

The Influence of Creativity and Innovation through Work Quality on the Work Achievement of State Civil Apparatus in Research and Badung District Regional Innovation



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ABSTRACT: The Badung Regency Regional Research and Innovation Agency has an important task in increasing regional competitiveness through research and development and innovation in various sectors. In carrying out these duties, State Civil Servants are required to have good work quality and work performance. Work quality and work performance are greatly influenced by creativity and innovation. Based on this, the aim of this research is to determine the influence of creativity and innovation through work quality on work performance. The population in this study was all employees, namely 31 people, with the research sample determined using the saturated sample method. The data in this research is primary data obtained directly from respondents using a questionnaire. The data analysis method used is the SEM-PLS (Structural Equation Modeling-Partial Least Squares) method. The research results show that: (1) creativity has a positive and significant influence on work quality, (2) innovation has a positive and insignificant influence on work quality, (3) creativity has a negative and significant influence on work performance, (4) innovation has negative and insignificant influence on work performance, (5) work quality has a positive and significant influence on work performance, (6) creativity has a positive and significant influence through work quality on work performance, (7) innovation has a positive and significant influence through quality work on work performance.

KEYWORDS: Creativity, Innovation, Work Quality and Work Performance

INTRODUCTION

To create good governance *and* clean government, an organization or institutional institution is required to make adjustments in all aspects of the organization. In achieving good and clean government, government agencies must continue to improve their performance, where this increase in performance is demonstrated through the work achievements achieved. Work performance is the result of a person's work, where all of these results can be proven concretely and can be measured (Amstrong 2019: 34). This lack of employee work performance can be seen from the creativity, innovation and quality of work that employees have in carrying out their duties, while job demands require high work performance. Based on previous research, there is a gap in the results obtained, such as research conducted by Kusumawardhani, A., & Santoso (2018) which obtained results that work quality did not have a significant effect through creativity on work performance, but the results of Monica's research (2021) explained that work performance significantly influenced by creativity and innovation. Based on this *research gap*, it is necessary to conduct research on the influence of creativity, innovation and work quality on work performance.

One of the government agencies in Badung Regency is the Regional Research and Innovation Agency (BRIDA) which has an important role in increasing regional competitiveness through research and development and innovation in various sectors, such as technology, economics, social and culture. The Badung Regency Regional Research and Innovation Agency, in carrying out its duties and functions, definitely requires sufficient human resources or employees to be able to complete all matters related to innovation and research in Badung Regency. Employees at the Badung Regency Regional Research and Innovation Agency are divided into two, namely employees with State Civil Apparatus (ASN) status and employees with Non-State Civil Apparatus (Non ASN) status. Below, Table 1 shows data on the number of employees at the Badung Regency Regional Research and Innovation Agency for 2023.

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Table 1.1 Number of ASN and Non-ASN Employees at the Badung Regency Regional Research and Innovation Agency in 2023

No.	Employee	Man (Person)	Woman (Person)	Amount (Person)
1	ASN	13	18	31
2	Non ASN	20	10	30
Total		33	28	61

Source: Badung Regency Regional Research and Innovation Agency (2024)

Based on Table 1, it can be seen that the number of State Civil Service employees is 31 people, while the number of non-State Civil Service employees is 30 people. With a total of 61 employees, the Badung Regency Regional Research and Innovation Agency still finds it difficult to carry out its duties optimally because the number of employees is still minimal and existing employees tend to have poor work quality and work performance. Besides that ratio comparison between amount employee State Civil Apparatus with the existing non- state civil servants being very minimal, if Keep going left will can lower performance organization because Non- State Civil Service employees Not yet own clear standards, no like employee The existing State Civil Apparatus own existing standards clear and organized Constitution .

Employee The State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency always sued For Keep going increase performance work, p This has loaded in document Employee Performance Targets (SKP) created every the year. In accordance with Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment , explain SKP is burden work that must be done achieved or filled with apparatus State Civil and is one components that can made indicator success something organization . SKP value This give description in a way general How work performance State Civil Apparatus in carrying out existing tasks in something organization. Below is Table 2 The average ASN SKP value data is shown from each field at the Badung Regency Regional Research and Innovation Agency in 2023.

Table 2. Average ASN SKP Value from each sector in the Badung Regency Regional Research and Innovation Agency in 2023

No.	Field	Grade Average	
		Work Behavior	Performance Predicate
1	Head of Agency	In accordance Expectation	Very good
2	Secretariat	In accordance Expectation	Good
3	Field Social and Government an	In accordance Expectation	Good
4	Economics and Development Sector	In accordance Expectation	Good
5	Fields of Research, Innovation , Science Knowledge and Technology	In accordance Expectation	Good

Source : Badung Regency Regional Research and Innovation Agency (2024)

Based on Table 2, it can be seen the average ASN SKP score for each existing field, where all fields received an average score for the SKP ASN performance predicate as good and only the Head of the Agency received the SKP ASN performance predicate as very good. This phenomenon explains that evaluation and improvement is needed to improve the work performance of each State Civil Servant to be very good. Increasing work performance is very important because work performance is an assessment of employee performance so they can work better.

The inadequate work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency is thought to be caused by creativity, innovation and low quality of work. This low level of creativity is caused by lack of fluency and flexibility in thinking as well as lack of elaboration and originality. Apart from that, it is difficult to create innovations at work due to inadequate exploration, generation, support and implementation of ideas. Low work quality is also caused by personal potential, work processes, work results and minimal enthusiasm. Based on this, it is necessary to research the factors

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that influence the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency, so that they can be used as a basis for making future policies.

State Civil Service employees who have a high level of creativity tend to have the ability to think flexibly, approach problems in new ways and contribute fresh ideas to improve the quality of work. The problems faced in developing the creativity of the State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency are the lack of ability to generate ideas quickly, the inability to switch between various points of view or approaches when solving a problem, the State Civil Apparatus' lack of accuracy in carrying out tasks and ideas or solutions produced that are not suitable for solving problems. The problems that occur suppress the initiative of State Civil Servants in their work, thereby inhibiting freedom of thought and dampening the urge for creativity. This problem will hinder the smoothness and flexibility of thinking of State Civil Servants and reduce the ability to elaborate and originality.

Innovation also has an influence on the work performance of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency. Innovations in work are very important for the State Civil Service, because existing innovations can create dynamic, effective, efficient, productive work experiences and can improve the quality and work performance of State Civil Service employees. Innovation plays a major role in increasing the efficiency, effectiveness and competitiveness of government agencies in providing public services. One of the problems at the Badung Regency Regional Research and Innovation Agency that can hinder State Civil Service employees from developing innovations in their work is the lack of opportunity for State Civil Servants to explore new ideas related to work, lack of encouragement to produce new ideas. and the ideas produced lack support from superiors or colleagues and it is difficult to implement new ideas in completing work. Problems that occur in carrying out innovation make exploration, generation, support and implementation of existing ideas difficult.

The quality of work of the State Civil Apparatus of the Badung Regency Regional Research and Innovation Agency really determines the work performance they can achieve. Good work quality will create a strong foundation for achieving optimal work performance. State civil servants who have good work quality tend to be more responsive to task demands, provide better service and can adapt to change. Problems that often occur regarding the quality of work of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency are lack of personal potential, less efficient work processes, work results that do not meet standards and a lack of enthusiasm in carrying out existing tasks. Dissatisfaction with working conditions, lack of recognition and lack of creativity and innovation can also have a negative impact on the quality of work and ultimately reduce performance at work. These problems make personal potential, enthusiasm, work processes and work results not optimal.

Based on this explanation, it is necessary to increase the work performance of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency in order to be able to achieve the desired goals. Creativity, innovation and work quality are factors that greatly influence work performance, therefore to find out a more in-depth picture regarding work performance and to find out how creativity and innovation through work quality influence the work performance of the State Civil Apparatus of the Badung Regency Regional Research and Innovation Agency, it is necessary to carry out research entitled "The Influence of Creativity and Innovation through Quality of Work on the Work Performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency", with the hope that it will be useful in making future policies.

LITERATURE REVIEW

Work performance

Nawawi (2018) defines that work performance is a skill that an agency or company expects from its employees in order to develop and streamline the work of the agency or company, so that the goals of the agency or company can be achieved. Work performance is the work result that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally, does not violate the law and does not conflict with morals or ethics. Based on *grand theory A Theory of Goal Setting and Task Performance*, put forward by Edwin A. Locke and Gary P. Latham in 1990, explains how goal setting can improve task performance and work performance of employees and organizations. Specific and difficult goals will motivate achievement and performance more than vague and easy goals. This theory is useful in understanding that work goals and performance can be effective tools for improving individual and organizational performance. By setting appropriate goals, developing plans and providing feedback, individuals can improve their focus, motivation and work performance, which can ultimately improve overall performance.

Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning Management of State Civil Servant Employee Performance, it explains that employee work performance has several indicators, namely:

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1. Quantity

Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed. In the context of managing the achievements and performance of the State Civil Service, quantity refers to the amount or number of work results produced within a certain period of time.

2. Quality

Work quality can be measured from employee perceptions of the quality of the work produced as well as the perfection of tasks regarding the employee's skills and abilities. In the context of managing the performance of state civil servant employees, quality refers to the quality or level of good or bad work results produced by employees.

3. Time or Speed of Completion of Work Results

Time or speed of completion of work results is the level of activity completed at the beginning of the stated time, seen from the point of coordination with *output results* and maximizing the time available for other activities.

4. Cost

Costs are expenses or sacrifices in the form of money or other resources incurred to produce or support a product or service. Costing refers to the process of measuring and managing costs effectively in the context of supporting employee achievement and performance, in an effort to ensure that employees can work according to standards but the costs incurred are controlled as optimally as possible.

5. Service Orientation

Service orientation is an approach or attitude based on awareness and commitment to providing superior service to *stakeholders*. This involves a strong focus on understanding *stakeholder needs and expectations* and striving to meet or exceed their expectations through positive, responsive and professional interactions. Service orientation also includes efforts to build good relationships with *stakeholders*, communicate effectively and provide appropriate solutions.

6. Commitment

Commitment is a mental attitude that shows loyalty, dedication and consistency towards a goal, value or relationship. This includes a strong decision and determination to fulfill or complete something with full responsibility and sincerity. Commitment also involves a willingness to sacrifice time, energy or other resources in order to achieve a desired outcome or maintain a good relationship.

7. Work Initiative

Work initiative is an employee's ability and desire to take proactive and independent action to carry out tasks or solve problems. This includes the willingness to initiate, develop or improve processes, projects or activities without needing to be directed directly by superiors or other parties. Employees who have work initiative tend to look for opportunities to take actions that advance organizational goals or achieve desired results, even when not given explicit instructions, this involves creativity, innovation, courage and personal responsibility to ensure that the work is carried out effectively and efficiently.

8. Cooperation

Collaboration is a process in which an employee or a group of employees work together in harmony, supporting each other and sharing responsibility to achieve a common goal or complete a certain task. Teamwork involves collaboration, effective communication and recognition of the contributions of each team member. Cooperation also includes the ability to resolve differences of opinion or conflict constructively in order to reach an agreement or solution that benefits all parties. With strong cooperation the potential of individuals or groups to achieve greater results becomes more likely to be realized.

This work performance indicator is a measure of work performance for employees in an organization or certain agency in achieving predetermined goals. In an organization or agency, the existence of work performance indicators plays an important role because it influences the achievement of goals.

Creativity

According to Prasetyo, A., & Hidayanto (2018) creativity is the ability to create new combinations, based on existing data, information or elements. The results created are not always new things, but can also be a combination of things that already exist before. Based on Torrance's *grand theory* of creativity, put forward by E. Paul Torrance, an American psychologist, in 1970, he explains that creativity is a process that involves several abilities and these abilities can be measured by tests and creativity can be studied and developed, because creativity is not it is only a talent that certain people possess, but it is also a skill that can be learned and developed. Nugraheni (2021) explains that creativity can be measured using several indicators, namely:

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1. Fluency of Thinking

Fluency in thinking reflects an employee's ability to produce a number of ideas or concepts in a relatively short time. Employees who have high fluency in thinking can quickly and continuously generate various ideas without significant obstacles.

2. Flexibility of Thinking

Flexibility of thinking includes the ability to adapt and switch between different concepts or thinking strategies. Employees who have high flexibility in thinking are able to vary their approaches in solving problems, not fixating on one point of view.

3. Elaboration

Elaboration reflects the ability to do a task diligently and carefully. Employees who are capable of elaboration can present information in detail, accurately and can develop their ideas into more complex forms.

4. Originality

Originality includes the level of uniqueness of an idea or concept. Individuals who have high originality are able to produce ideas that are different, innovative and unusual. Originality assessments can involve evaluating the extent to which an idea or solution reflects.

Creativity in an organizational context reflects the ability to produce new and useful ideas, concepts or solutions. In a management context, creativity can include the ability to produce new solutions to solve problems, develop new products / services or create new opportunities. This is because the creative ideas raised will improve the quality of work (Cindy , Andri & Zulbahri 2022) . Research results from Kaesang, et al (2021) explain that creativity has a positive and significant influence on work quality. Based on the theory and previous research findings, a hypothesis (H₁) can be formulated as follows:

H₁ : Creativity has a significant influence on the quality of work of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Creativity can be a driving force in finding better ways to solve problems. High creativity is expected to produce new ideas, creative solutions and good approaches in completing work tasks, which in turn improves work performance (Amstrong 2019:38) . Research results from Ramadhani (2022) explain that creativity has a positive and significant influence on work performance. Based on the theory and previous research findings, a hypothesis (H₃) can be formulated as follows:

H₃ : Creativity has a significant influence on the work performance of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Innovation

Prasetyo, A., & Hidayanto (2018) define innovation as a new idea that is implemented to start or improve a product or process and service. Based on *the grand theory* of Diffusion of Innovation, which was put forward by Paul Lazarfeld, et al in 1992, it explains how new ideas, practices or objects are adopted by individuals and organizations in a social system. Diffusion is defined as the process of spreading innovations or ideas from one individual or organization to another, so that the innovation can be easily understood, profitable and compatible with existing values. Josephine, et al (2023) explain that innovation can be measured by several indicators, namely:

1. Idea Exploration (*Idea exploration*)

Idea exploration reflects an employee's ability to investigate and search for new ideas and new concepts. This idea exploration is intended for employees to be able to find existing opportunities or problems. Employees who are active in idea exploration may be involved in seeking inspiration, identifying trends or exploring various sources of ideas.

2. Idea Generation

Idea generation includes the ability of employees to produce original new innovations, so that employees can develop innovative ideas by creating and proposing ideas for new processes. It involves a creative process in which individuals can proactively generate various concepts relevant to the task or problem at hand.

3. Idea support (*Idea championing*)

Idea support involves employees' ability to champion or support their own ideas or the ideas of colleagues within the organizational context. Employees who are effective in idea support can influence others, promote innovative ideas and facilitate the implementation of those concepts.

4. Idea implementation (*Idea implementation*)

Idea implementation includes the steps employees take to turn ideas or concepts into concrete actions or measurable results. Employees' ability to implement ideas reflects an important aspect of work quality, because brilliant ideas without effective implementation may not have the desired positive impact.

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Innovation in a management context can be defined as the introduction of changes, new processes or new practices in the work environment to increase productivity, efficiency and quality of work. With innovation in an organization, the quality of work of its employees will improve because the innovation adopted by the organization can encourage new positive changes (Wau 2022) . Research results from Indrajita (2021) explain that innovation has a positive and significant influence on work quality. Based on the theory and previous research findings, a hypothesis (H₂) can be formulated as follows:

H₂ : Innovation has a significant influence on the quality of work of state civil servants at the Badung Regency Regional Research and Innovation Agency.

The concept of innovation is defined as the application of new ideas, technology or work processes aimed at increasing efficiency, quality and productivity. Organizational innovation theory emphasizes that organizations that are able to innovate tend to achieve higher work performance (Nawawi 2018) . Research results from Indrajita (2021) explain that innovation has a positive and significant influence on employee work performance. Based on the theory and previous research findings, a hypothesis (H₄) can be formulated as follows:

H₄ : Innovation has a significant influence on the work performance of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Work quality

Quality can be interpreted as a level that shows a series of inherent characteristics and meets certain standards (Rahardjo, W., & Wibowo 2020) . Based on the grand theory of Job Characteristics (Job Characteristics Theory), put forward by J. Richard and Greg Oldham in 1976, which explains how job characteristics can determine employee motivation, quality, satisfaction and performance. According to this theory, jobs that have high characteristics will be more motivating and satisfying for employees and ultimately, improve their quality and performance. This theory can be useful in understanding how job characteristics can influence employees, where organizations can design jobs that are more motivating and satisfying, which can ultimately improve employee quality and performance (Hasibuan, 2016: 48). The main goal of improving work quality is to create a work environment that allows individuals to make their maximum contribution and achieve their full potential (Susanti, 2020) . Sakinah, et al (2022) suggest that there are four indicators that can measure work quality, namely:

1. Self Potential

Personal potential reflects employees' ability to develop and apply knowledge, skills and attitudes relevant to their work. Employees with high potential tend to have the drive to learn, adapt to change and look for opportunities to improve their qualifications and competencies.

2. Work Process

The work process includes the steps or methods followed by employees in carrying out work tasks. Employees with good work processes can manage time, set priorities and carry out tasks with efficient methods.

3. Work Results (Work results)

Work results reflect the products or services produced by employees in carrying out their work duties. Employees who achieve good work results can make a positive contribution to the goals and success of the organization.

4. Enthusiasm (Enthusiasm)

Enthusiasm includes the level of enthusiasm and enthusiasm shown by individuals in carrying out work tasks. Enthusiastic individuals tend to have high motivation, a willingness to collaborate and the ability to maintain a positive spirit in the work environment.

Work quality includes various aspects such as effectiveness, efficiency, accuracy and job satisfaction. The importance of work quality in creating conditions that support employees to make optimal contributions, so that improving work quality will increase work performance (Rahardjo, W., & Wibowo 2020) . Research results from Susfiati (2023) explain that work quality has a positive and significant influence on employee work performance. Based on the theory and previous research findings, a hypothesis (H₅) can be formulated as follows:

H₅ : Work quality has a significant influence on the work performance of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Creativity is defined as the ability to produce new ideas that can influence the quality of work at the individual and organizational levels. Creativity contained in work can have a positive impact on work quality, where employee creativity will improve the quality of their work, which in turn will contribute to increasing overall work performance (Rahardjo, W., & Wibowo 2020) . Research results from Kaesang, et al (2021) explain that creativity has a significant influence through work quality on employee work performance. Based on the theory and previous research findings, a hypothesis (H₆) can be formulated as follows:

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H₆ : Creativity has a significant influence through work quality on the work performance of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Innovation is defined as the application of new ideas, technology or work processes aimed at increasing efficiency and effectiveness. Innovation emphasizes that organizations that are able to innovate have a competitive advantage that can lead to increased work performance, because organizations that are active in innovative activities tend to have higher levels of work performance. Innovation is expected to improve the quality of work by creating new solutions to work challenges, creating better products or services and optimizing work processes. Research results from Kurniawan, et al (2019) explain that innovation has a significant influence through work quality on employee work performance. Based on the theory and previous research findings, a hypothesis (H₇) can be formulated as follows:

H₇ : Innovation has a significant influence through work quality on the work performance of state civil servants at the Badung Regency Regional Research and Innovation Agency.

Conceptual framework

Based on the introduction and literature review, the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency is largely influenced by creativity, innovation and work quality. Creativity and innovation factors will be able to influence the work performance of State Civil Apparatus through work quality. Below, Figure 3.2 shows the conceptual framework of this research.

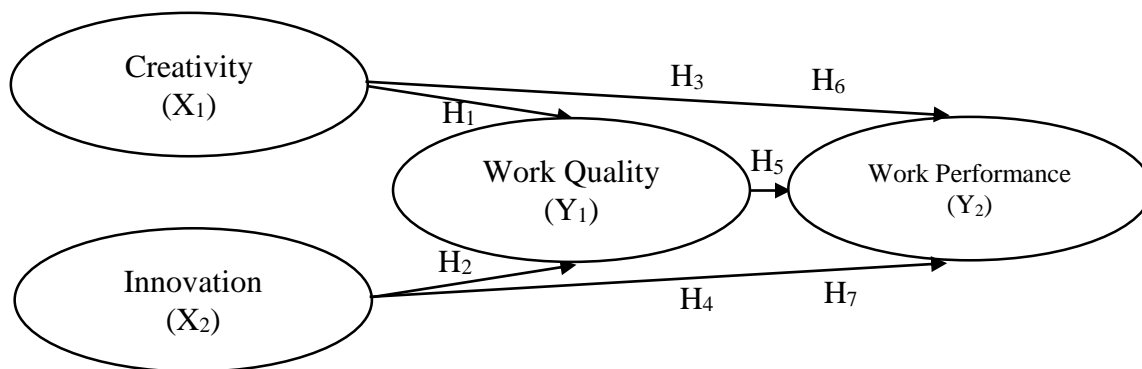


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This research will be carried out at the Badung Regency Regional Research and Innovation Agency. This is based on the fact that the Badung Regency Regional Research and Innovation Agency is an OPD (Regional Apparatus Organization) which has a big role in carrying out development in all fields based on research results, so it is very important to be able to understand how the work performance of the State Civil Apparatus is in the process of achieving its duties and functions. from the Badung Regency Regional Research and Innovation Agency. The population in this study were all employees with State Civil Apparatus status at the Badung Regency Regional Research and Innovation Agency. Based on data from the Badung Regency Regional Research and Innovation Agency, there are 31 employees. Determination of the sample in this study used a saturated sampling technique (census) with the aim of meeting the required number of samples. So the samples in the research were all State Civil Apparatus employees at the Badung Regency Regional Research and Innovation Agency, namely 31 samples. The data collection method used is a survey method using a questionnaire. Statement items are measured using the *Semantic Differential Scale* using seven numbers from 1 (strongly disagree) to 7 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this research, namely SEM-PLS analysis, which is divided into testing the measurement model (*outer model*) and the structural model (*inner model*).

RESEARCH RESULT

Validity and Reliability Test

This research instrument was tested by carrying out validity and reliability tests. The test instrument for this research can be described as follows.

1. Validity Test Results

Validity tests are carried out to test the validity of measurement items in the form of questions or statements in each indicator that measures research variables. The results of the validity test can be seen in the following table.

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Table 3. Research Variable Validity Test Results

No.	Description	r-count	Sig.	r-table	Information
1	X1.1	0.534	0.002	0.355	Valid
2	X1.2	0.782	0,000	0.355	Valid
3	X1.3	0.482	0.006	0.355	Valid
4	X1.4	0.613	0,000	0.355	Valid
5	X1.5	0.692	0,000	0.355	Valid
6	X2.1	0.920	0,000	0.355	Valid
7	X2.2	0.864	0,000	0.355	Valid
8	X2.3	0.908	0,000	0.355	Valid
9	X2.4	0.944	0,000	0.355	Valid
10	Y1.1	0.889	0,000	0.355	Valid
11	Y1.2	0.919	0,000	0.355	Valid
12	Y1.3	0.941	0,000	0.355	Valid
13	Y1.4	0.808	0,000	0.355	Valid
14	Y2.1	0.872	0,000	0.355	Valid
15	Y2.2	0.900	0,000	0.355	Valid
16	Y2.3	0.852	0,000	0.355	Valid
17	Y2.4	0.942	0,000	0.355	Valid
18	Y2.5	0.927	0,000	0.355	Valid
19	Y2.6	0.871	0,000	0.355	Valid
20	Y2.7	0.819	0,000	0.355	Valid
21	Y2.8	0.920	0,000	0.355	Valid

Source: Data Processing Results (2024)

Based on Table 3, it can be seen that all indicator statement items that measure the variables in this study are valid, because all the calculated r values are greater than the table r value (calculated r value > table r value) and the significance value (*p-value*) is smaller from the level of *significance value* (*p-value* <0.3).

2. Reliability Test Results

Reliability testing is carried out to test the results of measurement items in the form of statements that are declared valid and can be consistent when measured again. The results of the reliability test can be seen in the following table.

Table 4. Research Variable Validity Test Results

No.	Description	Cronbach's Alpha	Information
1	Creativity Variable (X ₁)	0.736	Reliable
2	Innovation Variable (X ₂)	0.843	Reliable
3	Work Quality Variable (Y ₁)	0.838	Reliable
4	Job Performance Variable (Y ₂)	0.799	Reliable

Source: Data Processing Results (2024)

Based on Table 4, it can be seen that all indicator statement items that measure the variables creativity (X₁), innovation (X₂), work quality (Y₁) and work performance (Y₂) are reliable, because the *Cronbach's alpha value* is greater than 0.600 (*Cronbach's alpha* > 0.600).

Hypothesis testing

Hypothesis testing is carried out to determine whether the influence between variables in the research model is significant or not, along with the direction of influence between variables using existing parameters. Below are shown the path coefficient values and hypothesis test results in this research

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Table 5. Path Coefficient Values and Hypothesis Test Results

No.	Description	Path Coefficient	Information	T-Statistics	p-value	Information
1	Influence of Creativity (X ₁) on Work Quality (Y ₁)	0.384	Positive	2,585	0.010	Significant
2	Influence of Innovation (X ₂) on Work Quality (Y ₁)	0.567	Positive	0.775	0.439	Not significant
3	Influence of Creativity (X ₁) on Job Performance (Y ₂)	-0.138	Negative	4,441	0,000	Significant
4	Influence of Innovation (X ₂) on Job Performance (Y ₂)	-0.016	Negative	0.060	0.952	Not significant
5	Influence of Work Quality (Y ₁) on Job Performance (Y ₂)	0.999	Positive	4,133	0,000	Significant
6	The Influence of Creativity (X ₁) through Work Quality (Y ₁) on Job Performance (Y ₂)	0.384	Positive	1,995	0.047	Significant
7	The influence of innovation (X ₂) through work quality (Y ₁) on work performance (Y ₂)	0.566	Positive	3,182	0.002	Significant

Source: Data Processing Results (2024)

Based on Table 5, it can be seen that creativity has a positive and significant effect on work quality, because the path coefficient value obtained is positive at 0.384 and the statistical t value is greater than the t table ($2.585 > 1.703$) or the significance value (*p-value*) is smaller from 0.05 ($0.010 < 0.05$). Innovation has a positive and insignificant effect on work quality, because the path coefficient value obtained is positive at 0.567 and the statistical t value is smaller than the t table value ($0.775 < 1.703$) or the significance value (*p-value*) is greater than 0.05 ($0.439 > 0.05$). Creativity has a negative and significant effect on work performance, because the path coefficient value obtained is negative at -0.138 and the statistical t value is greater than the t table value ($4.441 > 1.703$) or the significance value (*p-value*) is smaller than 0.05 ($0.000 < 0.05$). Innovation has a negative and insignificant effect on work performance, because the path coefficient value obtained is negative at -0.016 and the statistical t value is smaller than the t table value ($0.060 < 1.703$) or the significance value (*p-value*) is greater than 0.05 ($0.952 > 0.05$). Work quality has a positive and significant effect on work performance, because the path coefficient value obtained is positive at 0.999 and the statistical t value is greater than the t table value ($4.133 > 1.703$) or the significance value (*p-value*) is smaller than 0.05 ($0.000 < 0.05$). Creativity has a positive and significant effect through work quality on work performance, because the path coefficient value obtained is positive at 0.384 and the statistical t value is greater than the t table value ($1.995 > 1.703$) or the significance value (*p-value*) is smaller than 0, 05 ($0.047 < 0.05$). Innovation has a positive and significant effect through work quality on work performance, because the path coefficient value obtained is positive at 0.566 and the statistical t value is greater than the t table value ($3.182 > 1.703$) or the significance value (*p-value*) is smaller than 0. 05 ($0.002 < 0.05$).

Based on the results of the data, the R- Square (R^2) value is also obtained which will show the proportion of the total variation in endogenous variables that is explained by exogenous variables from the structural model, which functions to predict whether the model obtained is good or bad. The R- Square value obtained for the influence of creativity (X₁) and innovation (X₂) on work quality (Y₁) is 0.752, which means that 75.2 percent of the variation (up and down) of work quality (Y₁) can be explained by variations (rises and falls) in creativity (X₁) and innovation (X₂), while the rest is explained by other variables. The R- Square value obtained for the influence of creativity (X₁), innovation (X₂) and work quality (Y₁) on work performance (Y₂) is 0.787, meaning that 78.7 percent of the variation (up and down) of work performance (Y₂) can be explained by variations (up and down) in creativity (X₁), innovation (X₂) and work quality (Y₁) while the rest is explained by other variables.

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DISCUSSION

The influence of creativity on the quality of work of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that creativity has a positive and significant effect on work quality, These results show that the higher the employee's creativity in producing creative ideas, the quality of work will increase and vice versa. The higher the creativity, the better the quality of employee work. At the Badung Regency Regional Research and Innovation Agency, this can happen because the ability to think fluently, flexibly and generate new ideas helps improve work processes and work results, apart from that, enthusiasm and personal potential also contribute to improving the overall quality of work. So this confirms that the more creative employees are in their work, the better the quality of their work.

The results of this research are in accordance with previous research conducted by Yulianingsih (2017), Pramudita, A., & Setiawan (2017) and Putri, AM, & Santoso (2019) with research results that creativity has a positive and significant effect on work quality, this because employees who have high creativity will be able to find the right solutions to problems faced at work by generating new ideas and improving work processes. Apart from that, creativity also enriches the work environment with various perspectives and approaches, enabling organizations to remain relevant and competitive in facing ever-evolving challenges. This can explain that creativity has a positive and significant influence on the quality of work of the State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency.

The influence of innovation on the quality of work of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that innovation has a positive and insignificant effect on work quality, These results show that the better the innovation produced by employees, the quality of work will increase and vice versa, however, the Badung Regency Regional Research and Innovation Agency has not been able to significantly improve the quality of work because the innovations provided are still in the form of ideas and have not been able to implemented in real life at work. The influence of innovation on the quality of employee work is not significant because existing innovations have not been able to significantly improve the quality of work because innovation is still in the form of ideas, but cannot be implemented in real terms so it is unable to improve the quality of work, so this confirms that even though employees have many ideas and support for innovation but the implementation may not work in real terms so that the quality of work is not yet able to improve.

The results of this research are in accordance with previous research conducted by Suardika (2020), with research results that innovation has a positive and insignificant effect on work quality, this is because the implementation of innovation in organizations faces organizational or cultural barriers that hinder the implementation and application of new ideas. In addition, existing ideas tend to be irrelevant to the needs or goals of the organization and if there is not an adequate support system to facilitate implementation, then the impact may not be as great on the quality of work. This can explain that innovation has a positive and insignificant influence on the quality of work of the State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency.

The influence of creativity on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that creativity has a negative and significant effect on work performance. These results indicate that increasing employee creativity will reduce work performance and vice versa. This can happen because at the Badung Regency Regional Research and Innovation Agency, employees find it difficult to generate many ideas and see problems from various points of view and the ideas produced are not always relevant to the job so this can reduce work performance. At the Badung Regency Regional Research and Innovation Agency, it has been proven that creativity has a negative effect on work performance, this is because many employees feel a lack of fluency and flexibility in thinking, and the unique ideas produced are not appreciated enough, in addition to that the unique ideas or solutions (originality) produced by employees are sometimes not appropriate to the duties and responsibilities given so that this can actually reduce work performance.

The results of this research are in accordance with previous research conducted by Rahardjo, W., & Wibowo (2020), with research results that creativity has a negative and significant effect on work performance, this is because creativity that is not controlled or not well directed can create waste. organizational time and resources. Additionally, too much variation or change in work processes caused by uncontrolled creativity can create instability and confusion within the organization. This can explain that creativity has a negative and significant influence on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency.

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The influence of innovation on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that innovation has a negative and insignificant effect on work performance. These results indicate that increasing employee creativity will reduce work performance and vice versa. This can happen because at the Badung Regency Regional Research and Innovation Agency, employees find it difficult to generate many ideas and see problems from various points of view and the ideas produced are not always relevant to the job so this can reduce work performance. At the Badung Regency Regional Research and Innovation Agency, it has been proven that innovation has a negative and insignificant effect on work performance. This can happen because most of the employees at the Badung Regency Regional Research and Innovation Agency are approaching their retirement period so that the low level of exploration and generation of ideas that employees have makes implementation ideas in the form of innovations become difficult to implement in reality, apart from that, superior support for existing ideas is also limited due to a lack of clarity regarding regulations and policies related to these innovative ideas so that this can reduce work performance.

The results of this research are in accordance with previous research conducted by Rahardjo, W., & Wibowo (2020) and Indrajita, et al (2021), with research results that innovation has a negative and insignificant effect on work performance, this is because innovation is introduced without taking into account preparation. adequate or appropriate support, it can cause chaos and even a decrease in productivity among employees, so that the inappropriate implementation of this innovation can disrupt work routines and create uncertainty which in turn can hinder individual and organizational achievement and performance. In addition, if innovation is not well directed or relevant to organizational goals, its effect on work performance will be insignificant in improving work performance. This can explain that innovation has a negative and insignificant influence on the work performance of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency.

The influence of work quality on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that work quality has a positive and significant effect on work performance. These results show that increasing the quality of employee work will increase work performance and vice versa. Employees who consistently demonstrate high quality work are also likely to receive recognition, promotions and other incentives, all of which can motivate them to continually improve their performance. So the better the quality of the employees' work, the better the employee's work performance will be. This is also proven by the high quality of work from employees which will contribute to increasing work performance because it shows the employee's ability to carry out their duties. This is because quantity, quality, time or speed of completion of work results, costs, service orientation, commitment, work initiative and better cooperation from employees will improve their work performance.

The results of this research are in accordance with previous research conducted by Lusigita, Kadek (2017), Ceswirdani, et al (2017), Setiawan, R., & Utami (2019), Susanti, Fernando (2020), Cindy, Andri & Zulbahri (2022) , Susiati, Ulma (2023), with research results that work quality has a positive and significant effect on work performance, this is because high work quality creates a strong foundation for successful performance which ultimately results in increased work performance. Employees who are able to produce work of good quality will tend to achieve better results in their tasks. Employees who demonstrate high quality work also tend to receive recognition and appreciation from their superiors, thereby increasing work performance. This can explain that work quality has a positive and significant influence on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency.

The influence of creativity through work quality on the work performance of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that creativity has a positive and significant effect through work quality on work performance. These results show that increasing employee creativity will increase work performance through work quality and vice versa. At the Badung Regency Regional Research and Innovation Agency, employee creativity, which is reflected in fluency in thinking, flexibility of thinking, elaboration and originality, increases employees' ability to produce new ideas and creative solutions. When employees use their creativity at work, this can improve the quality of work. This is reflected through personal potential, work processes, work results, and enthusiasm, showing how well employees carry out their duties efficiently and effectively. When creativity flows through the work process well, employees tend to produce higher quality work. High quality work will be able to increase aspects of quantity, quality, completion time, costs, service orientation, commitment, initiative and cooperation in work performance. So this confirms that through improving the quality of work through creativity, employee work performance can increase significantly.

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The results of this research are in accordance with previous research conducted by Putri, AM, & Santoso (2019), with research results that creativity has a positive and significant influence through work quality on work performance. Creativity triggers individuals to look for effective solutions in completing their tasks which in turn improves the quality of their work. Creativity also encourages flexibility and adaptability in responding to challenges that arise in work. When employees use their creativity to improve the quality of work, this creates a positive cycle, higher quality work leads to greater work performance. In addition, employees who feel recognized and encouraged to express their creativity tend to be more enthusiastic about improving the quality and performance of their work. Thus, creativity, through improving the quality of work, plays a key role in achieving optimal work performance in the organization. This can explain that creativity has a positive and significant influence through work quality on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency.

The influence of innovation through work quality on the work performance of State Civil Apparatus at the Badung Regency Regional Research and Innovation Agency

Based on hypothesis testing, the results obtained show that innovation has a positive and significant effect through work quality on work performance. These results show that increasing employee innovation will increase work performance through work quality and vice versa. Employee innovation as reflected by idea exploration, idea generation, idea support and idea implementation reflects employee ability to generate, develop and implement new ideas or innovative solutions that can increase. When these innovative ideas are implemented well, this can improve the quality of work which is reflected through personal potential, work processes, work results, and enthusiasm, showing how well employees carry out their tasks efficiently and effectively, when innovation flows through the work process efficiently. well, then employees tend to produce higher quality work. High quality work will be able to improve aspects of quantity, quality, completion time, costs, service orientation, commitment, initiative and cooperation in employee work performance. This confirms that, improving the quality of work through innovation can make employee work performance increase significantly.

The results of this research are in accordance with previous research conducted by Saputra, IGNAM, & Siswanto (2018), with research results that innovation has a positive and significant influence through work quality on work performance. Innovation encourages the development of more efficient and effective solutions in completing work tasks. When employees adopt innovations at work, they tend to improve their work processes, obtain higher quality results and increase overall productivity. High quality work is a direct result of innovation, creating a strong foundation for optimal work performance. Employees who are able to produce high quality work are more likely to achieve set performance targets, make significant contributions to goals and achieve success individually and collectively. Thus, innovation plays an important role in improving work quality which in turn has a positive impact on work performance. This can explain that innovation has a positive and significant influence through work quality on the work performance of State Civil Servants at the Badung Regency Regional Research and Innovation Agency.

CONCLUSION

The Badung Regency Regional Research and Innovation Agency has an important role in increasing regional competitiveness through research and development and innovation in various sectors, therefore it requires employees who have good work performance in achieving organizational goals.

The research results found that (1) creativity has a positive and significant influence on work quality, (2) innovation has a positive and insignificant influence on work quality, (3) creativity has a negative and significant influence on work performance, (4) innovation has an influence negative and not significant on work performance, (5) work quality has a positive and significant influence on work performance, (6) creativity has a positive and significant influence through work quality on work performance, (7) innovation has a positive and significant influence through work quality on work performance.

In an effort to improve work performance, it can be suggested by the head of the Badung Regency Regional Research and Innovation Agency to consider transferring employees entering retirement age to younger ones who have mastered information technology, as well as providing full support for employees' creative and innovative ideas, to employees in The Badung Regency Regional Research and Innovation Agency is expected to be able to take appropriate solutions in dealing with problems, be able to produce unique ideas or solutions, be able to implement innovative ideas, complete tasks and use the budget effectively and efficiently.

The limitations of this research are the limited scope of research from locations only at the Badung Regency Regional Research and Innovation Agency, the sample used is only employees at the research location and other research methods are needed to enrich the findings.

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So that further research can consider a wider scope starting from locations, samples and research objects from other institutions, both government institutions and non-government institutions, in order to further enrich the research results and findings. In particular, considering theory and other aspects of factors that are not or have not been studied in the research model so that it can provide a more in-depth explanation of work performance, apart from that, it can also conduct research using qualitative research.

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