



The Influence of Procurement of Human Resources on Work Productivity with Soft Skills and Social Relations as Intervening Variables in PDAM Tirta Silau Piasa Employees

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Abstract. *The number of employee performance that is considered not in accordance with the target causes a decrease in the quality of the company. So it takes an in-depth approach to what causes it to happen. Therefore, this study wants to test whether there is an effect of motivation and work supervision on work productivity with soft skills and social relations as intervening variables on the employees of PDAM Tirta Silau Piasa. This type of research uses causal research which aims to test hypotheses on a causal relationship between one variable and another, then determines the implications for confirmation of theoretical and empirical models built from Work Motivation and Supervision. The results of the study show that the procurement of human resources has a very large influence on the work productivity of employees at PDAM Tirta Silau Piasa. This is because with quality human resources, PDAM Tirta Silau Piasa will be more consistent in carrying out its functions. In addition, procurement of human resources will create improved performance results compared to previous results.*

Keyword : *Procurement of Human Resources, Work Productivity, Soft Skills and Social Relations, PDAM Tirta Silau Piasa.*

Abstrak. Banyaknya kinerja karyawan yang dinilai tidak sesuai dengan target menyebabkan penurunan kualitas perusahaan. Sehingga dibutuhkan pendekatan mendalam tentang apa yang menyebabkan hal itu terjadi. Oleh karena itu, penelitian ini ingin menguji apakah ada pengaruh motivasi dan supervisi kerja terhadap produktivitas kerja dengan soft skills dan hubungan sosial sebagai variabel intervening pada pegawai PDAM Tirta Silau Piasa. Jenis penelitian ini menggunakan penelitian kausal yang bertujuan untuk menguji hipotesis tentang hubungan sebab akibat antara satu variabel dengan variabel lainnya, kemudian menentukan implikasi untuk konfirmasi model teoritis dan empiris yang dibangun dari Motivasi Kerja dan Supervisi. Hasil penelitian menunjukkan bahwa pengadaan sumber daya manusia memiliki pengaruh yang sangat besar terhadap produktivitas kerja pegawai di PDAM Tirta Silau Piasa. Sebab, dengan sumber daya manusia yang berkualitas, PDAM Tirta Silau Piasa akan lebih konsisten menjalankan fungsinya. Selain itu, pengadaan sumber daya manusia akan menciptakan hasil kinerja yang lebih baik dibandingkan dengan hasil sebelumnya.

Kata Kunci : Pengadaan Sumber Daya Manusia, Produktivitas Kerja, Soft Skills dan Hubungan Sosial, PDAM Tirta Silau Piasa.

Introduction

PDAM Tirta Silau Piasa Asahan Regency, as one of the offices engaged in the service of drinking water supply in the Asahan area and its surroundings. In terms of increasing employee work productivity, policies are carried out related to meeting human resource needs such as the procurement of employees who are attached. Support for productivity is also carried out by improving employee soft skills and the presence of high social relations between employees. Soft skills are needed to improve employee technical capabilities, such as pre-service training, leadership skills training and other training. Soft skills are invisible so that other people cannot immediately see someone's soft skills immediately. For example a person's ability to adapt or a person's ability to lead. Soft skills can also be said as interpersonal skills such as the ability to communicate and work together in a group. Communicating effectively is also one of the factors to achieve success. Robbins (2013) states that there are nine soft skills that are most sought after by companies, namely: (1) communication; (2) politeness; (3) flexibility; (4) interpersonal skills; (5) positive attitude; (6) professionalism; (7) ethics; (8) teamwork; and (9) responsibility. According to Elfindri et al. (2010) with soft skills a person will have communication skills, emotional skills, language skills, group skills, ethics and morals, manners, and spiritual skills.

This fact makes the support for soft skills owned by employees will support efforts to maximize performance at work in the company. The results of this study support previous research conducted by Rahayu (2020), Faisal (2012), and Haryanto (2016) which obtained the result that there is an effect of soft skills on employee performance. In addition to soft skills that can affect performance, motivation also affects the performance of an employee. This was expressed by Mathis and Jackson (2001:82) there are 5 factors that influence the performance of individual workers, namely: (1) Their abilities; (2) Motivation; (3) Support received; (4) The existence of the work they do; and (5) Their relationship with the organization.

Skills are so important because many companies or agencies not only need a workforce that is smart and able to do the tasks given. Companies and agencies now also want a workforce or employees who are able to communicate, socialize, work hard, are smart, adapt to the work environment, and have the ability to work together with colleagues and superiors (Suardipa et al., 2013). Social relations have also been built in PDAM Tirta Silau Piasa, Asahan Regency, built on the basis of kinship. Humans grow and develop from infancy to adulthood through several steps and levels. A child's life in tracing that development is basically their ability to interact with the environment. Social interaction is a socialization

process that positions children as human beings who actively carry out the socialization process. Socializing is basically a process of adjustment to the surrounding social environment. Social relations are relationships between humans who need each other. "Social relations are human relations which result in a process of influencing" (Susanto, 1977; Siahaan et al., 2022; Amin et al., 2021).

Social relations can be interpreted as the ways in which individuals react to themselves, this social relationship also involves adaptation to the environment such as eating alone, dressing alone, obeying rules and so on. Social relations start from their own home which then develops in a wider social sphere, such as schools and peers. Children's difficulties in social relations with peers are usually caused by parenting styles that are full of demonstrations of power by parents. Basically the life situation in the family in the form of wrong parenting style, in general it can still be corrected by the parents themselves, but it is the social situation with peers and the surrounding environment that tends to be difficult to fix. Because these factors are always lived in everyday life which can affect the pattern of social life that exists in a child. This study focused on employees of PDAM Tirta Silau Piasa, Asahan Regency, with the variables studied, namely labor procurement for soft skills and social relations, as well as productivity for employees of PDAM Tirta Silau Piasa, Asahan Regency.

Literature Review

Procurement of Human Resources

Procurement of Human Resources is the first scope of the operational function of Human Resource Management in an organization. This function has the goal that the process of procuring human resources can obtain a certain number of workers as resources who have the right qualifications in accordance with the needs of the position or job. Thus procurement focuses its attention on procuring human resource programs that are able to solve problems work ability of the workforce placed in the organization. Procurement is the first operational function of HRM. Procurement of employees is an important, difficult and complex issue, because it is used to obtain and place competent, compatible and effective people. Employees are the company's main asset. The success or failure of the company depends on the ability of its employees. Employees as humans have heterogeneous thoughts, feelings, statuses, and backgrounds. So that the treatment of employees is different from the treatment of machines. The quality and quantity of employees must be in accordance with the needs of the company.

HR procurement is intended to obtain the right number and type of workforce to meet workforce needs in order to achieve organizational goals. According to Hasibuan (2007) that "Procurement is a process of withdrawal, selection, orientation, and induction to get employees who are effective and efficient in helping achieve company goals". According to Sadili (2006) Procurement is intended to obtain the right number and type of workforce to meet workforce needs in order to achieve organizational goals. According to Sedarmayati (2009) Procurement is a process of withdrawal, selection, placement, orientation, and induction to get employees that match the needs of the organization. The Human Resources procurement process begins with manpower planning. Sedarmayati (2009) argues that, human resource planning is a series of activities carried out to anticipate business and environmental demands on organizations in the future and meet the workforce requirements posed by these conditions. Based on the planning discussed, the purpose of workforce planning according to an expert Herman (2008) is for the benefit of the organization Attracting and retaining a sufficient number of employees with adequate expertise to be able to play an active role in achieving organizational goals, using employees optimally, resource planning Human resources can be a tool for evaluating the impact of alternative policies and actions on the use of labor.

With good planning, human resource activities can be evaluated using the same model through investment in new facilities, marketing promotions, or financial tools. Training activities using money, time, training, and training materials to create experiences in increasing the skills, abilities and motivation of participants, anticipating and dealing with changes in the demands of the available workforce. Human resource planning can improve the overall business planning process, meeting the criteria for future human resources coming from internal sources. Human resource planning can be a form of great concern from human resource management to various managerial levels within the organization, on occasion. There is also ensuring that equal opportunities in terms of promotion and development will apply to all employees. Human resource planning can be the basis for developing employee capabilities designed to achieve optimum utilization of employees in the organization through providing wider opportunities for women and groups in the future, and identifying the need for specific training and development programs in order to increase skills in the future, control human resource costs and anticipate effectively when new employee costs arise.

Reduction in personnel costs due to management's ability to anticipate employee shortages or excesses and correct imbalances before they get out of control and incur substantial costs, integrating all human resource management activities, various differences in human resource activities must be integrated to enhance the value of human resources . b) For personal interests Knowing about the ability to develop career paths, knowing what skills one must have to occupy a certain position, knowing about the best time to reach that career path. c) In the interests of the state 8. Determination of the structure of an economical trade union, inventory of job classifications, determination of the level of intelligence and expertise of foreign employees in the framework of technology transfer, accommodation programs and job training for the unemployed.

Soft skill

Skills is a societal or sociological term to indicate a person's EQ level, which consists of a group of personality traits, accepted by society, communication, language, one's habits, friendliness, and optimism that characterize relationships with others. Skills are a complement to hard skills (a person's IQ) which are a requirement of a job. Skills are skills and life skills, both with oneself, in groups or in society as well as with the Creator. Broadly speaking, skills are a combination of intrapersonal abilities and interpersonal abilities (Suardipa et al., 2021). The concept of is actually a development of the concept that we are familiar with the term emotional intelligence. The level of one's IQ or intellectual intelligence is generally fixed, while EQ or emotional intelligence can continue to be improved. What's more, by having skills or abilities, one's presence will be increasingly felt in society. 9 Communication skills, emotional skills, language skills, group skills, ethics and morals, manners, and spiritual skills. is the key to a better life, more friends, greater success, greater happiness, it has no value, unless it is applied in everyday life then it has value. Skills possessed by everyone with varying amounts and levels which are influenced by the habits of thinking, saying, acting and behaving (Aji, 2013).

Broadly speaking, soft skills are classified into two categories, namely a person's ability to manage himself and a person's ability to relate to other people. Interpersonal skills include communication skills, motivational skills, leadership skills, self-marketing skills, presentation skills, political awareness, utilizing diversity, service orientation, empathy, conflict management and teamwork.

While intrapersonal skills consist of character transformation, belief transformation, change management, stress management, time management, creative thinking processes, setting goals and life goals, self-confidence, self-assessment and preferences, emotional awareness, feasibility and proactivity (Widiastuty & Susanto , 2014; Purba et al., 2018; Ingtyas et al., 2021).

Soft skills can be observed through performance, such as the ability to speak to reflect ideas and information, or explain a topic clearly, easily understand unfamiliar topics, able to interact and work cooperatively in 10 groups. Someone with good mastery of soft skills will reflect abilities that exceed the capacity as a workforce. This ability arises because the person concerned is independently able to drive internal processes to continue learning, trying, and finding something that benefits his work or self-development. So thus, it is important to be mastered because it is needed by someone to develop himself in doing the job. Soft skills are non-technical competencies that refer to personality characteristics. This can be seen in a person's behavior, both when interacting in social situations, language skills, personal habits, or important traits to support optimistic behavior. This is a person's ability to motivate himself and use his initiative, have an understanding of what is needed to do and can be done well, useful for dealing with small problems that arise suddenly and can continue to survive if the problem has not been resolved. Thus, soft skills are self-power to change or to overcome various work problems (Weber et al., 2009; Purba et al., 2019; Syafrizal et al., 2022).

Social Relations

Social relations are fundamental things that are very important for social behavior in society. In addition, social relations are also important things that are often encountered in everyday life because in essence an individual is a social being who cannot live alone all the time without interaction with others (Feldman, 1985). Bimo Walgito in Dayakisni & Hudaniah (2009) defines that social relations are a relationship between one individual and another individual that can influence each other so as to create a reciprocal relationship. Then Sargent in Gumperz (1992) states that, "Social interaction is to consider social behavior always within a group framework, as related to group structure and function". Social relations in essence view social behavior as something that is always within the framework of the group as well as the structure and function of the group. From some of the definitions mentioned above, it can be concluded that social relations are a process of building relationships, which occur between one individual and another individual which can mutually influence the behavior of each individual both personally and within the group.

Merton Deuttah in Gumperz (1992) also mentions that there are two forms of relationships in social relations, namely, cooperation and competition. In which cooperation is closely related to relationships between individuals, one group member can achieve its goals if other group members can also achieve their goals. In line with competition, where individuals can achieve their goals if other individuals are affected in achieving these goals.

Social relations are very important in the social environment because as humans who are destined to be social beings, every individual is required to build relationships with other people, especially in the surrounding environment. According to Gumperz (1992) there are four important aspects of social relations which serve as a benchmark for measuring whether the individual has good social relations or not. First, there is a relationship, namely interaction occurs because of a good relationship between individuals and individuals and between individuals and groups. The second, the existence of individuals, namely in social relations individuals are required to appear and make relationships. Furthermore, the third, the existence of goals, namely social relations are created because there are certain goals to be achieved by individuals. And finally, there is a relationship with the structure and function of the group. Merton Deuttah in Gumperz (1992) states that the form of social relations is divided into cooperation and competition. This theory emphasizes that social relations are closely related to work productivity because in realizing work productivity good cooperation between employees is needed.

Work productivity

Judging from the psychological dimension of work productivity is an individual behavior, where this behavior determines the goals that can produce goods or services in accordance with the comparison between the forms or results that can be achieved (output) from various kinds of processes and psychological components that lie behind them with all the resources used (input) at one time (Anoraga, 2009; Hasibuan, 2007). Meanwhile, Liliweri (1997) defines work productivity as a form of improvement and development that occurs in individuals in the process of working in a particular institution so that the results become higher quality and have new value.

To achieve maximum work productivity, companies must be able to ensure that they can select the right individuals and place them in the right jobs and in conducive and comfortable working conditions (Umar, 2004; Sutiah et al., 2021; Amal et al., 2022; Ade Galih et al., 2018). According to Sedarmayanti (2009) there are several factors that influence the productivity of the workforce itself, such as: work attitude, skill level, relationship between workforce and leadership, productivity management, workforce efficiency,

entrepreneurship, education, discipline, motivation, attitudes and work ethics , nutrition and health, income levels, social security, work environment and climate, industrial relations, technology, production facilities, management and opportunities for achievement. Meanwhile, according to Simamora (2004) the measurement of the work productivity of each individual can be measured through factors that include the quantity of work, quality of work, and timeliness.

Productivity is nothing more than science, technology, management because productivity also contains a philosophy and mental attitude that is always motivated to self-development towards a better quality of life tomorrow. Productivity is also defined as the level of efficiency in producing goods and services, productivity expresses how to properly use resources in producing goods. Every organization, whether in the form of a company or otherwise, will always strive so that members or workers involved in organizational activities can provide achievements in the form of high work productivity to realize the goals that have been set. The simple definition of productivity is the relationship between the quality produced and the amount of work done to achieve that result. While in general it is that productivity is the ratio between satisfaction of needs and sacrifices made. According to Basu Swastha and Ibnu Sukotjo (1995) productivity is a concept that describes the relationship between results (amount of 17 goods and services) and the resources used to produce these results. According to Mukijat (1998) that work productivity is usually expressed by a balance of the average work result in relation to the average working hours given to the process. According to Komarudin, productivity essentially includes an attitude that always has the view that today's work methods must be better than yesterday's work methods and the results that can be achieved tomorrow must be more or higher in quality than the results achieved today (Komarudin, 1992; Supsiolani et al. , 2022; Wahidah et al., 2022).

Bambang Kusriyanto (1993) also gives his opinion that productivity is the ratio or ratio between the results of activities (output) and all sacrifices (costs) to realize these results (input). This understanding explains that increasing work productivity requires a good mental attitude from employees, besides that increasing work productivity can be seen through the work methods used in carrying out activities and the work results obtained. So from this understanding it can be concluded that in work productivity there are basic elements which are the criteria for assessing it. These three elements are the elements of work enthusiasm, work methods, and work results.

The first element of work productivity is morale which can be interpreted as the mental attitude of employees in carrying out their duties, where this mental attitude is shown by the enthusiasm in carrying out tasks and encouraging them to work better and more productively. So that if such conditions can be maintained and developed continuously, it is not impossible that efforts to increase work productivity will be achieved.

Factors affecting work productivity According to Sukarna (1993), work productivity is influenced by several factors, namely: a) Ability and dexterity of employees. b) Managerial skills or the ability of company leaders. c) Good work environment. d) Good community environment. e) Work wages. f) Motivate workers to achieve work performance. g) Employee work discipline. h) Political or security conditions, and state order. i) Unity and unity between groups of workers. j) Culture of a country. k) Education and work experience. l) Health and safety of employees workers. m) Work facilities. Measurement of work productivity Measurement of work productivity is basically used to find out how far the effectiveness and efficiency of employees in producing a result. In an effort to be able to measure the level of ability of employees to achieve better results and the provisions that apply. Measurable levels of employee productivity are: a. The use of working time as a measure of employee work productivity includes: working time speed, working time saving, working time discipline, and absenteeism levels. b. Output, namely the results of employee production obtained according to the product the company wants. Productivity measurement is used as a tool to analyze and promote production efficiency.

Research Method

This type of research uses causal research which aims to test hypotheses on a causal relationship between one variable and another, then determines the implications for confirmation of theoretical and empirical models built from Work Motivation and Supervision. This research model is expected to create benefits for PDAM Tirta Silau Piasa, Asahan Regency, to find out and improve innovative work behavior of employees at PDAM Tirta Silau Piasa, Asahan Regency. This research is also expected to help PDAM Tirta Silau Piasa Asahan Regency to understand the importance of innovative performance with the aim of PDAM Tirta Silau Piasa Asahan Regency and to develop knowledge and provide solutions in practice. In other words, the population is the total number of research subjects or the total number of units of analysis whose characteristics will be estimated. Based on this understanding, the population in this study were all employees at PDAM Tirta Silau Piasa, Asahan Regency, totaling 184 people.

Based on the results of sampling using the slovin formula, the researchers took a sample of 152 employees. A sample can be defined as a part of a frame in which elements are selected based on a random process with known selection probabilities. The sample is a subset of the number and characteristics possessed by the population, the subset is taken for the target purpose which is the actual focus or target of the research investigation Sauders, et al., (2016). The sampling technique in this study used by the researchers used a proportional stratified random sampling technique. According to Sugiyono (2019) proportional stratified random sampling is a sampling technique that is used when the population has members or elements that are not homogeneous and proportionate in proportion. Furthermore, in drawing samples with proportional stratified random sampling, researchers also used the Slovin formula with an error rate of 5%. According to Sugiyono (2014) to determine the size of the sample in each field of work is done using a proportional allocation formula

The data collection procedure is carried out by searching, obtaining, collecting and recording data, both in the form of primary data and secondary data that are used for the benefit of compiling a scientific work and then analyzing the factors related to the problem so that there is a truth in the data obtained. The questionnaire method is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The measurement scale in this study is the Likert scale, gradation from the lowest to the highest. This scale is a form of developing statements that can produce alternative answers from very low/agree to very high/agree according to the indicators of each variable selected in the study. Generally the scale used in making measurements consists of 5 points (Sugiyono, 2012).

Result and Discussion

Procurement of Human Resources

Based on the theoretical studies that have been described, the researcher created a framework for this research. In this case it can be stated that the good or bad performance of an employee can be influenced by many factors. The good performance of an employee or employees, directly or indirectly will contribute to improving the quality of the company. A person's performance can be shown from various perspectives, including the quality and quantity of his work, the timeliness used to complete his work, how effective and efficient the time or cost he uses, monitoring and ensuring his work is on target and how he builds a working relationship with his partner. The development of better performance is inseparable from various factors, both internal and external. Two factors include soft skills and work motivation.

Soft skill in this case is an ability that a person has, both for himself and his environment. Where a person builds initiative within himself to be able to understand a situation or problem he is facing and be able to overcome and solve it properly. The indicators included in the soft skills, namely: (1) the ability to communicate, where a person can express opinions or listen to the opinions of others in order to reach an understanding. (2) negotiation skills, where a person can reach an agreement in a negotiation, (3) adaptability, where a person is able to place himself in his environment, (4) honesty, where a person must work honestly, (5) responsibility, where a person completes his work well, and (6) tenacity, where a person does his job persistently.

Competition between companies or organizations forces every leader to continue to make improvements in achieving the goals set. This ability is obtained when companies can maximize innovative work behavior. Furthermore, the paradigm shift that employees are not only workers but also company assets has brought companies to be more careful in recruiting new employees to join their company. Employee behavior and personality are highly considered in addition to the abilities possessed by employees. Ideas and ideas that are owned by employees in dealing with all new things and also problems for the future, especially companies engaged in services. The need for mutual assistance between employees at work will be very useful for the company for the smooth running of work.

Soft skills and social relations have a big influence on an employee's innovative work behavior. This condition certainly makes every company leader try to make every employee feel satisfied with the remuneration that has been obtained. The results of Nugroho's research, (2017) state that soft skills and social relations have a positive and significant effect on the quality and quantity of an employee's work. The results of Setyadi's research (2021) confirm that soft skills and social relations directly have a significant effect on employee performance. This can be interpreted that when the company is able to provide a sense of satisfaction at work, of course this will have an impact on the better behavior of employees in carrying out their duties and responsibilities.

Procurement of Human Resources is one of the factors that influence Soft Skills and Social Relations and innovative work behavior. An employee who has good faith or confidence in his abilities, the employee will easily carry out the tasks given by his superiors. The results of research conducted by Jansson et al. (2021) stated that professional identity can increase satisfaction in an employee's career. Furthermore, Gan (2021) emphasizes that the professionalism of an employee can be shown from the dedication and sacrifice of an employee in their functions and roles in the organization.

Human capital strategy is a factor that influences Soft Skills and Social Relations and innovative work behavior. The employee development strategy must of course be carried out professionally. The existence of a clear career path and supported by regulations that are understood by all employees is expected to increase the sense of job satisfaction. The results of research conducted by Rahayu (2020) state that the human capital strategy has a significant impact on employee job satisfaction and has an impact on increasing employee performance. The results of Boselie's research (2018) state that the human capital strategy has a significant effect on the quality and quantity of work of an employee.

Social relations and work productivity are indeed different things, but both have a close relationship in every activity in a company. Social interaction is very important in efforts to increase employee work productivity in order to achieve maximum results and realize company goals. Therefore, in increasing work productivity requires the right strategy, namely by maximizing the social relations of its employees in order to create a good relationship and a conducive and comfortable work environment. Adewole (2009) shows that low employee productivity is caused by a non-conducive work environment. 42.63% of the respondents thought that they worked in unfavorable working conditions, 29.51% felt that the working environment conditions were quite conducive, 6.56% actually felt the opposite that they worked in conducive working environmental conditions and 21.31% the rest felt that the work environment was very conducive and comfortable.

This is in line with the explanation of Sedarmayanti (2009) which states that the relationship between the workforce and the work environment are also several factors that affect employee work productivity so that individuals who tend to have good social relations are assumed to have high work productivity as well. Previous research related to the work productivity of civil servants also stated that when consumers are satisfied with the services they provide, this also affects their job satisfaction which in turn can also affect the work productivity of these employees (Mursinah, 2012; Ampera et al., 2020; Amin et al., 2021). In other studies, it was also found that there is an intermediate effect of social security on worker productivity (Khairul et al., 2018; Hanifah & Purba, (2021). Based on the explanation above, the hypothesis of this study is that there is a positive correlation between social relations and productivity the better the social relations between employees, the higher the work productivity or conversely the worse the social relations, the lower the work productivity.

Conclusion

Based on the research results described above. It can be explained that there are research results showing that the procurement of human resources has a very large and relevant influence on the work productivity of employees at PDAM Tirta Silau Piasa. This is because with quality human resources, PDAM Tirta Silau Piasa will be more consistent in carrying out its functions. In addition, procurement of human resources will create improved performance results compared to previous results. So that the results of procuring human resources will be maximized and in accordance with the goals set.

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