

# The influence of the development of soft competencies and hard competencies on the performance of Perum Bulog employees in the internal supervision division

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**ABSTRACT**

Based on the author's observations, several employee performance issues are apparent, with problems existing in both soft competencies and hard competencies. This situation can have a negative impact on the company. The objective of this research is to determine the influence of the development of soft competencies and hard competencies on the performance of Perum BULOG employees in the Internal Oversight Division. The method used is quantitative statistics with three variables: soft competencies (X1), hard competencies (X2), and employee performance (Y), with a sample of 32 respondents who are Perum BULOG employees in the Internal Oversight Division. The research results indicate that the t-test result for variable X1 shows that it does not have a partial and significant influence on Y, as the calculated t-value is  $-231 < \text{the tabled t-value of } 1.701$ , and the significance value for variable X1 is  $0.819 > 0.05$ . Therefore,  $H_0$  (null hypothesis) is accepted, and  $H_1$  (alternative hypothesis) is rejected. The t-test result for variable X2 indicates that it has a partial influence on Y, as the calculated t-value is  $26.666 > \text{the tabled t-value of } 1.701$ , and the significance value for variable X2 is  $0.000 < 0.05$ . The analysis of the F-test yields a significance value of  $0.000 < 0.05$ , indicating that, collectively, variables X1 and X2 significantly influence Y. The tabled F-value is 3.340, while the calculated F-value is  $399.149 > 3.340$  (F-table). Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted.

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**1. Introduction**

Employee performance is the result of an individual's work quality in accordance with previously established standards based on the responsibilities assigned by the company. The assessment of employee performance by the HR department is crucial, as it evaluates the competence of the employees themselves. Employee performance is highly important for the company, and this phenomenon makes the HR department in a company very important in developing human resources with various competencies.

In a business context, competence is one of the determining factors in efforts to improve company performance and provide a more specific insight into employees and their work. Competent individuals are those who are capable of delivering their best performance. Competence also reflects the underlying characteristics of behavior that describe motives, personal characteristics, self-concept, values, knowledge, or skills that someone brings to excel in a company.

In Minister of State-Owned Enterprises Regulation Number PER – 14/MBU/10/2014, regarding the Competency Standards for Civil Servant Positions within the Ministry of State-Owned Enterprises, it is explained that competency refers to the characteristics and abilities related to job tasks and functions. The competency assessment rating system consists of a series of behavioral indicators that can describe the behavioral requirements of specific positions or jobs, using a scale that indicates the level or gradation of competency from very poor to excellent.

Human resources are one of the crucial factors in achieving a company's goals. With the changing times and the passage of time, the need for high-quality resources capable of fulfilling job responsibilities continues to grow. Therefore, human resources need to be developed. Nowadays, the term competence has also become common, both nationally and globally, especially in the fourth industrial revolution. A person's performance is measured by conventional aspects such as finance, banking, stocks, production efficiency, and technological sophistication, all of which ultimately contribute to a company's productivity.

Based on the preliminary observations made by the author, several issues can be observed in the performance of employees. These issues appear to stem from various factors, such as soft competencies, a lack of employee integrity towards the company, and in terms of hard competencies, a significant number of employees lack knowledge in their respective fields of work. If left unaddressed and without proper attention, these conditions can have detrimental effects on the company.

Human resource development (HRD) aims to enhance the professional quality and skills of employees in carrying out their tasks and functions optimally. By developing employee competencies, it is intended that every effort by leadership is made to enhance the work skills of each employee so that they can perform their tasks more efficiently. Employee development needs to be carried out in a planned and continuous manner. To ensure successful development, a employee development program must first be established. Employee training (for new/existing employees) needs to be conducted so that employees are capable and ready to be placed in specific positions within the company, meaning they are capable of working and willing to adhere to all the rules set by the company.

The employee development program is prioritized for long-serving employees with the aim of rejuvenating their enthusiasm for work. Employee development is also provided to enhance their abilities to be better than before. Employee development is also carried out with the goal of promoting the employee to a higher level. According to Kasmir, employee development is a process to refresh, develop, and improve the abilities, skills, talents, interests, and behaviors of employees (Humaira et al., 2020).

According to Lee and Bruvord in (Haryati, 2019), Human Resource Development plays a vital role in directing, encouraging, motivating the improvement/development of employees' abilities and skills that are implemented in their work to achieve human resource effectiveness within the organization. The need for training and development initiatives has grown essential for businesses striving to bolster their staff members' competencies, expertise, and familiarity within the company. After the recruitment and selection of employees, they assume particular positions and responsibilities. Consequently, in order to elevate the workforce's aptitude, organizations must invest in fostering their staff members' abilities. The objective of training and development is to enhance employee efficiency in attaining the company's predetermined objectives.

Competence refers to a person's ability, which includes their knowledge, skills, attitudes, values, and personal traits. These qualities enable employees to succeed in their tasks and accomplish assignments effectively. Additionally, signs of an employee's inadequacy in competence, like slow problem-solving, a lack of innovation due to excessive reliance on superiors' orders, frequent customer complaints about staff responsiveness, an incomplete grasp of job standards, and poor communication between field and administrative staff, fall short of the company's expectations.

Stewart suggests that competence, in addition to commitment, is described as human capital. In this context, it pertains to the workforce, along with consumer and structural capital, collectively comprising the intellectual capital of an organization (Winanti, 2021). Spencer and Spencer contend that an individual's competence in a workplace setting is a blend of attitude and behavior, encompassing personal abilities that remain relatively consistent when confronted with work-related scenarios. This competence emerges through the interaction of personality traits, self-perception, internal drive, and one's capacity for contextual knowledge.

There are two competencies in this research, namely: 1) Soft competencies with competency indicators including: Integrity, solution & decision making, customer orientation, improvement & innovation, strategic orientation, analytical thinking. 2) Hard competencies with competency indicators including: Qualified Internal Auditor (QIA), Certified Information System Auditor (CISA), Certified Risk Management Analyst (CRMA), Certified Forensic Auditor (CFRA).

Soft skills encompass the inherent capabilities individuals have for adapting to their surroundings. These skills encompass personal qualities like self-control and interpersonal abilities that determine how people engage with one another. Soft skills play a crucial role in the professional realm. Zehr pointed out that the transition in the economy from an industrial society to one centered around information and office work has consequences for contemporary occupations that prioritize qualities like honesty, effective communication, and adaptability. In today's highly competitive global industrial arena, it is essential for workers to not only excel in technical skills but also exhibit robust interpersonal abilities (Nurahaju & Widanti, 2021).

Rugaiyah's research findings indicate that internships have the potential to improve students' soft skills. These soft skills encompass effective communication in different settings, adaptability, teamwork abilities, social aptitude, and precision in their tasks. Soft Skills hold significance due to their connection with employees' attitudes and conduct. The manifestation of unfavorable behavior within a company can significantly impact productivity. It's crucial that we refrain from harboring negative attitudes, as they can have detrimental consequences on the overall workplace atmosphere, productivity, and interactions with colleagues (Lutfia & Rahadi, 2020).

In the journal (Yuniendel, 2019), Neff and Citrin's book "Lessons From The Top" highlights insights from 50 of America's most successful individuals. They concur that success isn't primarily reliant on technical expertise, but rather hinges on the quality of one's personal attributes, such as soft skills or the capacity to engage and communicate effectively with others (interpersonal skills).

In the competence dictionary of Perum BULOG, there are standard soft competencies for employees holding managerial positions ranging from Main Level, Level V, to Functional Level. There are 5 Soft Competencies, and the following are the established indicators, including: 1) Integrity, 2) Solution & decision making, 3) Improvement & innovation, 4) Strategic orientation, 5) Analytical thinking.

Every job requires specific Hard skills so that the assigned tasks can be carried out and achieve the organization's or company's goals effectively. Hard skills are related to core competencies in every field of expertise. Hard skills, also known as technical competencies, refer to the knowledge and abilities required for effective job performance (Astutik & Pambudi, 2019).

Hendarman and Tjakraatmadja emphasized that besides soft skills, technical skills, commonly known as hard skills, are a fundamental competency that employees should excel in to gain a competitive edge. They highlighted the crucial demand for a blend of both hard and soft skills in the professional sphere. However, it's important to note that there remains a gap in research findings when it comes to the relationship between hard and soft skills (Suarjana, 2022). A hard skill or hard competency can be described as a clear outline of the knowledge and actions required for effective job performance. These competencies encompass a high level of expertise in areas such as specialized knowledge, technology, and technical abilities relevant to one's professional domain. Below are the competence certification criteria applicable to Perum BULOG, specifically within the Internal Audit Division: 1) Competent Internal Auditor (CIA), 2) Accredited Information Systems Auditor (AISA), 3) Certified Analyst in Risk Management (CARM), 4) Authorized Forensic Auditor (AFA).

Companies typically utilize employee performance as a yardstick to assess their workforce. Those who achieve or surpass the expected standards may receive recognition, such as promotions, salary boosts, transfers, or even job security, while those falling short may encounter repercussions. This performance evaluation procedure also enables the company to gauge the accomplishment of its objectives. Mangkunegara, as mentioned in the journal (Widjaja, 2021), defines performance as the measure of both the quality and quantity of work outcomes accomplished by an employee when fulfilling their assigned tasks and duties.

Enhancing employee performance can be achieved through the establishment of a secure, pleasant, inclusive, and enjoyable work atmosphere. When employees feel at ease in their workplace, it tends to boost productivity. Tasks are more likely to be executed accurately and on schedule, resulting in greater job

satisfaction among workers. Numerous theories have emerged to elucidate the impact of a positive work environment on employee performance, supported by the recognition that work environments come in various forms, encompassing both physical and non-physical aspects (Novriani Gultom & Nurmaysaroh, 2021).

The key elements that impact an individual's performance include their competency and the overall environment within the organization. Competency stands out as the fundamental prerequisite for effective performance. It's not sufficient for individuals to merely acquire knowledge; they must possess the ability to excel in their roles. Competency empowers individuals to carry out job-related tasks essential for goal achievement. Simultaneously, a positive organizational climate fosters openness among both employees and leaders, promoting a sense of harmony and sustained business operations that contribute to enhancing employee performance (Zisser, 2019). These are the signs of employee performance, which include: 1) Work quality, 2) Work quantity, 3) Timeliness, 4) Collaborative abilities, 5) Adherence to rules, 6) Dedication, 7) Efficiency, and 8) Self-reliance.

## **2. Research Method**

The significance of employing research techniques in the realm of research cannot be overstated. Research methods serve the critical purposes of validating, evaluating assessment data, unearthing and cultivating new knowledge, and verifying the accuracy of existing knowledge to achieve the desired outcomes.

In this research, the author utilized a quantitative methodology that relies on statistical analysis. The quantitative research approach aligns with positivism as it is rooted in positivist philosophy and is applicable to both extensive and limited populations. Nevertheless, the data gathered consist of samples drawn from the overall population to ascertain proportions, patterns, and connections among variables (Prof. Dr. Sugiyono, 2019). The primary objective of this study is to examine and gain insights into how the enhancement of both soft skills and technical skills impacts the job performance of employees working in the Internal Supervision Division of Perum BULOG. To gather data for this research, we utilized documentation methods and distributed questionnaires in the form of written statements to respondents, allowing them to provide feedback based on their real-world experiences.

The population in this study refers to the entirety of individuals with similar characteristics, events, or items that are of interest to researchers and are thus regarded as the research universe (Halisa, 2020). In this particular research, the population comprises the personnel working in the Internal Supervision Division of Perum BULOG. In this research, sampling methods were not employed since all 31 samples under examination encompass the entirety of the accessible population. Given that the population comprises solely 32 employees within the Internal Supervision Division, it is fitting to encompass the entire population as the sample, obviating the necessity to pick a particular number of samples. This is a sampling method that does not offer an equal chance for every element to be selected as a sample.

## **3. Results And Discussions**

The data description was derived from a survey conducted with 32 participants working in the Internal Monitoring Division of Perum BULOG. This survey collected information regarding the respondents' personal details, including age, gender, and length of service. Additionally, the questionnaire contained 33 statements categorized into three research variables: 11 statements in the soft competency variable (X1), 10 statements in the hard competency variable (X2), and 12 statements in the employee performance variable (Y). Following the completion of the questionnaires by the respondents, the data will undergo processing and analysis to generate relevant findings aligned with the research objectives.

### **Multiple Linear Regression**

Multiple linear regression analysis is useful for determining the direction of the relationship between independent variables and the dependent variable. The following is the output of the multiple linear regression analysis test:

**Table 1.** Multiple linear regression equation test results

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3.629	2.846		1.275	.212
	Soft Competencies	-.009	.038	-.008	-.231	.819
	Hard Competencies	1.121	.042	.980	26.666	.000

a. Dependent Variable: Employee Performance

Source: Primary data processed by SPSS 2023

Based on the table above, it can be seen that the constant value ( $\alpha$ ) is 3.629, and for soft competencies ( $\beta$  value) is -0.009, while for hard competencies ( $\beta$  value) is 1.121. Therefore, the multiple linear regression equation can be obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e \quad (1)$$

$$Y = 3.629 - 0.009 (X_1) + 1.121 (X_2) + e \quad (2)$$

Information:

Y = Job Satisfaction

X1 = Transformational Leadership

X2 = Situational Leadership

e = error (presumed to be 0)

Therefore, it can be interpreted as follows: the constant performance coefficient (Y) is 3.629, indicating that when variables X1 and X2 are both equal to 0, which represent soft competency and hard competency, respectively, the employee's performance is 3.629. The coefficient for X1 is 0.009, meaning that for every 1% increase in the X1 variable (soft competency), the employee's performance increases by 0.009, or conversely, for every 1% decrease in the X1 variable (soft competency), the employee's performance decreases by 0.009. The coefficient for X2 is 1.121, indicating that for every 1% increase in the X2 variable (hard competency), the employee's performance increases by 1.121, or conversely, for every 1% decrease in the X2 variable (hard competency), the employee's performance decreases by 1.121.

### Coefficient of Determination (R<sup>2</sup>)

The Determination Coefficient (r<sup>2</sup>) test is used to measure how well the independent variable can explain the dependent variable. Here are the results of the determination coefficient (r<sup>2</sup>) test:

**Table 2.** Test results for the coefficient of determination (R<sup>2</sup>) model summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.982 <sup>a</sup>	.965	.963	.713

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

b. Dependent Variable: Employee Performance

Source: Primary data processed by SPSS 2023

The R Square value of 0.965 indicates that approximately 96,5% of the variability in the independent variables related to hard competencies (X1) and soft competencies (X2) can be accounted for, leaving approximately 03,5% influenced by unexplored factors within this study

### Simultaneous F-test

The F-test is used to determine the simultaneous effect of variable X on variable Y. Here are the results of the F-test (simultaneous) hypothesis:

**Table 3.** Simultaneous test results (Test F)

Model		ANOVA <sup>a</sup>				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	406.122	2	203.061	399.149	.000 <sup>b</sup>
	residual	14.753	29	.509		
	Total	420.875	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Hard Competencies, Soft Competencies

Source: Primary data processed by SPSS 2023

The F-statistic, with a value of 399.149, surpasses the critical F-table value of 3.328. The F-table value was computed using the formula, where  $df_1$  equals the number of variables minus one ( $3 - 1 = 2$ ) and  $df_2$  equals  $n$  minus  $k$  minus one ( $31 - 2 - 1 = 29$ ), resulting in a F-table value of 3.328. Consequently, we can conclude that the F-statistic of 399.149 is greater than the F-table value of 3.328, and the significance level for profitability stands at 0.000, which is less than the conventional threshold of 0.05.

#### Partial T-Test

Hypothesis testing using significance testing with t-test is used to determine the effect of the Independent Variable on the Dependent Variable, here are the results of the t-test hypothesis (Partial):

**Table 4.** Partial test results (t test)

Model	Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
	Coefficients				
	B	std. Error	Beta		
(Constant)	3.629	2.846		1.275	.212
Soft Competencies	-.009	.038	-.008	-.231	.819
1 Hard Competencies	1.121	.042	.980	26.666	.000

a. Dependent Variable: Employee Performance

Source: Primary data processed by SPSS 2023

Based on the results of the t-test (partial) above, it can be concluded that: The t-test result for the soft competency variable (X1) yielded a t-value of -231, which is less than the critical t-value of 1.701, with a significance value for the soft competency variable (X1) being 0.819, which is greater than 0.05. This means that soft competency (X1) does not have a significant partial effect on employee performance. As for the conclusion drawn from the t-test on the soft competency variable (X1), the null hypothesis ( $H_0$ ) is accepted, and the alternative hypothesis ( $H_1$ ) is rejected. The t-test result for the hard competency variable (X2) yielded a t-value of 26.666, which is greater than the critical t-value of 1.701, with a significance value for the hard competency variable (X2) being 0.000, which is less than 0.05. This means that there is a partial effect of variable X2 on Y.

#### 4. Conclusion

The results of the partial t-test on the soft competency variable (X1) indicate that it does not have a significant partial effect on the performance of employees at Perum BULOG in the Internal Supervision Division. This is because the t-test result for the soft competency variable (X1) yielded a t-statistic of -231, which is smaller than the critical t-value of 1.701, with a significance value of 0.819, which is greater than 0.05. This means that soft competency (X1) does not have a significant partial influence on employee performance. It can be concluded that soft competency does not affect employee performance. Therefore, the first hypothesis, which stated that soft competency has an effect on the performance of employees at Perum BULOG in the Internal Supervision Division, is rejected because the significance value of 0.819 is greater than 0.05, thus accepting the null hypothesis ( $H_0$ ). The results of the partial t-test on the hard competency variable (X2) show that it has a significant partial effect on the performance of employees at Perum BULOG in the Internal Supervision Division. This is because the t-test result for the hard competency variable (X2) yielded a t-statistic of 26.666, which is greater than the critical t-value of 1.701, with a significance value of 0.000, which is less than 0.05. This means that there is a significant partial effect of variable X2 on Y. When looking at the results of the simultaneous F-test, the significance value is 0.000, which is less than 0.05. This can be interpreted as both the soft competency (X1) and hard competency (X2) variables together have a significant impact on employee performance (Y). The F-table used has a value of 3.340, and the calculated F-value is 399.149, which is greater than the F-table value. Therefore, the null hypothesis ( $H_0$ ) in this study is rejected, and the alternative hypothesis ( $H_a$ ) is accepted. Based on the conclusions obtained from this research, there are also suggestions to complement the research findings, namely: Pay attention to other employee development factors that are useful for improving employee performance, such as job performance development, work motivation development, work environment development, and many more. Human resource development is important for Perum BULOG, especially in the Division of Internal Supervision, by conducting the development of human resources (HR) 86, such as organizing work productivity seminars, employee characteristics seminars, language training, HR skills training, and many more. This is useful for creating excellent HR within Perum BULOG, especially in the Division of Internal Supervision. It is necessary to periodically evaluate employee performance, especially regarding employee competencies, in

order to achieve the company's targets to the fullest. For future researchers, it is hoped that they will investigate using variables related to employee performance, such as work environment, competency, work motivation, and many more, so that these factors can enhance employee performance.

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