

The Role of Soft Skills in Improving Human Resource Performance and Productivity

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Abstract

This study aims to analyze the role of soft skills in improving the performance and productivity of human resources (HR). The method used in this study is the Systematic Literature Review (SLR), which aims to identify, analyze, and formulate research questions around the influence of soft skills on HR performance and productivity. The first step in SLR is the identification and formulation of research questions, which aim to determine the focus of the study. Based on the results of the study, it can be concluded that soft skills have a significant influence on improving HR performance and productivity. Skills such as communication, teamwork, leadership, and time management have been shown to contribute greatly to work efficiency and effectiveness which in turn have a positive impact on organizational performance. Therefore, the development of soft skills must be an integral part of HR training and development programs in every company. Effective soft skills development requires a holistic approach, where companies not only provide training but also create a work environment that supports the application of these skills.

Keywords : Soft skills, Performance, Productivity, Human resources

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1. Introduction

Soft skills play a very important role in the world of work because they are related to a person's ability to interact, communicate, and work effectively with others. In a professional environment, teamwork is the key to success, so skills such as good communication, empathy, and listening skills are needed to improve collaboration and reduce conflict (Yolanda, S., Sari, SM, & Ismail, I. 2024). In addition, soft skills also play a role in leadership and decision-making, where an effective leader does not only rely on technical skills, but must also be able to motivate, inspire, and guide his team. In an era of constant change, adaptability is a crucial factor that allows employees to remain productive despite facing new challenges. Skills such as flexibility, stress management, and critical thinking help individuals adapt to changes in technology and market dynamics (Gera, IG 2024). In addition, the ability to manage time, resolve conflicts, and maintain a high work ethic also contributes to increased productivity and work efficiency. Not only that, soft skills are also an important factor in career advancement, because many companies prefer candidates who not only have technical skills, but are also able to work in teams and build healthy professional relationships (Lubis, AS (2024). *Intelektual Manifesto Media*. Thus, soft skills are not just additional skills, but are the main aspect that determines a person's success in the world of work. Developing these skills not only helps individuals to be more competitive and adaptive, but also creates a more harmonious and productive work environment. Therefore, both employees and organizations need to continue to hone soft skills in order to face the challenges of the world of work more effectively (Press, UGM 2021).



Not only in internal interactions, soft skills also play a role in the company's external relations, such as in communicating with clients, customers, or business partners. The ability to negotiate, persuade, and provide good service greatly determines the success of a business in attracting and retaining customers. In addition, soft skills also contribute to innovation and creativity in the workplace. Employees who have critical thinking and problem-solving skills tend to be better able to find new solutions and adapt to developments (Pradipta, TH 2023). By having a team that masters soft skills, companies can create an environment that is more innovative, competitive, and ready to face future challenges. Along with globalization and technological advances, the demands on human resources (HR) are increasing, especially in the world of work which is full of competition and ever-changing dynamics. Companies and organizations now not only rely on the technical expertise of employees, but also require high interpersonal and emotional skills to manage challenges that arise in the workplace. Soft skills, which include abilities such as effective communication, leadership, adaptability, and teamwork, are increasingly considered important factors that can determine an individual's success in achieving optimal performance. However, many organizations still ignore the importance of developing soft skills in their HR management (Thohir, NI, Hairunnisa, S., & Ismail, I. (2024).

According to various studies, developing good soft skills has a significant impact on various aspects of an organization. One of the main aspects affected is work efficiency, where employees who have good communication skills, are able to work in teams, and have effective time management skills tend to be able to complete tasks faster and with minimal errors. Thus, organizations can reduce the waste of time and resources, so that company operations become more optimal. In addition, soft skills also play a role in increasing productivity (Suarjana, AAGM, et al. 2022). Employees who have leadership, problem-solving, and critical thinking skills are able to face work challenges better. They can work independently, take initiative, and find innovative solutions to solve problems. Soft skills such as self-motivation and stress management also help employees stay focused and motivated in achieving targets, which ultimately has an impact on improving individual and team performance as a whole.

Another aspect influenced by soft skills is the development of more harmonious interpersonal relationships between employees. Good working relationships are essential in creating a conducive and productive work environment. One of the main factors supporting harmonious relationships is emotional intelligence, which is a person's ability to recognize, understand, and manage their own emotions and the emotions of others (Telaumbanua, A., & Telaumbanua, A. 2024). Employees with high emotional intelligence tend to be more able to understand the feelings, needs, and perspectives of their coworkers. They are better able to control their emotions in stressful or stressful situations, so they can respond to conflict in a calmer and more rational manner. This helps reduce tension and misunderstandings that are often the main triggers of conflict in the workplace. In addition, emotional intelligence also plays a role in increasing empathy and communication skills, which allows employees to build closer relationships and respect each other. With good communication and mutual understanding, collaboration within the team becomes more effective, and the work atmosphere becomes more comfortable. Employees who feel appreciated and supported by their coworkers will be more motivated to work together to achieve common goals. In addition to reducing conflict, harmonious interpersonal relationships also have an impact on increasing employee satisfaction and loyalty. When employees feel comfortable with their work environment, stress levels tend to be lower, and they are more comfortable working in the long term. This also reduces employee turnover rates, which ultimately benefits the company because it saves on recruitment and training costs for new workers (Lutfiyah, KW 2024).

Soft skills development, especially in terms of emotional intelligence, is essential to creating positive interpersonal relationships in the workplace. Companies can encourage this through communication training, conflict management, and leadership development that focuses on emotional and social aspects (Yolanda, S., et al. 2024). They are more likely to work together, empathize, and build positive relationships with coworkers and superiors. This

harmonious working relationship not only creates a more comfortable working environment but also increases job satisfaction and employee retention, which ultimately contributes to organizational stability. Thus, soft skills development not only impacts individuals but also the overall success of the organization. Therefore, many companies have begun to invest time and resources in training employees in soft skills, either through internal training, seminars, or mentoring, in order to create a more productive, efficient, and harmonious working environment (Sundari, S., et al. 2024).

Employees with high soft skills tend to be more adaptable to change, work more effectively in teams, and can manage stress and conflict in the workplace. This certainly affects the quality of work results and the overall performance of the organization. Therefore, the development of soft skills is a must for every individual, especially in this challenging era (Destyani, A. 2024). However, although many companies are beginning to realize the importance of soft skills, there is still doubt about the extent to which soft skills can affect performance and productivity. Several studies have shown that soft skills have a close relationship with increased job satisfaction, but some consider that technical skills remain the main determinant of job success. This creates the need to examine more deeply the contribution of soft skills to performance and productivity in the context of this highly competitive world of work. In this context, it is important to understand how soft skills can be measured, developed, and applied in everyday work situations. Moreover, along with the paradigm shift in the world of work that increasingly prioritizes collaboration and cross-disciplinary communication, the ability of individuals to work together and adapt to various situations will be increasingly tested. Therefore, this study focuses on how soft skills can improve HR performance and productivity, and how the implementation of soft skills development in the workplace can have a positive impact on the organization as a whole. Ultimately, this study aims to provide a clearer understanding of the importance of soft skills in improving HR performance and productivity, while providing recommendations to companies and organizations to design more effective training programs that rely not only on technical skills, but also interpersonal skills that will improve overall work effectiveness.

2. Method

The Systematic Literature Review (SLR) method was used in this study to analyze the role of soft skills in improving human resource performance and productivity. The first step in this method is the identification and formulation of research questions, which aim to determine the focus of the study. Some of the main questions asked include the role of soft skills in improving HR performance, the types of soft skills that have a significant impact on work productivity, and the strategies used by organizations in developing employee soft skills (Ro'fah, F., et al. 2025). Furthermore, a literature search strategy was carried out using various academic databases such as Google Scholar, IEEE Xplore, Scopus, and ScienceDirect. The keywords used in the search include terms such as "soft skills and employee performance", "soft skills and productivity", and "workplace soft skills and job performance". After the literature was found, a selection process was carried out based on inclusion and exclusion criteria. Articles published in the last 10 years, have gone through a peer review process, and are relevant to the research topic will be selected. Conversely, publications that are irrelevant, do not have a clear research method, or only discuss hard skills without any connection to soft skills will be excluded.

The next stage is the data extraction process, where important information from the selected literature is collected, such as the title of the study, the methods used, the main results, and recommendations related to soft skills development. The extracted data is then analyzed using a thematic approach to identify the most influential types of soft skills, the relationship between soft skills mastery and performance improvement, and the strategies implemented by companies in developing employee soft skills. In addition, barriers to soft skills development in the workplace are also analyzed to find solutions that can be implemented. The results of this analysis are then compiled in the form of a report that summarizes the main findings in the study. The conclusions produced include implications for companies, academics, and employees regarding the importance of soft skills

development in improving HR productivity and performance. With this systematic, evidence-based approach, research can provide deeper and more reliable insights into understanding the role of soft skills in the world of work.

3. Results and Discussion

The results of this study indicate that soft skills have a significant role in improving employee performance and productivity. One of the main findings is that employees who have good communication skills can convey ideas and information more clearly, which leads to faster and more accurate decision making. This has a direct impact on work efficiency, because minimal communication errors will speed up the work process and reduce wasted time. Conversely, employees who are less skilled in communicating often experience obstacles in collaborating, which ultimately slows down the completion of tasks. Furthermore, the ability to work in a team and leadership has also been shown to improve overall performance. In many organizations, projects involving teams are more successful when each team member can contribute effectively, support each other, and have a high sense of responsibility. Employees who have good leadership soft skills tend to be able to direct their teams better, manage conflict effectively, and keep team motivation high. This certainly has a positive impact on team productivity, because harmonious cooperation will accelerate the achievement of organizational goals. From previous research on the role of soft skills in improving human resource performance and productivity entitled "The Influence of the Role of Human Resources Development (HRD) in Increasing Employee Work Productivity at PT. Bakrie Sumatera Plantations Tbk" This research by Zainarti MM and colleagues highlights the importance of HRD's role in developing employee soft skills. The results of the study show that effective soft skills training and development can significantly increase employee work productivity (Alhamidi, EMA 2022).

In addition, effective time management is one of the soft skills that are very necessary to increase productivity. Employees who can manage their time well are able to complete tasks more efficiently and on time, which in turn will reduce stress and improve the quality of work. In a previous study entitled "The Impact of Performance Management Systems on Employee Performance" a study by Saleha S and colleagues discussed how the implementation of a comprehensive performance management system, including the development of soft skills, can contribute to improving employee performance. This study emphasizes that performance evaluations that include soft skills aspects can encourage employees to be more productive and effective in their work (Fariska, D., & Rekan. 2023).

In today's fast-paced work world, the ability to prioritize tasks and manage multiple jobs simultaneously is essential for organizations to continue operating optimally. Problem-solving skills also play an important role in increasing productivity. Employees who are able to think critically and creatively in facing challenges will find it easier to find effective solutions. They do not only rely on instructions or directions from superiors, but can also make decisions independently with careful consideration (Aksenta, A., et al. 2023). This certainly speeds up the resolution of problems that arise in the work, which in turn improves overall performance. However, although soft skills have been shown to play a major role in improving performance, the biggest challenge is how companies can effectively develop these soft skills. Several research participants stated that although the company has provided soft skills training, its implementation in the field sometimes does not meet expectations, due to a lack of commitment or a lack of consistency in its implementation. Therefore, it is important for companies to have a more integrated and sustainable strategy in developing employee soft skills.

The impact of soft skills mastery on improving individual and team performance

Soft skills play an important role in improving individual and team performance in the work environment. Individuals who have skills such as effective communication, leadership, teamwork, and good time management tend to be more productive and can complete tasks more efficiently. An employee who has good communication skills will find it easier to convey ideas clearly and persuasively, both to superiors, coworkers, and clients (Rosi, YA 2023).

This ability allows the message conveyed to be understood well, thereby minimizing misunderstandings that can cause inefficiencies in work. In addition, effective communication also plays a role in strengthening team collaboration, because employees who are able to express their opinions well tend to find it easier to build harmonious professional relationships and work together to complete common tasks. In addition to communication skills, mastery of soft skills such as emotional management and adaptability also contributes to improving individual performance. Emotional management allows employees to remain calm and think rationally when faced with pressure or conflict in the workplace (Nili, R. 2023). This helps in making wiser decisions and avoiding impulsive reactions that can be detrimental to oneself or the team. Meanwhile, adaptability makes individuals more flexible in dealing with changes in the work environment, be it changes in policy, technology, or new tasks. Employees who have this ability tend to adapt more quickly to new challenges, so they can remain productive even when facing unexpected situations.

Good communication skills, emotional management, and adaptability are key factors in improving work efficiency and employee well-being. Effective communication skills allow employees to convey ideas and instructions clearly, reducing the potential for misunderstandings that can slow down work. In addition, good communication also supports more solid teamwork, where each team member can interact harmoniously, share information, and complete tasks more efficiently. Emotional management also plays an important role in dealing with work pressure (Kusuma, IKAD 2025). Employees who are able to control their emotions can respond to challenges and conflicts more calmly and think rationally in making decisions. Thus, they can avoid excessive stress that often causes decreased productivity and mental well-being in the workplace. Meanwhile, adaptability allows employees to adjust to changes that occur in the work environment, be it changes in tasks, technology, or company policies. Employees who have good adaptability are not easily burdened by change, but instead see it as an opportunity to grow. This helps them remain productive despite facing new challenges, thereby increasing overall performance and job satisfaction.

As in the previous study entitled "The Role of Transformational Leadership in Improving Employee Performance" Alhamidi EMA in his research examined how transformational leadership that prioritizes the development of soft skills such as communication, empathy, and motivation can improve employee performance. The results of the study showed that leaders who focus on developing employee soft skills are able to create a productive and harmonious work environment (Saleha, S., & Rekan. 2023). With a combination of effective communication, good emotional management, and high adaptability, an employee can carry out their duties more efficiently, reduce excessive work pressure, and increase satisfaction with their work. This positive impact is not only felt by individuals but also contributes to a healthier and more productive work environment. High job satisfaction ultimately also has an impact on increasing employee motivation and loyalty to the company, thus creating a more positive and productive work environment. (Kusuma, IKAD 2025). From a team perspective, mastery of soft skills by team members can create a harmonious and collaborative work environment. Teams consisting of individuals with good interpersonal skills will find it easier to work together, resolve conflicts constructively, and support each other to achieve common goals. In addition, strong leadership and the ability to provide motivation within the team also contribute to increased productivity and innovation (Muhammad, FDU (2024). When team members feel appreciated and supported, they are more motivated to work optimally, which ultimately has a positive impact on achieving organizational goals. Overall, mastery of soft skills has a broad impact, both at the individual and team levels, which directly contributes to increased organizational productivity. Individuals who have good communication skills, are able to manage emotions, and have an adaptive attitude will be more effective in completing their tasks. With strong soft skills, they can work in a more organized manner, make decisions wiser, and build better relationships with coworkers, superiors, and clients (Septianti, D., & Pamuji, M. 2022).

In addition to improving individual performance, mastering soft skills also strengthens teamwork. Team members who have good interpersonal skills will find it easier to

collaborate, share information, and complete tasks together efficiently. Skills such as leadership, empathy, and the ability to resolve conflict constructively help create a more harmonious work environment, so that teams can work more effectively in achieving common goals. When individuals and teams are able to work optimally, the impact will be felt at the organizational level. Productivity increases because work can be completed faster and with fewer obstacles (Marsha, SUM 2024). In addition, a positive work atmosphere also contributes to employee job satisfaction, which ultimately increases workforce retention and reduces turnover rates. Thus, the development of soft skills is an important investment for companies in creating a competent, collaborative workforce that is ready to face various challenges in the world of work. Therefore, companies need to pay more attention to the development of soft skills through ongoing training and coaching.

Case studies or real examples of companies/organizations implementing soft skills development

Many companies have realized the importance of developing soft skills in improving individual performance and team productivity. One example is Google, which through its Project Oxygen research found that skills such as good communication, empathy, and the ability to provide feedback are more important than technical skills in leadership. Based on these findings, Google implemented a training program that focuses on strengthening soft skills, which has a positive impact on teamwork effectiveness and employee satisfaction. In addition to Google, Starbucks also implements a soft skills development strategy for its employees, especially in the aspects of communication, empathy, and emotional management (Talenta, DDMP 2021). Baristas are trained to interact with customers in a friendly and professional manner, which helps increase customer loyalty and create a better shopping experience. Meanwhile, Toyota develops a culture of teamwork and problem solving through the Toyota Production System (TPS). This approach emphasizes the importance of effective communication and continuous improvement (Kaizen), thereby increasing operational efficiency and innovation in production. Zappos, an e-commerce company known for its customer service, also instills soft skills values in its work culture. New employees are required to undergo intensive training that includes communication skills, teamwork, and customer service. With an open and inclusive work environment, Zappos has succeeded in creating high motivation among employees and providing the best service to customers. In addition, IBM through the IBM Leadership Academy program focuses on leadership development, communication, and collaboration, which helps its employees be more adaptive and ready to face changes in the dynamic world of work. From these various case studies, it can be seen that mastery of soft skills contributes greatly to the success of the company. Good interpersonal skills not only increase the effectiveness of individuals and teams but also create a more positive and productive work environment. Therefore, companies that want to grow and compete in the modern era need to pay more attention to training and developing soft skills for their employees (Faiza, V. 2022).

Barriers and challenges in developing soft skills in the workplace

Although soft skills development is essential to improve individual and team performance, there are still various obstacles and challenges in its implementation in the workplace. One of the main challenges is the lack of awareness and understanding of the importance of soft skills. Many organizations still focus more on technical skills (hard skills) in employee training and development, ignoring aspects of communication, leadership, or emotional management which have a major impact on productivity and teamwork (Zebua, R., et al. 2023). In addition, limited time and resources are also obstacles to soft skills development. In a busy work environment, companies often prioritize achieving business targets rather than taking the time to train employees for soft skills. In addition, the cost of soft skills training and development is often considered a long-term investment that does not immediately show benefits, so companies are reluctant to allocate a budget for the program. Another challenge is the differences in culture and background of individuals in the organization. Each employee has a different character and mindset, which can affect the way

they communicate, work together, and resolve conflicts. In a team consisting of various individuals with different personalities and values, a more flexible approach is needed in developing soft skills so that they can be applied effectively in various work situations (Wibowo, A. 2021). In addition, developing soft skills requires changes in behavior and mindset that cannot be achieved in a short time. Employees may be accustomed to a certain communication style or way of working, making it difficult to adapt to new skills. The process of learning soft skills requires consistent practice and support from superiors and the work environment so that they can be applied in real life in professional life. To overcome these obstacles, companies need to adopt a more strategic approach in developing soft skills, such as integrating training into the work culture, providing mentoring and coaching, and creating an environment that supports open communication and teamwork. With a strong commitment from management and employee awareness of the importance of soft skills, these challenges can be overcome, so that organizations can achieve higher productivity and work effectiveness.

4. Conclusions

Based on the results of this study, it can be concluded that soft skills have a significant influence in improving the performance and productivity of human resources. Skills such as communication, teamwork, leadership, and time management contribute greatly to work efficiency and effectiveness which ultimately impacts organizational performance. Therefore, the development of soft skills must be an important part of the HR training and development program in every company. Effective soft skills development requires a holistic approach, where the company not only provides training, but also creates a work environment that supports the application of these soft skills. Thus, the company can create HR that is more productive, adaptive, and ready to face increasingly complex global challenges. The implementation of this soft skills development will increase the competitiveness of the organization and create more optimal performance in the ever-evolving world of work.

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