ABSTRACT

The purpose of this research is to discover whether hard skill, soft skill, and motivation influence employees' work performance of PT. Bumiputera Semarang. This research is also designed for analyzing which of those three elements that becomes the most dominant factor in influencing the work performance. Research's population refers to all of the employees of PT. Bumiputera Semarang with total amount of 938 people. Using purposive sampling as the method, this research focuses on 75 respondents.

Based on the result, it is obtained a regression equation of $Y = 0.254 X_1 + 0.321 X_2 + 0.268 X_3$. *According to the statistics, indicators used in this research are valid and its variables are reliable. On the subject of classic assumption testing, the regression model is free from multicollinearity and heteroscedasticity, and is normally distributed.*

The most influential variable from individual order of each variables is soft skill, with regression coefficient of 0,321. This is followed by motivation with regression coefficient of 0,268. Meanwhile, the least influential variable is hard skill with regression coefficient of 0,254. This equation model has F-statistics of 31,312 and with signification level of 0,000. A this point, F-statistics is bigger than F-table (2,73) with smaller signification level from α *(0,05). This indicates that the independent variable in this research is also as influential as dependent variable, which is the employees' work performance.*

Regarding this discovery, PT Bumiputera needs to enhance its employees' soft skill, hard skill, and motivation in order to reach higher marketing success as well as become a competitive insurance company to other competitors.

Keywords: Hard Skill, Soft skill, Motivation, Employees' Work Performance.