

The Role of Soft Skills and Self-Motivation on Human Resource Performance Through Commitment as a Mediating Variable in the Cilangkap Operational Team, Bank Indonesia's Money Distribution Division

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Abstract. *Human resource performance is essential for the development of a business this performance can be used as a benchmark for the success of an agency or company. Employees of the Cilangkap Operational Team, Bank Indonesia's Money Distribution Division, need to work well in supporting the maintenance of monetary stability, financial system stability, and smooth payment systems. To achieve these goals, Bank Indonesia requires high-performance human resources. Several factors that can influence performance include soft skills, self-motivation, and commitment. This research is explanatory research with a quantitative approach. The research population is all employees of the Cilangkap Operational Team, Bank Indonesia's Money Distribution Division, totaling 160 people. The sample was taken using the census method, resulting in a sample size of 160 employees. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. The results of the study indicate that soft skills have a positive and significant effect on employee commitment, self-motivation has a positive and significant effect on employee commitment, soft skills have a positive and significant effect on HR performance, self-motivation has a positive and significant effect on HR performance, employee commitment has a positive and significant effect on HR performance, commitment is able to mediate the positive and significant effect of soft skills on HR performance, commitment is able to mediate the positive and significant effect of self-motivation on HR performance. This study concludes that commitment plays an important role in linking soft skills and self-motivation with HR performance. Without commitment, soft skills and self-motivation may not be optimally manifested in performance. The managerial implications of this study underscore the importance of strategies to build employee commitment by building a positive organizational culture, providing career development opportunities, and ensuring effective communication, providing training and development of soft skills for employees, providing appropriate challenges to improve HR performance.*

Keywords: *Commitment; Employee; Performance; Positive.*

1. Introduction

Human resource issues are a crucial concern for companies to survive. Companies are required to acquire, develop, and retain qualified human resources. Good human resources will impact the company's performance, while poor performance will hinder its progress (Abdullah, 2021).

Human resource performance is essential for business development; it can be used as a benchmark for the success of an agency or company (Hardji, 2020). Human resource performance is the capability of a human resource to carry out its work tasks and achieve work success in accordance with company standards for each job mandated to each employee (Ndidi, 2021). Human resources who are able to complete their work in line with the targets set by the company, whether in terms of good work quality, the amount of work or production produced on time or even exceeding the target, the punctuality of completing work and other targets, are human resources with high performance so that they are included in valuable assets for the company (Muhammad, Kurniawati & Ratih, 2025).

Good bank performance, both individually and system-wide, is expected to increase its contribution to the economy. Banks play a significant role and are crucial in ensuring a country's financial system runs smoothly and efficiently (Febriana, Sitorus & Malia, 2021). Bank Indonesia has three main areas: monetary, payment systems, and financial system stability. The Cash Management Department of the Command Center Group, Distribution, and Cash Services consists of three divisions, one of which is the National Cash Distribution Division (DDUN). This division is responsible for managing cash distribution, receiving money from Perum PERURI and distributing it to the public.

This is in accordance with Law Number 7 of 2011 concerning Currency, which mandates Bank Indonesia to manage Rupiah currency, from planning, printing, issuing, circulating, revoking, and withdrawing, through to destruction. Proper management of Rupiah currency is essential to support monetary stability, financial system stability, and a smooth payment system. To achieve these goals, Bank Indonesia requires highly skilled human resources.

Given the importance of performance, companies and agencies naturally desire human resources capable of delivering optimal performance. Therefore, company management requires efforts to improve performance through the implementation of human resource management, focusing on factors, methods, and approaches to improve employee performance (Jhoansyah, 2021). One factor influencing performance is soft skills.

Soft skills have become crucial because many companies and agencies require more than just smart workers capable of carrying out assigned tasks (Hardi, 2020). Companies and agencies now also desire workers or employees who are able to communicate, socialize, work hard, are intelligent, adapt to the work environment, and have the ability to collaborate with colleagues and superiors (Hikmah et al., 2023). Soft skills enable them to find and implement

effective solutions when facing problems within the organization. With soft skills possessed by HR, it is very possible to support better change within the agency (Marsha, 2024). Therefore, HR with high soft skills can more easily overcome professional and daily life challenges, and can even motivate themselves and others to achieve higher goals (Wulandari & Waskito, 2024).

Organizational commitment is an employee's identification with the agreement to achieve the unit's mission or organizational mission (Giyanti, 2022) where individuals have self-confidence in the values and goals of the work organization, a willingness to use their efforts earnestly for the benefit of the work organization and have a strong desire to remain part of the work organization (Giyanti, 2022). Commitment is part of an attitude that shows employee loyalty and is an ongoing process where an organization member expresses their concern for the success and success of the organization. If employees feel that their attitudes and values are in line with the values determined by the organization, it will encourage employees to achieve organizational goals, this is important as an effort to improve performance (Patta, 2021). Fauziyah, et al. (2016) The results of the study showed that the influence of independent variables consisting of organizational culture variables, career development, and self-efficacy was able to explain the performance of the dependent variable of employees of PT. Pandu Siwi Sentosa Samarinda. Herawati, et al. (2014) The results of the study showed that self-esteem and job satisfaction had a significant effect on individual performance.

2. Research Methods

This research is explanatory research using a quantitative approach. Explanatory research aims to analyze the relationships between one variable and another or how one variable influence another (Linggar et al., 2021). This study examines the role of soft skills and self-motivation on human resource performance through commitment as a mediating variable in the Cilangkap Operations Team, Bank Indonesia's Money Distribution Division.

3. Results and Discussion

The subjects of this study were 160 employees of the Cilangkap Operations Team, Bank Indonesia's Money Distribution Division. Data collection used a questionnaire via Google Form distributed online via WhatsApp from April 30 to May 12, 2025. The researchers distributed questionnaires to 160 people, and 160 questionnaires were returned. Therefore, the data used in this study came from the answers of 160 respondents.

Respondent Characteristics Table

Characteristics	Amount	Percentage
Gender:		
Man	101	63.1%
Woman	59	36.9%
Total	160	100%
Age:		
20 – 25 years	3	1.9%
26 – 30 years old	35	21.9%
31 – 35 years old	82	51.3%
36 – 40 years old	28	17.5%
41 - 45 years old	12	7.5%
Total	160	100%
Education:		
S1	110	68.8%
S2	50	31.3%
Total	160	100%
Years of service		
< 1 year	3	1.9%
13 years old	12	7.5%
4 – 6 years	36	22.5%
7 – 9 years	76	79.4%
≥ 10 years	33	20.6%
Total	160	100%

Based on the table shows that as many as 63.1% of the employees of the Cilangkap Operational Team, Bank Indonesia Money Distribution Division are male, this explains that men have responsibilities as heads of families so that their love for work is very high. Age characteristics show that as many as 51.3% of respondents are aged 31 - 35 years, this age is an adult and productive age. Educational characteristics show that most respondents have a bachelor's degree (S1) with a percentage of 68.8%, this explains that the majority of employees of the Cilangkap Operational Team, Bank Indonesia Money Distribution Division have higher education. Data regarding length of service shows that 79.4% have worked for 7 - 9 years, this identifies that respondents are employees who have worked for a long time in the Cilangkap Operational Team, Bank Indonesia Money Distribution Division.

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is 0.7 or higher, indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. Conversely, if the outer loading value is less than 0.7, the indicator is declared invalid, indicating that the indicator has a weak correlation with the construct and may need to be considered for removal.

Discriminant validity is a concept used to assess the extent to which a construct is truly different from other constructs. Several methods used to evaluate discriminant variables include examining cross-loading values, AVE (Average Variance Extracted), and the Fornell-Larkel Criterion.

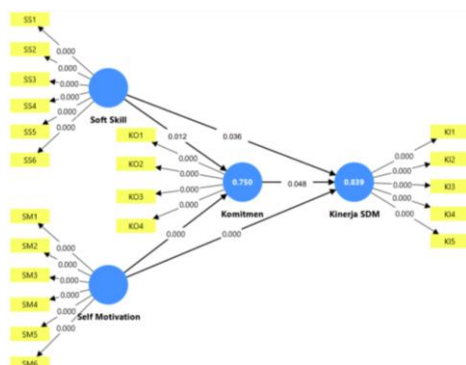
Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal consistency reliability. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Composite Reliability and Cronbach Alpha Table

Variables	Composite Reliability	Cronbach Alpha	Information
HR Performance	0.875	0.874	Reliable
Commitment	0.846	0.842	Reliable
Self-Motivation	0.909	0.909	Reliable
Soft Skill	0.900	0.900	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values > 0.7, indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA values for HR performance (0.874), commitment (0.842), self-motivation (0.909), and soft skills (0.900) show high reliability with CA values of 0.8–0.9, meaning the indicators for these variables are very consistent in measuring the construct.

After conducting a model evaluation and finding that each construct has met the validity requirements (convergent and discriminant validity) and reliability (Composite Reliability and Cronbach Alpha), the next step is to evaluate the structural model which includes testing the model fit, R^2 and F^2 .



Full Structural Model Partial Least Square (Inner Model) Image

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions about the relationship between variables. This is a crucial step in quantitative research to ensure that the results obtained are not mere coincidence but reflect a real relationship in the population being studied.

To determine the structural relationship between latent variables, hypothesis testing must be performed on the path coefficients between the variables by comparing the p-value with alpha (0.005) or a t-statistic (>1.96). The p-value and t-statistic are obtained from the SmartPLS output using the bootstrapping method.

Table *Path Coefficient*

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H1	<i>Soft Skill</i> -> Commitment	0.259	2,636	0.012	H1 accepted
H2	<i>Self-Motivation</i> -> Commitment	0.640	4,194	0.000	H2 accepted
H3	<i>Soft Skill</i> -> HR Performance	0.157	2,321	0.036	H3 is accepted
H4	<i>Self-Motivation</i> -> HR Performance	0.768	6,514	0.000	H4 accepted
H5	Commitment -> HR Performance	0.116	2,139	0.048	H5 is accepted

Based on the data presented in table above, it can be seen that of the five hypotheses proposed in this study, they are explained as follows:

a. The influence of soft skills on commitment

The results of the hypothesis test show that the P-Values that form the influence of soft skills on commitment are $0.012 < 0.05$ plus a positive T-Statistics value ($2.636 > 1.96$). These results support the first hypothesis, namely that soft skills have a positive and significant influence on employee commitment.

b. The influence of self-motivation on commitment

The results of the hypothesis test show that the P-Values that form the influence of self-motivation on commitment are $0.000 < 0.05$, plus a positive T-Statistics value ($4.194 > 1.96$). These results support the second hypothesis, namely that self-motivation has a positive and significant influence on employee commitment.

c. The influence of soft skills on HR performance

The results of the hypothesis test show that the P-Values that form the influence of soft skills on HR performance are $0.036 < 0.05$, plus a positive T-Statistics value ($2.321 > 1.96$). These results support the third hypothesis, namely that soft skills have a positive and significant influence on HR performance.

d. The influence of self-motivation on HR performance

The results of the hypothesis test show that the P-Values that form the influence of self-motivation on HR performance are $0.000 < 0.05$, plus a positive T-Statistics value $(6.514) > 1.96$. These results support the fourth hypothesis, namely that self-motivation has a positive and significant influence on HR performance.

e. The influence of commitment on HR performance

The results of the hypothesis test show that the P-Values that form the influence of commitment on HR performance are $0.048 < 0.05$ plus a positive T-Statistics value $(2.139) > 1.96$. These results support the fifth hypothesis, namely that commitment has a positive and significant influence on HR performance.

1) Indirect Effect Test (Mediating Variable Effect)

To see the effect of the mediating variable, we use the results of the specific indirect effect. The following table shows the intervening effect.

Specific Indirect Effect Table

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H6	<i>Soft Skill</i> -> Commitment -> HR Performance	0.204	2,132	0.039	H7 accepted
H7	<i>Self-Motivation</i> -> Commitment -> HR Performance	0.310	3.128	0.008	H6 accepted

Based on the data presented in the table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

b. The influence of soft skills on HR performance through employee commitment

The results of the hypothesis test show that the P-Values specific indirect effect is $0.039 < 0.05$, plus a positive T-Statistics value $(2.132) > 1.96$. These results support the sixth hypothesis, namely that commitment is able to mediate the positive and significant influence of soft skills on HR performance.

c. The influence of self-motivation on HR performance through employee commitment

The results of the hypothesis test show that the P-Values specific indirect effect is $0.008 < 0.05$, plus a positive T-Statistics value $(3.128) > 1.96$. These results support the seventh hypothesis, namely that commitment is able to mediate the positive and significant influence of self-motivation on HR performance.

The discussion that will be conducted regarding the results of this research is as follows:

1) The influence of soft skills on the commitment of employees in the Cilangkap operational team, Bank Indonesia's money distribution division.

Resultstest hypothesis1 found that soft skills have a positive and significant effect on employee commitment. This indicates that if soft skills are continuously improved, employee commitment will also increase. By improving soft skills, employees can become more engaged in their work, feel more connected to the organization, and have a desire to remain with the organization long-term.

This is in line with research conducted by Rahayu Widayanti (2018) employees who have soft skills (those who believe that output is based on their actions) will show better work performance than employees who do not have soft skills in situations that allow greater abilities in individuals so that the level of employee performance depends on the match between the soft skill structure.

Descriptive analysis of respondents' responses revealed that the soft skills indicator with the highest score was related to problem solving. Meanwhile, the employee commitment variable with the highest score was related to loyalty. These findings indicate that employees who are loyal to the company tend to perform better in solving existing problems and assuming responsibility.

The results of this study at the end of the discussion can be concluded that there is a soft influence.skills on employee commitment in the Cilangkap operational team of Bank Indonesia's money distribution division. This means that soft skills have an important factor in the growth of employee commitment in a company. If the soft skills possessed by employees are getting better, it will encourage the realization of a good personality. A good personality will then increase work awareness so that employees are committed to what is their responsibility. Thus, companies need to continue to hone the soft skills possessed by employees with various techniques and approaches in accordance with local wisdom that exists within the company's internal environment.

2) The influence of self-motivation on the commitment of employees of the Cilangkap operational team, Bank Indonesia's money distribution division.

Results testthy pothesis 2 found that self-motivation has a positive and significant effect on employee commitment. This indicates that increased self-motivation triggers an increase in organizational commitment. Strong self-motivation encourages individuals to be more involved and concerned about organizational goals, thereby increasing their sense of belonging and desire to contribute. In line with Kinicki (2017), who defines motivation as a psychological process that drives individuals to take actions that lead to the achievement of

specific goals. Motivation is a crucial variable for organizations because if employees are not motivated to commit, their performance will be poor (Lumumba, 2019).

Descriptive analysis of respondents' answers for the self-motivation indicator showed that the highest score was related to not needing external encouragement to achieve. Meanwhile, the highest-scoring employee commitment indicator was related to loyalty. This indicates that good relationships in the workplace, primarily based on loyalty, do not always require external encouragement to achieve.

Descriptive analysis of respondents' responses revealed that the lowest score for the self-motivation indicator was feeling happy. Meanwhile, the lowest score for the employee commitment indicator was the desire to stay. This indicates that employees feel uninvolved and unhappy with the company, ultimately leading to a lack of desire to stay.

3) The influence of soft skills on the performance of human resources of employees in the Cilangkap operational team, Bank Indonesia's money distribution division.

Results test hypothesis 3 found that soft skills have a positive and significant impact on HR performance. This indicates that if soft skills are good, employee performance will improve, while if soft skills are poor, employee performance will decline. In line with Putro & Yuliadi (2022), if soft skills are well-developed and possessed by employees, this will impact the speed at which they complete their work.

Descriptive analysis of respondents' responses for the soft skills variable with the highest score was related to problem solving. Meanwhile, the HR performance variable with the highest score was related to effectiveness. This indicates that effective problem solving is crucial for increasing company effectiveness. When companies can resolve problems quickly and accurately, they can increase productivity, reduce losses, and create a more positive work environment.

Descriptive analysis of respondents' responses revealed that the soft skills variable with the lowest score was related to self-management. Meanwhile, the HR performance variable with the lowest score was related to independence. This indicates that employees who lack good self-management cannot develop independence. By managing themselves well, individuals can be more effective in making decisions, managing time, and completing tasks independently.

4) The influence of self-motivation on the performance of human resources of employees of the Cilangkap operational team, Bank Indonesia's money distribution division.

Results test hypothesis 4 found that self-motivation has a positive and significant effect on human resource performance. This indicates that higher self-motivation leads to improved human resource performance. Self-motivation is essential for employees to carry out company tasks and address public complaints. If an employee fails to complete their tasks

effectively and within the stipulated timeframe, this will undoubtedly result in losses for the company (Basyid, 2024).

Descriptive analysis of respondents' responses for the self-motivation variable showed that the highest score was related to not needing external encouragement to achieve. Meanwhile, the highest-scoring HR performance variable was related to effectiveness. This indicates that intrinsic motivation allows someone to do something because they enjoy it and find satisfaction in it, thus making them more enthusiastic, persistent, and focused in achieving their goals.

Descriptive analysis of respondents' responses for the self-motivation variable showed that the lowest score was feeling happy. Meanwhile, the lowest score for the HR performance variable was related to independence. This indicates that employees who feel less happy in their jobs tend to lack independence in carrying out their duties.

5) The influence of commitment on the performance of human resources of employees of the Cilangkap operational team, Bank Indonesia's money distribution division.

Results test Hypothesis 5 found that commitment has a positive and significant effect on HR performance. This indicates that the higher the employee commitment, the higher the HR performance. Employees who are committed and highly loyal will work optimally to achieve good performance. Furthermore, companies must build trust, as trust is a way to foster commitment.

Descriptive analysis of respondents' responses for the commitment variable, with the highest score, related to loyalty. Meanwhile, the HR performance variable with the highest score was related to effectiveness. This indicates that loyal or committed employees tend to be more productive, have a stronger commitment, and contribute more to achieving company goals.

Descriptive analysis of respondents' responses for the commitment variable showed the lowest score related to the desire to stay. Meanwhile, the HR performance variable with the lowest score was related to independence. This indicates that the desire to stay with a company is often linked to the employee's level of independence. Employees who lack independence tend to be less adaptable, problem-solving, and have a lower commitment to their work, making them less likely to want to stay with the company.

The findings of this study can be concluded that there is an influence of commitment on the human resource performance of employees in the Cilangkap operational team, Bank Indonesia's money distribution division. The results of this study can be interpreted as meaning that people who have a good commitment will be able to encourage performance growth in their main duties. Thus, commitment is a crucial factor for a company so that its employees can work with awareness of their hearts. People who have a good commitment will strengthen themselves as part of the consequences of carrying out company tasks. This means that it can provide explicit meaning that commitment is one of the important

instruments for companies to encourage all components of human resources to encourage all employees in carrying out company tasks.

6) The influence of soft skills on HR performance through the commitment of employees of the Cilangkap operational team, Bank Indonesia's money distribution division.

Results test Hypothesis 6 found that commitment can mediate the positive and significant influence of soft skills on HR performance. These results indicate that good soft skills will improve HR performance by increasing individual commitment to work and the organization. Employees with strong communication skills (soft skills) tend to build strong relationships with coworkers and superiors. This can increase self-confidence, job satisfaction, and motivation. The greater the satisfaction and motivation, the stronger the employee's commitment to their work and organization, ultimately improving their performance.

The results of this study are in line with research conducted by Sofiyanto, Rachmansyah & Sutanto (2023) that commitment is able to mediate the relationship between soft skills and organizational performance. Commitment acts as a mediator, meaning it explains how soft skills impact performance. Employees with strong soft skills tend to be more motivated, satisfied, and enthusiastic about their work, thus making them more committed to their work and organization.

7) The influence of self-motivation on HR performance through the commitment of operational employees in Cilangkap, Bank Indonesia's money distribution division.

Results test Hypothesis 7 found that commitment can mediate the positive and significant influence of self-motivation on HR performance. This indicates that someone with high self-motivation is more committed to improving performance. Increased commitment will encourage individuals to be more dedicated, more involved, and work harder to achieve work targets, which ultimately improves HR performance.

The results of this study are in line with research conducted by Erawati & Wahyono (2019); Chandraningtyas (2017); Harini, Yuningsih & Susilawati (2025); Lestya (2021) that korganizational commitment is able to mediate the self-motivation variable on HR performance. By having *self-motivation* the good one this means that someone has a good commitment to the organization and also to the success of the organization, thus employee performance will also increase.

The results of this study in harmony with Handoko's theory (2020) which explains that one of the important factors that influences employee performance is self-motivation, besides that, another factor is employee commitment. This means that employee motivation and commitment are inseparable parts that can encourage performance in a company in a sustainable manner to achieve goals in production and service.

The results of this study can be concluded that there is an influence of self-motivation on HR performance through the commitment of employees of the Cilangkap operational team,

Bank's money distribution division Indonesia. Thus, it can be clarified that employee commitment is an important factor and intervening variable that can encourage the influence of self-motivation on human resource performance. Thus, employee commitment as an intervening variable is very important to be able to encourage the realization of motivation that influences performance in the high category. The higher the relationship between the influence of motivation on performance, the better it will be for a company. Thus, employee motivation, self-motivation, and human resource performance become an important unit when they synergize with each other so that they can encourage all components to work according to their respective duties and functions.

4. Conclusion

Based on the results of the research that has been conducted, it can be concluded that: Soft skills have a positive and significant influence on employee commitment. If soft skills continue to be improved, employee commitment will also increase, where Good soft skills can create a positive work environment that can encourage employees to feel more committed to the organization where they work. *Self-motivation* positive and significant effect on employee commitment, if self-motivation increases then it triggers an increase in organizational commitment, where employees with high self-motivation will be more dedicated, enthusiastic, and feel emotionally attached to their work and the company. Soft Skills have a positive and significant effect on HR performance, if soft skills are good then employee performance will increase, where soft skills can shape the way employees interact, communicate, and work together in teams that can help improve performance. Self-motivation has a positive and significant effect on HR performance, the higher the self-motivation, the better HR performance will be, where employees with high self-motivation will be more focused and enthusiastic in completing their tasks, which results in increased quality, quantity, and work effectiveness.

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