

THE EFFECT OF SOFT SKILLS AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT HANNI PEBAYURAN CLINIC

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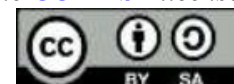
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ABSTRACT

This study aims to analyse the effect of soft skills and work discipline on the performance of employees at Hanni Pebayuran Clinic. The study is grounded in the important role of soft skills and work discipline in shaping employee performance. This research employed a quantitative method with descriptive and verificative approaches. Data were collected through questionnaires distributed to 30 employees of Hanni Pebayuran Clinic and were subsequently analyzed using multiple linear regression. The results indicate that both soft skills and work discipline have a positive and significant effect, both partially and simultaneously, on the performance of employees at Hanni Pebayuran Clinic. This study concludes that improving soft skills and work discipline is essential to optimizing employee performance at Hanni Pebayuran Clinic.

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INTRODUCTION

In the current era of increasingly intense competition, every company is required to survive in the midst of competition and to develop high-quality human resources. Human resources are highly valuable assets in a company because they drive the success of organizational operations, enabling the company to continue functioning, developing, and surviving in an increasingly modern world. Because human resources play a crucial role, they must be supported by strong performance that continues to be developed, as this largely determines the growth and success of a company. At present, the success of a company or organization is determined not only by the capital and facilities it possesses, but also by the availability of reliable human resources.

Moreover, high-quality employees will ultimately generate strong commitment in carrying out routine tasks according to their respective responsibilities and functions in a more efficient, effective, and productive manner. The role of human resource management is therefore highly decisive in realizing organizational goals, although leading people remains a challenging task.

Employees are not only expected to be capable, competent, and skillful through adequate hard skills and soft skills, but they should also have the willingness and seriousness to work effectively and efficiently. Ability and competence will mean little if they are not accompanied by work morale and employee discipline in achieving organizational goals. To realize all of this, improvement in human resources is needed, both as planners and implementers within the organization, in accordance with corporate demands for competent workers who possess adequate hard skills and soft skills in order to achieve organizational objectives. Hard skills refer to mastery of science, technology, and technical skills related to one's field of expertise.

Soft skills refer to a person's ability to motivate themselves and use initiative, to understand what needs to be done, and to do it well. These skills are useful for addressing minor problems that arise unexpectedly and for remaining resilient when such problems have not yet been resolved. Although soft skills are characteristics embedded in an individual and require hard work to change, they are not static. These abilities can be optimized through training and sharpened through work experience. In an effort to maintain and maximize individual performance, effective performance management is required.

However, in practice, several obstacles remain. Employee job performance is an important factor in supporting the operational success of Hanni Pebayuran Clinic. Based on existing conditions, there are indications that the job performance of employees at Hanni Pebayuran Clinic has not yet been fully optimized. This can be seen in the incomplete achievement of work targets and the suboptimal quality of services provided to patients. The work environment at Hanni Pebayuran Clinic is also suspected to be one of the factors affecting employee performance. Less supportive working relationships among fellow employees, administrative staff, and supervisors may create a less conducive work atmosphere, thereby reducing employee enthusiasm and performance.

In addition, insufficient coordination between supervisors and employees in the work process causes task implementation to be less effective. Unclear directions and inadequate work communication may hinder employees from completing their tasks in accordance with established standards. The suboptimal performance of employees at Hanni Pebayuran Clinic is also thought to be caused by low employee soft skills, such as communication ability, teamwork, and professional attitude. Inadequate soft skills may affect service quality as well as working relationships among employees.

Work discipline is another important concern in the employee performance problems at Hanni Pebayuran Clinic. Lack of discipline, such as non-compliance with work rules and working hours, may directly affect employee effectiveness and productivity. Employee absence without permission and without clear reasons is still found at Hanni Pebayuran Clinic. This condition not only disrupts the smooth operation of the clinic, but also lowers service quality and places a burden on other employees who must take over the duties of absent staff members.

In general, a disciplined employee can be understood as an employee who always arrives and leaves on time, performs all assigned duties properly, and complies with all organizational regulations and prevailing social norms. Good discipline reflects the extent of a person's sense of responsibility for the tasks assigned to them. This encourages work motivation, work spirit, and supports the achievement of organizational, employee, and societal goals.

Given the problems occurring in relation to soft skills, discipline, and the level of employee performance, further development efforts are needed to prevent such problems. Therefore, the

author is interested in conducting a study entitled "The Effect of Soft Skills and Discipline on the Performance of Employees at Hanni Pebayuran Clinic."

LITERATURE REVIEW

According to Wibowo (2016), citing Spencer and Spencer (1993), individual competence or soft skills include communication skills, integrity, motivation, and cooperation, all of which play an important role in improving employee performance. Abdullah Aly (2017:2) further states that non-technical skills or soft skills are understood as personal and interpersonal behaviors that develop and maximize individual performance in relation to self-confidence, flexibility, honesty, and personal integrity.

According to Sutrisno (2016), work discipline can be seen from employees' mental attitudes, their understanding or awareness of norms, and their willingness to comply with norms that apply within the organization. Purnomo (2018:27) states that discipline is behavior that demonstrates obedience to prevailing rules and regulations.

According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Adhari (2020:77) states that employee performance is the result produced by certain job functions or activities over a certain period of time, reflecting both the quality and quantity of the work.

RESEARCH HYPOTHESES

Based on the main problems presented in Chapter I and the theoretical foundation supporting this study as presented in Chapter II, several hypotheses can be proposed as provisional answers to the research problems, namely:

- H1: Soft skills have a positive effect on the performance of employees at Hanni Pebayuran Clinic.
- H2: Work discipline has a positive effect on the performance of employees at Hanni Pebayuran Clinic.
- H3: Soft skills and work discipline simultaneously have a positive effect on the performance of employees at Hanni Pebayuran Clinic.

RESEARCH METHODOLOGY

In this study, the author used a quantitative research design with descriptive and verificative approaches. According to Solimun, Amanu, and Fernandes (2018), as cited in Santoso and Madiistriyatno (2021:4), quantitative methods constitute the science and art related to procedures for data collection, data analysis, and interpretation of analytical results in order to obtain information for drawing conclusions and making decisions.

According to Sugiyono (2016:78), population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. In this study, the population consisted of 30 employees of Hanni Pebayuran Clinic. According to Sugiyono (2019), a sample is part of the number and characteristics possessed by the population. If the population is large and the researcher is

unable to study all members of the population due to limitations of funds, manpower, and time, the researcher may use a sample taken from that population. In this study, the sample was selected using a saturated sampling technique, in which the entire population was used as the sample, totaling 30 employees of Hanni Pebayuran Clinic. The data collection techniques used in this study were field study and questionnaire distribution.

The data analysis techniques used in this study were as follows: data quality analysis using Statistical Package for Social Science (SPSS) for Windows Release 25, including validity and reliability tests; multiple linear regression analysis; multiple correlation analysis; and coefficient of determination analysis.

RESULTS AND DISCUSSION:

Validity and Reliability Tests

Validity Test of the Soft Skills Variable

Table 1. Validity Test of the Soft Skills Variable

Correlations				
No	Pertanyaan		Soft Skill	Valid
1	Formal and proper communication in working relationships	Pearson Correlation	.583**	Valid
		Sig. (2-tailed)	0,001	
		N	30	
2	Communication that reflects care and concern	Pearson Correlation	.732**	Valid
		Sig. (2-tailed)	0,000	
		N	30	
3	Friendliness in carrying out duties and in informal social relationships	Pearson Correlation	.450*	Tidak Valid
		Sig. (2-tailed)	0,013	
		N	30	
4	Concern for and mutual assistance toward others	Pearson Correlation	0,061	Tidak Valid
		Sig. (2-tailed)	0,749	
		N	30	
5	Seriousness in improving performance	Pearson Correlation	0,237	Tidak Valid
		Sig. (2-tailed)	0,208	
		N	30	
6	Setting and achieving realistic goals	Pearson Correlation	.433*	Tidak Valid
		Sig. (2-tailed)	0,017	
		N	30	
7	Enjoying cooperation in work	Pearson Correlation	.587**	Valid

		Sig. (2-tailed)	0,001	
		N	30	
8	Building close relationships with coworkers	Pearson Correlation	.500**	Valid
		Sig. (2-tailed)	0,005	
		N	30	
9	Soft Skill	Pearson Correlation	1	
		Sig. (2-tailed)		
		N	30	
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The table above shows that all indicators of the soft skills variable have significance values < 0.005 based on the total Pearson correlation column; therefore, it can be concluded that 4 indicators are valid and 4 indicators are invalid.

Validity Test of the Discipline Variable

Table 2. Validity Test of the Discipline Variable

Correlations				
No	Pertanyaan		Motivasi	Valid
1	Compliance with the company's allocated working hours	Pearson Correlation	0,197	Valid
		Sig. (2-tailed)	0,001	
		N	30	
2	Compliance with company regulations	Pearson Correlation	0,347	Valid
		Sig. (2-tailed)	0,001	
		N	30	
3	Level of work completion	Pearson Correlation	.473**	Valid
		Sig. (2-tailed)	0,000	
		N	30	
4	Level of understanding of organizational regulations	Pearson Correlation	.545**	Valid
		Sig. (2-tailed)	0,002	
		N	30	
5	Level of awareness as a person entrusted with carrying out duties and obligations	Pearson Correlation	.545**	Valid
		Sig. (2-tailed)	0,002	
		N	30	
6	Compliance with official or supervisory instructions	Pearson Correlation	.388*	Valid
		Sig. (2-tailed)	0,000	
		N	30	

7	Compliance in the use and maintenance of office facilities and infrastructure	Pearson Correlation	.461*	Valid
		Sig. (2-tailed)	0,000	
		N	30	
8	Initiative in identifying what must be done	Pearson Correlation	.473**	Valid
		Sig. (2-tailed)	0,000	
		N	30	
9	Orderliness in carrying out required tasks	Pearson Correlation	0,197	Valid
		Sig. (2-tailed)	0,000	
		N	30	
10	Discipline	Pearson Correlation	1	
		Sig. (2-tailed)		
		N	30	
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The table above shows that the sig.-(2-tailed) values between each item and the total of the 9 question items for the discipline instrument are all below 0.05; therefore, all 9 question items are declared valid.

Validity Test of the Performance Variable

Table 3. Validity Test of the Performance Variable

Correlations				
No	Pertanyaan		Motivasi	Valid
1	Work output produced	Pearson Correlation	0,270	Valid
		Sig. (2-tailed)	0,000	
		N	30	
2	Time required to complete work	Pearson Correlation	.631**	Valid
		Sig. (2-tailed)	0,000	
		N	30	
3	Suitability between the quantity of work results and completion time	Pearson Correlation	0,331	Valid
		Sig. (2-tailed)	0,000	
		N	30	
4	Efforts to improve the quantity of work results	Pearson Correlation	0,193	Valid
		Sig. (2-tailed)	0,000	
		N	30	
5	Ability to deal with obstacles in completing work	Pearson Correlation	0,239	Valid
		Sig. (2-tailed)	0,000	

		N	30	
6	Ability to operate work-support tools	Pearson Correlation	.631**	Valid
		Sig. (2-tailed)	0,000	
		N	30	
7	Communication among employees in completing work	Pearson Correlation	0,107	Valid
		Sig. (2-tailed)	0,000	
		N	30	
8	Performance	Pearson Correlation	1	
		Sig. (2-tailed)		
		N	30	
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The table above shows that all indicators in the performance variable have significance values < 0.005 based on the total Pearson correlation column; therefore, it can be concluded that 7 question items are valid.

Reliability Test

The reliability test conducted on the 4 indicators of the soft skills variable produced a Cronbach's Alpha reliability value of 0.645 for all statement items, which is greater than the Cronbach's Alpha table value of 0.60; therefore, the variable is declared reliable. The reliability test conducted on the 9 indicators of the discipline variable produced a Cronbach's Alpha reliability value of 0.675 for all statement items, which is greater than the Cronbach's Alpha table value of 0.60; therefore, the variable is declared reliable. The reliability test conducted on the 7 indicators of the performance variable produced a Cronbach's Alpha reliability value of 0.646 for all statement items, which is greater than the Cronbach's Alpha table value of 0.60; therefore, the variable is declared reliable.

RESULTS

Table 4. Results of Multiple Linear Regression Analysis of Soft Skills (X1) and Discipline (X2) on Performance (Y) Simultaneously

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.799	4.322		5.275	.000
	Soft Skills	.106	.145	.156	.735	.000
	Discipline	-.064	.135	-.100	-.471	.000

a. Dependent Variable: Performance

Regression equation:

$$y = a + bx_1 + cx_2$$

y = Performance variable

a = Constant

b = Regression coefficient (effect) of x₁

x₁ = Soft Skills variable

c = Regression coefficient (effect) of x₂

x₂ = Discipline variable

The obtained equation is: $y = 22.799 + 0.106x_1 + 0.064x_2$.

This means that every one-unit increase or decrease in soft skills, together with every one-unit increase or decrease in discipline, is followed by an increase or decrease in performance of $22.799 + 0.106 + 0.064 = 23.545$.

Table 5. Coefficient of Determination of Soft Skills and Discipline on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143a	.621	.652	2.300
a. Predictors: (Constant), Discipline, Soft Skills				

The magnitude of the simultaneous effect is 62.1% (R² = 0.621). The remaining 62.1% is influenced by other factors not examined in this study.

Table 6. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.992	2	11.496	10.283	.000b
	Residual	142.875	27	5.292		
	Total	145.867	29			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Discipline, Soft Skills						

From the table above, it can be concluded that the calculated significance value of 0.000 is smaller than the alpha significance level of 0.05 (5%). This means that, statistically, the hypothesis stating that soft skills and discipline simultaneously affect performance is accepted. In other words, soft skills and discipline have a significant simultaneous effect on performance of 62.1%.

CONCLUSION

Conclusion

Based on the results of the research conducted to determine the effect of soft skills and discipline on the performance of employees at Hanni Pebayuran Clinic, the following conclusions can be drawn:

1. Soft skills have a significant effect on the performance of employees at Hanni Pebayuran Clinic, amounting to 0.612, which indicates that approximately 61.2% of the variation in performance is influenced by soft skills, while the remaining 38.8% is influenced by other factors outside the soft skills variable.
2. Discipline has a significant effect on the performance of employees at Hanni Pebayuran Clinic, with 60.1% of the variation in performance influenced by discipline, while the remaining 39.9% is influenced by other factors outside the discipline variable.
3. Soft skills and discipline simultaneously have a significant effect on the performance of employees at Hanni Pebayuran Clinic, with 62.1% of the variation in performance influenced by soft skills and discipline simultaneously, while the remaining 37.9% is influenced by other factors outside the soft skills and discipline variables. The results of the study indicate that there is a simultaneous and significant effect of soft skills and discipline on the performance of employees at Hanni Pebayuran Clinic.

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