the regression model, so the regression model is suitable for predicting employee performance with the influencing variables being hard skills and soft skills.

d. Multiple Linear Regression Test Results

Multiple regression analysis is used to analyze the relationship between two or more independent variables and the dependent variable. In this study, multiple linear regression analysis was used to prove the hypothesis regarding the influence of hard skill variables (X1) and soft skill variables (X2) on employee performance (Y).

Table 8. Results of Multiple Linear Regression Analysis

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | 15,392 | 6,741 | | 2,283 | ,025 |
| 1 Hard Skill | ,492 | ,320 | ,168 | 1,535 | ,029 |
| Soft Skill | ,095 | ,032 | ,326 | 2,981 | ,004 |

The regression equation from multiple regression analysis is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

- Y = Employee Performance
- a = Constant
- β = Regression Coefficient
- X1 = Hard Skill
- X2 = Soft Skill
- e = error

So, it can be written as follows:

$$Y = 15,392 + 0.492 X_1 + 0.095 X_2 + e$$

The following is an interpretation of the numbers above:

- a. The constant is 15,392 shows that the average increase in employee performance is 15,392 units will occur if the independent variables (hard skills and soft skills) remains constant.
- b. Hard skill regression coefficient (X1) is 0.492 , we can conclude that the increase in hard skill value a direct increase of one unit will cause an increase in employee performance of 0.492 .
- c. With regression coefficient soft skills (X2) is 0.095 we can conclude that the increase in soft skill values a direct increase of one unit will cause an increase in employee performance of 0.095.
- e. T-Test Results

Table 9. T-Test Results

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | 15,392 | 6,741 | | 2,283 | ,025 |
| 1 Hard Skill | ,492 | ,320 | ,168 | 2,535 | ,029 |
| Soft Skill | ,095 | ,032 | ,326 | 2,981 | ,004 |

H₁ : The Influence of Hard Skills on Employee Performance

The Hard Skill variable shows that the t-count value (1.535) > t-table (0.492). In addition, the significance value is (0.029 < 0.05). Thus, it can be concluded that the Hard Skill variable has a significant effect on Employee Performance at PT Perumda Tirta Mangkaluku, Palopo City. Therefore, the first hypothesis in this study is accepted.

H₂ : The Influence of Soft Skills on Employee Performance



The Hard Skill variable shows that the t-count value (2.981) > t-table (0.095). In addition, the significance value is (0.004 < 0.05). Thus, it can be concluded that the Soft Skill variable has a significant effect on Employee Performance at PT Perumda Tirta Mangkaluku, Palopo City. Therefore, the second hypothesis in this study is accepted. Overall, the results of this partial test prove that both Hard Skills and Soft Skills have a significant influence on Employee Performance, although Soft Skills show a stronger level of influence than Hard Skills. This emphasizes the importance of a balance between technical and personal abilities in shaping optimal employee performance at PT Perumda Tirta Mangkaluku, Palopo City.

f. F Test Results

This test is used to determine whether the independent variables jointly influence the dependent variable. Independent variables are known to influence the dependent variable if the calculated F value is greater than the F table value and the significance level is less than 0.05. The following are the results of the T-test using SPSS:

Table 10. F Test Results

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 332,481 | 2 | 166,240 | 6,501 | .003 ^b |
| | Residual | 1866,717 | 73 | 25,571 | | |
| | Total | 2199,197 | 75 | | | |

Based on the results of the F test analysis in Table 10, the F count value is 6.501 and the F table is 3.122 with a significance value of 0.003. So it can be stated that the F count value > F table value with a significance value (Sig.) < 0.05. Thus, it can be concluded that the Hard Skill and Soft Skill variables together have a significant effect on the Employee Performance variable at PT Perumda Tirta Mangkaluku, Palopo City. This means that the third hypothesis in this study is accepted.

g. Results of the Determination Coefficient Test

Table 11. Results of the Determination Coefficient Test

| Model Summary | | | |
|---------------|-------------------|----------|-------------------|
| Model | R | R Square | Adjusted R Square |
| 1 | .389 ^a | .151 | .128 |

a. Predictors: (Constant), Hard Skills, Soft Skills

Based on table 11. it can be seen that the R square value obtained is 0.151 which means that 15.1% of the variation or change in Employee Performance can be explained by the two independent variables, namely Hard Skill and Soft Skill. Meanwhile, the remaining 84.9% is explained by other factors outside this research model, such as work motivation, work environment, leadership, or other organizational factors not examined in this study. Then, the Adjusted R Square value of 0.128 shows the results of the correction to the number of independent variables in the regression model, which confirms that after adjusting for the number of predictors, 12.8% of the variation in Employee Performance can still be explained by Hard Skill and Soft Skill together.

4.2. Discussion

a. The Influence of Hard Skills on Employee Performance



Based on the results of the hypothesis testing conducted regarding the influence of hard skills on employee performance, the calculated t-value was 1.535 with a significance value of $0.029 < 0.05$. This indicates that the hard skills variable has a significant effect on employee performance at PT Perumda Tirta Mangkaluku, Palopo City. Thus, the first hypothesis is accepted. The results of this study indicate that the higher the level of hard skills possessed by employees, the higher their performance will be. Hard skills in this study, measured through technical abilities, knowledge, and mastery of technology, have proven to be important factors in supporting successful work implementation. Employees with good technical skills will find it easier to complete tasks according to established operational standards, so that work can be completed more effectively and efficiently. Furthermore, the level of knowledge possessed by employees also plays a role in improving the quality of performance. Employees with extensive knowledge tend to have a better understanding of work procedures, are able to analyze problems, and make appropriate decisions in work situations. This certainly has an impact on increasing productivity and the quality of the resulting work. Mastery of technology is also an important part of hard skills in today's modern era. Employees who are able to utilize technology in their work will be more adaptive to current developments and are able to increase the speed and accuracy in completing tasks.

In today's workplace, the demand for hard skills is increasing, particularly in the face of competition and rapid technological advancements. Companies need employees who possess not only basic skills but also technological savvy and possess relevant knowledge in their field. Therefore, improving hard skills is a crucial strategy for enhancing a company's competitiveness. The results of this study align with previous research by Marsha (2024), Husennia et al. (2024), and Putri et al. (2023), which stated that hard skills significantly influence employee performance. The similarity of these research results indicates that hard skills are a key determinant of employee performance across various organizational sectors. This indicates that the higher the level of technical ability, knowledge, and technological mastery possessed by employees, the more optimal their performance will be. The practical implications of this research indicate that hard skills development can no longer be viewed as merely a basic need, but rather as a strategic factor that must be integrated into human resource management policies. Companies need to actively design and implement hard skills improvement programs that are sustainable, measurable, and relevant to the organization's operational needs, particularly in the areas of technical capabilities, knowledge, and technological mastery.

b. The Influence of Soft Skills on Employee Performance

Based on the results of the hypothesis testing conducted regarding the influence of soft skills on employee performance, the t-value was 2.981 with a significance value of $0.004 < 0.05$. This indicates that the soft skills variable has a significant effect on employee performance at PT Perumda Tirta Mangkaluku, Palopo City. Thus, the second hypothesis is accepted. This indicates that the better an employee's soft skills, the higher their performance. Soft skills, measured in this study through communication skills, emotional intelligence, thinking skills, ethics, and leadership skills, have been shown to be important factors in supporting work effectiveness. Employees with good communication skills will more easily convey information, understand instructions, and build harmonious work relationships. Furthermore, emotional intelligence enables employees to manage their emotions effectively, enabling them to cope with work pressure and maintain stability in interactions with coworkers. Thinking skills are also an important aspect of soft skills, especially in terms of analyzing problems and making the right decisions. Employees with good thinking skills will be quicker to find solutions and be able to work more effectively. Furthermore, a good work ethic reflects a professional attitude, responsibility, and discipline in carrying out tasks, which will ultimately have an impact on improving the quality of performance. Furthermore, leadership skills also play a role in encouraging employees to be more proactive, take initiative, and be able to influence and collaborate with others to achieve common goals.

The results of this study align with previous research by Rahmawati & Ristiawati (2025) and Ghofur et al. (2025), which found that soft skills significantly influence employee performance. This similarity in research findings suggests that soft skills are a crucial factor supporting employee success in optimally performing their

duties. The practical implications of this research indicate that soft skills development can no longer be viewed as a supplement, but rather as a strategic factor that must be integrated into human resource management policies. Companies need to actively design and implement soft skills training programs that are sustainable, measurable, and relevant to operational needs. Soft skills development programs must be designed holistically, encompassing training in effective communication, leadership development, team building, time management, and problem solving, tailored to the characteristics and corporate culture of PT Perumda Tirta Mangkaluku Kota Palopo.

c. The Influence of Hard Skills and Soft Skills on Employee Performance

Based on the results of the simultaneous test, the F count value was 6.501 with a significance level of $0.003 < 0.05$. This indicates that hard skills and soft skills together have a significant effect on employee performance at PT Perumda Tirta Mangkaluku, Palopo City, so the third hypothesis in this study can be accepted. This indicates that the combination of hard and soft skills is a crucial factor in improving employee performance. Hard skills, which encompass technical abilities, knowledge, and technological mastery, play a role in supporting effective and efficient task completion, while soft skills, which encompass communication skills, emotional intelligence, thinking skills, ethics, and leadership, play a role in creating harmonious working relationships and supporting collaborative work processes. Employees who possess a balance between hard and soft skills will be better able to complete their work optimally and adapt to various job demands.

The results of this study align with previous research by Marsha (2024) and Putri et al. (2023), which stated that hard skills and soft skills together have a significant influence on employee performance. The similarity of these research results indicates that the integration of hard skills and soft skills is a crucial factor in improving employee performance because both aspects complement each other in supporting work effectiveness and efficiency. The practical implications of this research indicate that the development of hard skills and soft skills must be carried out in a balanced and integrated manner in human resource management policies. Companies need to design training and development programs that not only focus on improving hard skills but also on developing soft skills. In addition, companies also need to create a work environment that supports the development of both competencies through a collaborative work culture, a continuous evaluation system, and the provision of constructive feedback. Thus, the simultaneous development of hard skills and soft skills will be able to optimally improve employee performance and support the achievement of company goals, especially at PT Perumda Tirta Mangkaluku Kota Palopo

V. Conclusion

Based on the results of research on the influence of hard skills and soft skills on employee performance at PT Perumda Tirta Mangkaluku in Palopo City, it can be concluded that hard skills and soft skills significantly influence employee performance, both partially and simultaneously. This indicates that improving hard skills and soft skills plays a crucial role in optimally improving employee performance. Thus, it is hoped that PT Perumda Tirta Mangkaluku Kota Palopo can continue to improve the quality of human resources through the development of hard skills and soft skills in a sustainable and integrated manner. This research provides theoretical contributions to the development of human resource management science and practical contributions to the management of PT Perumda Tirta Mangkaluku Kota Palopo in designing more comprehensive and effective HR development programs. However, this study still has limitations, including: a limited sample size, a single company, and the variables used were limited to hard and soft skills. Therefore, it is hoped that future research can add other variables relevant to employee performance and expand the research object to achieve more comprehensive results.

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