



Effect of Job Insecurity, Soft Skill, Hard Skill and Work Engagement on Innovative Work Behavior

Francisco Fernando Graham Ginsu, Willem JF A Tumbuan, Irvan Trang

Master of Management Study Program, Faculty of Economics and Business Sam Ratulangi University,
Manado 95115, Indonesia

ginsufrancisco@gmail.com, wtumbuan@yahoo.com, irvantrang@gmail.com

ABSTRACT

This study aims to analyze the effect of Job Insecurity, Soft Skills, Hard Skills and Job Involvement on Employee Innovative Work Behavior (Study on Employees of PT. PLN Persero UP3 Pamekasan). Respondents in this study amounted to 95 employees who are permanent employees in PT PLN (Persero) UP3 Pamekasan. This study uses multiple linear regression analysis. The partial test results show that the Job insecurity variable has no significant effect on the innovative behavior of PT. PLN (Persero) UP3 Pamekasan employees, the Soft skill variable has a significant effect on the innovative behavior of PT. PLN (Persero) UP3 Pamekasan employees, the Hard skill variable has a significant effect on behavior. innovative employees of PT. PLN (Persero) UP3 Pamekasan, the variable of work involvement has a significant effect on the innovative behavior of employees of PT. PLN (Persero) UP3 Pamekasan. Companies should need to build maximum involvement of all employees to continuously improve their hard skills and soft skills. Training in each section is a necessity with a level of intensity, content and context that is adjusted to the key performance indicators of each employee.

ARTICLE INFO

Article history:

Received 10 May 2022

Received in revised form

10 Jun 2022

Accepted 22 Jul 2022

Keywords: Job Insecurity, Soft Skills, Hard Skills, Job Engagement, Innovative Work Behavior.

© 2022 Hosting by Research Parks. All rights reserved.

Introduction

Companies try to create an adequate workplace atmosphere for their workers, it aims to provide work comfort and make it easier for workers to find ideas and innovate. Organizations with an innovative work environment will also facilitate the response to challenges that arise from their environment faster and better than organizations that are less innovative. Innovative behavior is the behavior of organizational members to create, process, and implement new ideas, including products, technology, procedures, and work processes that aim to increase the effectiveness of organizational members' performance and provide benefits to the organization. Innovation is essentially an idea that comes from individuals, and the individual is the originator and implementer of the innovative idea. When the idea meets the meeting point with the problems that arise in the organization, that's when innovative behavior begins.

High innovation will increase the company's ability to create quality products. Innovation is used as a tool to improve a person's performance and efficiency as long as the worker considers that the innovative work behavior he is carrying out will have a positive impact on his performance. Innovative behavior directs workers to think positively about the results of their performance, thereby creating competition in a positive work environment. The importance of innovative work behavior has become a concern for several companies, including the State Electricity Company or PT PLN Persero, in order to survive and have future prospects. It is believed that a company that has succeeded in creating a competitive advantage is a company that is able to create innovation and creativity through an effective and well-planned process.

Research by Nurmala and Widayarsi (2021) found that self-efficacy and openness had a significant influence on innovative work behavior. Research Sukadana and Mahuni (2021) conducted a study and found the results that competence, IT, and innovative behavior contributed significantly to job satisfaction. Hadi et.al's research (2020) conducted a study to examine the effect of innovative behavior variables and work involvement on employee performance, the results of this study showed that innovative behavior had a significant positive effect on employee performance, and work engagement had a significant positive effect on employee performance.

Based on research on the results of previous studies and also the phenomena that occur, this needs to be studied to clarify further findings. This research was conducted to determine the effect of each variable *job insecurity, soft skills, hard skills* and work involvement on the innovative work behavior of employees at PT. PLN (Persero) UP3 Pamekasan.

Based on the background of the problem, the problem formulation is formulated as follows: (1) Do Job Insecurity, Soft Skills, Hard Skills and Job Involvement simultaneously affect the Innovative Work Behavior of PT. PLN Persero UP3 Pamekasan Employees? (2) Is there a partial effect of Job Insecurity on the Innovative Work Behavior of PT. PLN Persero UP3 Pamekasan Employees? (3) Is there a partial effect of Soft Skill on the Innovative Work Behavior of PT. PLN Persero UP3 Pamekasan Employees? (4) Is there a partial effect of Hard Skill on the Innovative Work Behavior of PT. PLN Persero UP3 Pamekasan Employees? (5) Is there a partial influence of Job Involvement on Innovative Work Behavior of Employees of PT. PLN Persero UP3 Pamekasan?

LITERATURE REVIEW

Human Resource Management

According to Mangkunegara (2017), "Human resource management is a planning, organizing, coordinating, implementing, and supervising procurement, development, remuneration, integration, and separation of workers in order to achieve organizational goals.

Job Insecurity

According to Greenhalgh and Rosenblatt (2010) job insecurity is the inability to maintain job continuity because of the threat of a job situation. Hartley, Jacobson, Klandermans, and Van Vuuren in Greenhalgh and Rosenblatt (2010) state that job insecurity is the insecurity that a person feels about the continuation of work and important aspects related to the job itself.

Soft Skills

Soft skills are abilities possessed by individuals naturally which include intelligence, both emotional and social, communicating or interacting with other individuals, and the like. In this case, soft skills are an individual's innate character. Soft skills can be learned, but not in a formal way like in school or lectures. It can be learned by communicating more or interacting with other individuals, as well as by practicing social sensitivity. That way, the individual can apply it to behavior that will later affect soft skill abilities (Aurellia, 2020).

Hard Skills

Hard Skills is an ability that everyone can hone through practice and education. You can learn this ability according to the interests and fields you choose in the study program at college or take various courses. Hard skills can also be honed through lecture education, taking courses, and training to master a skill (Andrew, 2020).

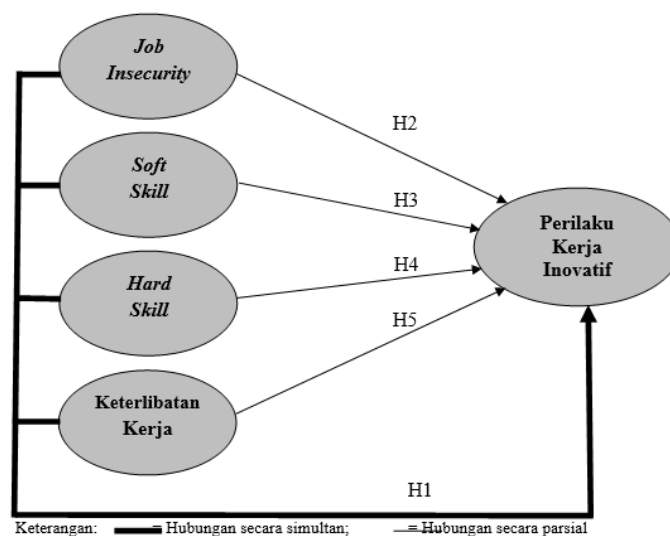
Work Engagement

According to Robbins and Judge (2016) job involvement is an employee who measures himself by identifying his work and actively participating in his company and considers that his work is important for his self-esteem and life. According to Lodahl and Kejner in Ramadita, Nurtjahjanti, (2014) work involvement is the extent to which a person identifies psychologically with his work or the importance of work in an employee's self-esteem.

Innovative Work Behavior

Messman and Mulder (2012) state that innovative work behavior is the sum of physical and cognitive work activities carried out by employees in the context of their work, either alone or in groups to achieve a set of tasks required for the purpose of developing innovation.

Conceptual Framework



RESEARCH METHODS

Types of research

This study uses a quantitative paradigm, because the data obtained still need to be analyzed using statistical methods. Based on the level of explanation (explanation), this type of research is associative research, namely: research that examines the influence between variables in this case: Innovative Work Behavior, Job Insecurity, Soft Skills, Hard Skills and Job Engagement.

Population and Sample

The population in this study were all employees who worked at the Office of PT PLN (Persero) Pamekasan Customer Service Implementing Unit (UP3 Pamekasan), totaling 151 employees. In this study, the sampling technique used is saturated sampling where the entire population is used as the research sample. The data analyzed were 95 respondents, because 56 respondents were not willing to fill out the questionnaire.

Data collection technique

Data collection techniques used in this study consisted of documentation, and a questionnaire (questionnaire).

RESEARCH RESULTS AND DISCUSSION

Validity test

Whether or not an item of this research instrument is valid refers to the total value of the Pearson product moment correlation item at a significance level of 5% (0.05). If the probability of the correlation result (sig) is less than 0.05 (5%) then the research instrument item is declared valid and vice versa if the probability of the correlation result (sig) is greater than 0.05 (5%) then the research instrument item is declared invalid (Sugiyono, 2018). The results of all instrument items in this study are valid because they have a probability value (sig) of less than 0.05.

Reliability Test

Reliability testing was carried out using the SPSS version 22.0 program based on the Cronbach Alpha value. The questionnaire can be said to be reliable if it has a Cronbach Alpha reliability coefficient of 0.6 or more. The results of reliability testing on all variable items in this study that all instrument items have Cronbach's Alpha values above 0.6. This means that all items are reliable. Thus the whole question (questionnaire) can be used for research.

Normality test

Normality testing is done by using a normal probability plot graph. The results of normality testing in this study show that the points are around the diagonal line, so it can be said that the regression model has data that is normally distributed.

Heteroscedasticity Test

According to Ghozali (2018), one way to see if the heteroscedasticity requirements are met in the regression model is to look at the points on the scatter plot graph. If these points form a certain pattern, the regression indicates the existence of heteroscedasticity. The results of the heteroscedasticity test of this study showed that there were no symptoms of heteroscedasticity because the dots spread randomly and did not show a certain pattern.

Multicollinearity Test

Multicollinearity was tested by calculating the value of VIF (Variance Inflating Factor). If the VIF value is < 5 then there is no multicollinearity or non-multicollinearity (Ghozali, 2018). The results of this study concluded that the regression model did not detect any multicollinearity (between independent variables in the strongly correlated model) because the value of VIF (Variance Inflating Factor) < 5 .

F Test (Model Test/ Simultaneous Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	633,035	4	158,259	30,516	,000 ^b
	Residual	466,755	90	5,186		
	Total	1099,789	94			

a. Dependent Variable: Perilaku Inovatif Karyawan

b. Predictors: (Constant), Keterlibatan Kerja, Job Insecurity, Soft Skill, Hard Skill

In the ANOVA test above, the F number is 30.516 with a significance level (probability number) of 0.000. Because the probability number is < 0.05 , this regression model is feasible to be used in predicting the dependent variable in this study, namely the innovative behavior of employees. Thus the statistical research model can be continued with partial testing.

Partial Test

Partial Hypothesis Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,362	2,449		,556	,579
	Job Insecurity	-,004	,079	-,004	-,056	,955
	Soft Skill	,252	,087	,247	2,885	,005
	Hard Skill	,500	,095	,488	5,243	,000
	Keterlibatan Kerja	,216	,095	,176	2,261	,026

a. Dependent Variable: Perilaku Inovatif Karyawan

Based on the results of the partial test above, it can be seen the following things:

- Constant (β_0). The result of the constant value in the regression above is 1.362. This shows that if the value of the independent variable is 0, then the value of the dependent variable of employee innovative behavior (Y) is 1.362.
- Regression equation:

$$Y = 1.362 - 0.004 (X1) + 0.252 (X2) + 0.500 (X3) + 0.216 (X4) + e$$

c. Regression Coefficient

Coefficient (β_1). The regression coefficient value of the job insecurity variable (X1) is 0.004 with a negative sign. This means that the job insecurity variable (X1) has a negative (opposite direction) effect on employee innovative behavior (Y). That is, if job insecurity increases, the innovative behavior of employees will decrease.

Coefficient (β_2). The regression coefficient value of the soft skill variable (X2) is 0.252 with a positive sign. This means that the soft skill variable (X2) has a positive effect on employee innovative behavior (Y). That is, if soft skills are increased, the innovative behavior of employees will increase.

Coefficient (β_3). The regression coefficient value of the Hard Skill variable (X3) is 0.500 with a positive sign. This means that the Hard Skill variable (X3) has a positive effect on employee innovative behavior (Y). That is, if Hard Skills are increased, the innovative behavior of employees will increase.

Coefficient (β_4). The regression coefficient value of the Job Involvement variable (X4) is 0.216 with a positive sign. This means that the work involvement variable (X4) has a positive effect on employee innovative behavior (Y). That is, if work involvement is increased, the innovative behavior of employees will increase.

Discussion

Simultaneous Influence of Job Insecurity, Soft Skills, Hard Skills, and Job Involvement on Employee Innovative Work Behavior

Simultaneous effect testing is basically to test the effect of all the independent variables in the research model together on the dependent variable. If the model is significant then the model can be used for prediction/forecasting, partially. Conversely, if it is not significant then the regression model cannot be used for partial forecasting (Ghozali, 2018). The results of data analysis indicate that simultaneously Job Insecurity, Soft Skills, Hard Skills, and Job Involvement have a significant effect on the Innovative Behavior of Employees of PT. PLN Persero UP3 Pamekasan Madura. This means that all the independent variables in the research model can statistically be used to partially predict the influence of employees' innovative behavior. Practically this means that the Innovative Work Behavior of Employees of PT.

The Influence of Job Insecurity on Employees' Innovative Work Behavior

The results showed that job insecurity had no significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the innovative behavior of employees is not influenced by job insecurity. The results of this study are in line with research conducted by Niesen (2018) where the effect of job insecurity on innovative work behavior shows insignificant results. The effect of job insecurity on the innovative behavior of employees in this study is not significant because job insecurity is subjective, based on the direct assessment of each employee in their work environment. This condition implies that feelings of job insecurity can differ between individuals even if they are exposed to the same situation. Furthermore, job insecurity does not only focus on the threat of imminent job loss, but also includes existing problems, deteriorating working conditions and career opportunities. Referring to the opinion of Hellgren (2010) who divides job insecurity into two dimensions of approach, namely quantitative job insecurity and qualitative job insecurity, where quantitative job insecurity is a feeling of worry about losing the job itself, while qualitative job insecurity refers to feelings of potential loss in the quality of the organization's position. , such as deteriorating working conditions, lack of career opportunities, decreased salaries and development,

The Influence of Soft Skills on Employees' Innovative Work Behavior

The results showed that soft skills had a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the employee's innovative behavior is good or bad is influenced by the soft skills of the employee. The better the soft skills possessed by the employee, the more innovative the employee's behavior will be. Soft skills are basic competencies that describe how a person behaves in order to carry out his work well, where this competency emphasizes productive behavior that must be possessed and demonstrated by someone in carrying out a job in order to achieve and make a person's performance good. Soft skills are also things that someone needs when in an organization and has a very important role, because it involves a person's basic ability to do a job. Without competence, a person will find it difficult to complete a job in accordance with the required standards. Therefore, it can be said that competence is a key determining factor for someone in producing excellent performance. Previous researchers have also proven the positive and significant influence of hard skills and soft skills on innovation capability (Ganguly et al, 2019; Rumanti et al, 2019; Li et al, 2019). More specifically, research concludes that soft skills have a positive and significant effect on teacher innovation capability (Perez-Luno et al, 2018). Employees generally play a key role in producing and reusing their knowledge and intellectual property through education and teaching (Al-Kurdi, El-Haddadeh and Eldabi, 2018). For this reason, the scarcity of employees who have adequate and skilled hard and soft skills can cripple the innovation, competitiveness, growth and flexibility of an organization or company. Thus in the future, the company's response in improving hard skills and soft skills will be an important factor for the company's competitiveness. Employees with skills and innovation will become a capital luxury item and an instrument of civilization. the company's response in improving hard skills and soft skills will be an important factor for the company's competitiveness. Employees with skills and innovation will become a capital luxury item and an instrument of civilization. the company's response in improving hard skills and soft skills will be an important factor for the company's competitiveness. Employees with skills and innovation will become a capital luxury item and an instrument of civilization.

The Influence of Hard Skills on Employees' Innovative Work Behavior

The results showed that hard skills had a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the employee's innovative behavior is good or bad is influenced by the hard skills possessed by the employee. The better the hard skills possessed by the employee, the more innovative the employee's behavior will be. The results of this study are also in line with the findings of Qi and Chau's (2018) research on business organizations. This implies that the rarest and most valuable resources in the digital era are not ordinary and average employees, but employees who can create new ideas and innovations (Xu, David and Kim, 2018). Employees who have hard skills will show better innovative work behavior than employees who lack hard skills. Specifically, In an unstructured employee work environment, employees who have hard skills will have better performance. This study also found that hard skills had a greater effect on innovation behavior than soft skills. While several studies conducted by Albandea and Giret, (2018) found different things.

The Influence of Work Engagement on Employee Innovative Work Behavior

The results showed that work involvement had a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the employee's innovative behavior is good or bad is influenced by the work involvement of the employee. The more positive the employee's job involvement is, the more innovative the employee's behavior will be. This can happen because when employees feel they can participate actively in the work they do so that the work can give them a feeling of pride, work involvement will affect employee innovative behavior because the innovation process can be stimulated through employee involvement, exploiting employee knowledge and ideas that are not involved in

research and development (R&D) activities. Employees can facilitate new innovations through internal collaboration between divisions which stimulates sharing and borrowing of ideas. Another approach to increasing innovation is to stimulate all employees to look for trustworthy ideas inside and outside the organization. Wider involvement of employees in the innovation process is increasingly important. Employees at every level and section are increasingly expected to be pioneers in the birth of innovative ideas, products, processes and business models. The reason is that they often better understand the daily reality of the company, thanks to their interactions with parties such as colleagues, customers, suppliers, communities, and the government. Employees need to be encouraged to come up with new ideas and engage in innovative activities. The reason, significant changes in industry and society. More and more companies are breaking away from the traditional mindset that requires production and Research and Development activities to be separated from the outside world. Another reason is the growing market for a highly skilled, knowledge-intensive labor market. Employees with high education, knowledge, and skills will not be satisfied with only getting high salaries. The results of this study are in accordance with research from Bakker et.al (2010), as well as the statement of Robbins, (2016). Employees with high education, knowledge, and skills will not be satisfied with only getting high salaries. The results of this study are in accordance with research from Bakker et.al (2010), as well as the statement of Robbins, (2016). Employees with high education, knowledge, and skills will not be satisfied with only getting high salaries. The results of this study are in accordance with research from Bakker et.al (2010), as well as the statement of Robbins, (2016).

Conclusion

1. Simultaneously Job Insecurity, Soft Skills, Hard Skills, and Job Involvement have a significant effect on the Innovative Behavior of Employees of PT. PLN Persero UP3 Pamekasan Madura. This means that all of the independent variables in the research model can statistically be used to partially predict the influence of employees' innovative behavior.
2. Job insecurity has no significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the innovative behavior of employees is not influenced by job insecurity.
3. Soft skills have a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the employee's innovative behavior is good or bad is influenced by the soft skills of the employee. The better the soft skills possessed by the employee, the more innovative the employee's behavior will be.
4. Hard skills have a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the employee's innovative behavior is good or bad is influenced by the hard skills possessed by the employee. The better the hard skills possessed by the employee, the more innovative the employee's behavior will be.
5. Work involvement has a significant effect on the innovative behavior of employees of PT. PLN Persero UP3 Pamekasan Madura. This means that whether or not the innovative behavior of employees is influenced by the work involvement of employees. The more positive the employee's work involvement, the more innovative the employee's behavior will be.

REFERENCES

1. Albanea, I. and Giret, J. (2018). "The effect of soft skills on French post-secondary graduates' earnings", *International Journal of Manpower*, Vol. 39 No. 6, pp. 782-799.
2. Ancok, D. (2012). *Psychology of leadership and innovation*. Jakarta: Erlangga Publisher.

3. Anderson, N., De Dreu, CKW, and Nijstad, DA (2004). *The routineization of innovation research: A constructively critical review of the state-of-the-science*. *Journal of Organizational Behavior*.
4. Andrew, (2020). *Understanding Hard Skills and Their Functions and How to Improve It*. *Gramedia.com*, <https://www.gramedia.com/best-seller/pengertian-hard-skill/>
5. Aprinto, Brian., and SPHR. (2014). *Complete Guide to Soft Skills Key to Success in Career, Business and Personal Life*. Jakarta: PPM management.
6. Attia, A. and Salama, I. (2018), "Knowledge management capability and supply chain management practices in the Saudi food industry", *Business Process Management Journal*, Vol. 24 No. 2, pp. 459-47
7. Aurellia, Tasya Talitha Nur, (2020). *Understanding Soft Skills and Examples of Soft Skills*, *Gramedia*, <https://www.gramedia.com/best-seller/soft-skill/>
8. Bakker, AB, and Bal, PM (2010). *Weekly work engagement and performance: A study among starting teachers*. *Journal of Occupational and Organizational Psychology*, 83, 189-206.
9. Bashir, M. and Farooq, R. (2019), "The synergetic effect of knowledge management and business model innovation on firm competence: A systematic review", *International Journal of Innovation Science*, Vol. 11 No. 3, pp. 362-387.
10. Birdi, K., Leach, D., and Magadley, W. (2016). *The Relationship of Individual Capabilities and Environmental Support with Different Facets of Designers' Innovative Behavior*. *Journal of Innovative Product Management*. 33(1), 19-35.
11. Borrego, G., Morán, AL, Palacio, RR, Vizcaíno, A., and García, FO (2019). *Towards a reduction in architectural knowledge vaporization during agile global software development*. *Information and Software Technology*.
12. Budiningsih, Iffah; Soehari, Tjiptogoro Dinarjo, and Marlison (2020), *Hard Skill Versus Soft Skill in Achieving Employee Performance of the Jakarta Mass Rapid Transit (MRT) Infrastructure Project*, P-ISSN: 2089-4341; E-ISSN: 2655-9633; <https://uia.e-journal.id/akademika/article/view/895>
13. Chen, H., Baptista Nunes, M., Ragsdell, G., and An, X. (2018). *Extrinsic and intrinsic motivation for experience grounded soft skills sharing in Chinese software organisations*. *Journal of Knowledge Management*, 22(2), 478-498.
14. Cingoz, A., and Akdogan, A. (2011). *An empirical examination of performance and image outcome expectations as determinants of innovative behavior in the workplace*. *Procedia Social and Behavioral Sciences*, 24, 848-853.
15. Damanpour, F., and Gopalakrishnan, S. (1998). *Theories of organizational structure and innovation adoption: The role of environmental change*. *Journal of Engineering and Technology Management*, 15, 1-24.
16. De Jong, J., and De Hartog, D. (2010). *Measuring innovative work behavior*. *Creativity and Innovation Management*, 19, 23-36. doi:10.1111/j.1467-8691.20100.00547.x
17. De Spieagelaere. (2014). *On the relation of job insecurity, job autonomy, innovative work behavior and the mediating effect of work engagement*. *Creativity and Innovation Management*, 23(3), 318-330.
18. Doyle, Alison. (2020). *The Top Hard Skills Employers Seek. The Balance Careers*. <https://www.thebalancecareers.com/what-are-hard-skills-2060829>

19. Elst., TV, Anja VDB, Hans DW, and Nele DC (2012). *The Mediating Role Of Frustration Of Psychological Needs In The Relationship Between Job In Security And Work-Related Well-Being . An International Journal of Work, Health and Organizations*, 26 (3) : 252-271.
20. Fauziawati Dian, and Dewie Tri Wijayati Wardoyo. (2021). *The Effect of Job Insecurity on Innovative Work Behavior through Organizational Commitment in UFO Elektronika Employees. Journal of Business and Management Review Vol. 2 No. 6. Page 401-416.*
21. Ganguly, A., Talukdar, A. and Chatterjee, D. (2019), "Evaluating the role of social capital, soft skills sharing, knowledge quality and reciprocity in determining teacher innovation capability of an organization", *Journal of Knowledge Management*, Vol. 23 No. 6, pp. 1105-1135.
22. Ghozali, Imam. (2018). *Multivariate Analysis Application with IBM SPSS 25 Program. Publishing Agency Diponegoro University: Semarang*
23. Greenhalgh, L. and Rosenblatt, Z. (2010). *Evolution of research on job insecurity. International Studies of Management and Organization*, 40, 6-19.
24. Haamann, T., and Basten, D. (2018). *The role of information technology in bridging the knowing-doing gap: an exploratory case study on knowledge application. Journal of Knowledge Management.*
25. Hanafi, Muhammad. (2014). *The effect of job satisfaction and job insecurity (job insecurity) with the intention to change jobs (turnover intention) on employees of PT. Buma Suara Village, Sambaliung District, Berau Regency. E Journal of Psychology*, 1(3): 303-312.
26. Halungunan, Hadia. (2015). *The Effect of Job Insecurity on Occupational Self-Efficacy on Employees of PT. Eternal Forward Asia Clothing. Semarang: Semarang State University*
27. Hartini, S. (2012). *The role of innovation: Development of product quality and business performance. Journal of Management and Entrepreneurship*, 14, 82-88.
28. Hartley, J. (2018), "Ten propositions about public leadership", *International Journal of Public Leadership*, Vol. 14 No. 4, pp. 202-217.
29. Hasibuan, Malay SP (2016). *Human Resource Management. Revised Edition. Jakarta: Publisher PT Bumi Aksara.*
30. Hidayat, Agi Syarif and Hilmiana. (2020). *Transformational and transactional leadership on innovative behavior: Mediation by psychological empowerment variable. Scientific Journal of Management and Business Vol. 21 No. 2.*
31. Ilham, Dodi; Heri Erlangga, Abdul Rojak, Nurjaya, Denok Sunarsi, R. Roro Vemmi Kesuma Dewi, Muhamad Sadam, Nur Imam Duta Waskita, Ahmad Khoiri, and Nur Komariah. (202). *Innovative Work Behavior Model for Teachers with a Generation Diversity Approach. Turkish Journal of Physiotherapy and Rehabilitation*; 32(3).
32. Janssen, O. (2000). *Job demands, perceptions of effort–reward fairness and innovative work behavior. Journal of Occupation and Organizational Psychology*, 73, 287-302.
33. Kagan, Julia. (2021). *Hard Skills. Investopedia. <https://www.investopedia.com/terms/h/hard-skills.asp>*
34. Kurniawan, Dediek Tri; Yesiana Ihda Kusnayain, Fatwah Inna Aulisaina, Muhamad Arif Rahman Hakim. (2021) *Exploring The Existance of Innovative Work Behavior Among Governmnet Employee: Have Been Three? Journal of Indonesian Economy and Business Volume 36, Number 3, 272 – 282.*

35. Lee, Peter. (2019). *Soft skills and University-Industry Technology Transfer. Research Handbook on Intellectual Property and Technology Transfer (2019, Forthcoming); UC Davis Legal Studies Research Paper Forthcoming.*
36. Li, Song, Wang, and Li. (2019). *Intellectual Capital, Knowledge Sharing, and Innovation Performance: Evidence from the Chinese Construction Industry. Sustainability, 11(9), 2713.*
37. Mangkunegara. AA Anwar Prabu. (2017). *Human Resource Management Company, Bandung: Rosdakarya Youth.*
38. Manurwan, Muhammad El and Dian Ratna Sawitri. (2017). *Relationship between Organizational Climate and Innovative Behavior in Employees of PT. PLN Persero Distribution West Java APJ Bogor. Journal of Empathy, August 2017 Volume 7 (Number 3), Pages 351-356*
39. Mazidah, Amalia. (2020). *The Effect of Knowledge Sharing on Innovative Behavior and Employee Performance. Journal of Management Science and Research Volume 9, Number 2, February.*
40. McGuirk H., Lenihan H. and Hart M. (2015). *Measuring the impact of innovative human capital on small firms' propensity to innovate, Research Polic, Vol 44, No 4, pp. 965–976.*
41. Messman, G. and Mulder, RH (2012). "Development of a Measurement Instrument for Innovative Work Behavior as a Dynamic and Context Bound Construct" *Human Resource Development International, Vol 15, No.1, 43-59.*
42. Muthohirin, N. (2014). *The importance of building innovation capabilities. Downloaded from <http://nasional.sindonews.com/read/915997/162/pentingnya-menbangun-innovation-capability-1414407707>.*
43. Niesen k., (2018). *Job insecurity and innovative work behavior: A psychological Contract Perspective. Psychologica Belgica 57(4) <https://doi.org/10.5334/pb581>.*
44. Nurmala, Sukma and Selly Dian Widayari. (2020). *Self efficacy and Openness to Innovative Work Behavior at the Ministry of Home Affairs. Journal of Psychology VOL. 4 No. 2, February.*
45. Nurdin, Fahrurrobi; Muzhir Ihsan; Ima Rahmawati; Hana Lestari. (2020). *The Influence of Transformational Leadership and Organizational Culture on Teachers' Innovative Work Behavior in Private High Schools in Pamijahan District, Bogor. Indonesian Journal of Science Volume 1 Number 2 July. P.99-105.*
46. Pérez-Luño, A., Alegre, J., and Valle-Cabrera, R. (2018). *The role of soft skills in connecting knowledge exchange and combination with innovation. Technology Analysis and Strategic Management, 1–13.*
47. Purba, Sutrisno. (2009). *The influence of organizational culture, intellectual capital and innovative behavior on leader performance. UNM. Vol.13. No. 2*
48. Purwoastuti, E., and Wayani, ES (2015). *Health Behavior and Soft Skills guide for Health Workers Nurses and Midwives. Yogyakarta: New Press Library.*
49. Ramadita, RM and Harlina Nurtjahjanti, 2014. *The relationship between financial compensation satisfaction and job involvement in civil servants in the regional civil service agency of Central Java province. Empathy. 3(2). 299-308.*
50. Riadi. Muchlisin, (2020), *Soft Skills (Understanding, Benefits, Influencing Components and Factors), Pustaka.com Study, <https://www.kajianKemerdekaan.html>*

51. Rumanti, AA, Wiratmadja, II, Sunaryo, I., Ajidarma, P., and Ari Samadhi, TMA (2019). *Firm Teacher innovation capability through Knowledge Sharing at Indonesian Small and Medium Industries: Impact of Tacit and Hard skills Perspective*. 2019 IEEE 6th International Conference on Industrial Engineering and Applications (ICIEA).
52. Robbins, Stephen P., Timothy A. Judge. (2016). *Organizational Behavior Edition 16*. Jakarta : Salemba Empat.
53. Rowntree, D. (2005). *Educational Technology in Curriculum Development*. Great Britain: Harper and Row.
54. Schaufelli, WB (2014). *Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout*. *Organizational Dynamics* (2017) 46, 120–132. Journal elsevier, <http://dx.doi.org/10.1016/j.orgdyn.2017.04.008>.
55. Schermerhorn, J. (2011). *Organizational Behavior*. Hoboken: John Wiley and Sons.
56. Siagian, Son. P. (2016). *Human Resource Management*. 24th edition. Jakarta: Earth Literacy.
57. Sousa, MJ, and Rocha, . (2019). *Strategic Knowledge Management in the Digital Age*. *Journal of Business Research*, 94, 223–226.
58. Sugiyono. (2019). *Research Methods Quantitative, Qualitative R and D*. Bandung: Alfabeta.
59. Sukadana, Komang and Luh Putu Mahuni. (2021). *Technology Information, Innovative Behavior, Competence, Job Satisfaction, and Educational Management Performance 4.0*. JAMP: *Journal of Educational Administration and Management Volume 4 Number 1 March*.
60. Surjo Hadi, Arif Rachman Putra and Rahayu Mardikaningsih. 2020. *The Influence of Innovative Behavior and Work Involvement on Employee Performance*. *Journal of Baruna Horizon Vol. 3, No. 1, June*.
61. Sverke M., and Hellgren J. (2002). *The Nature of Job Insecurity: Understanding employment uncertainty on the brink of a new millennium*. *Journal of Applied Psychology*. Vol. 31 no. 2 175-178.
62. Suryani, Irma; Halimatussakhiah, and Nidia Sofa. (2020). *The Effect of Psychological Empowerment on Innovative Behavior*. *Epigram Vol. 17 No. April 1st*.
63. Teh, P., and Sun, H. (2012). *Knowledge Sharing, Job Attitudes And Organizational Citizenship Behavior*. *Industrial Management and Data Systems*, 112(1), 64–82.
64. Widiyanti, Komang Veni and Dian Ratna Sawitri. (2018). *The Relationship between Organizational Climate and Innovative Behavior in Final Essay Employees of the Production Division of PT. Hartono Istana Teknologi Sayung Demak*. *Journal of Empathy, January 2018, Volume 7 (Number 1), Pages 406-411*.
65. Qi, C. and Chau, PYK (2018). *Will enterprise social networking systems promote knowledge management and organizational culture? An empirical study*, *Journal of Organizational Computing and Electronic Commerce*, 28:1, 31-57.
66. Xu, M., David, JM, and Kim, SH (2018). *The Fourth Industrial Revolution: Opportunities and Challenges*. *International Journal of Financial Research*, 9(2), 90
67. Zebal, M., Ferdous, A., and Chambers, C. (2019). *An integrated model of marketing knowledge – a soft skills perspective*. *Journal of Research in Marketing and Entrepreneurship*.

68. Author, 2020. Analysis of the Effect of Organizational Changes and Organizational Culture on the Satisfaction and Performance of BPJS Kesehatan Employees at the Regional Deputy of South Sulawesi, West Sulawesi, Southeast Sulawesi and Maluku (SULSELBARTRAMAL). Journal of Economics Vol. 3. No.4 (2020) October. Master of Management, Postgraduate of the Indonesian Muslim University.
69. Damayanti, Dkk. 2018. The Effect of Job Satisfaction on Employee Performance (Case Study of Non-Medical Employees of RS Islam Siti Khadijah Palembang). Scientific Journal of Business and Applied Management Year XV No 2, October 2018.
70. Fachreza, Etc., 2018. The Influence of Work Motivation, Work Environment, and Organizational Culture on Employee Performance and Its Impact on the Performance of Bank Aceh Syariah in Banda Aceh City. Journal of Master of Management Faculty of Economics and Business Unsyiah. ISSN 2302-0199.
71. Fuadri, 2018. The Effect of Organizational Change on Employee Performance in the Work Environment of Teuku Umar University. Lecturer of Industrial Engineering Study Program, Faculty of Engineering, University of Teuku Umar.
72. Hasibuan, 2016. Management: Basics, Understanding and Problems. Literal Earth. Jakarta
73. Jannah, 2020. The Effect of Organizational Change on Job Satisfaction Through Leadership and Organizational Commitment at PT. Pelindo III . STIE Yapan Management Study Program. Vol 5 No. 1 2020.
74. Junianto, 2019. The Influence of Organizational Culture and Organizational Environment on Job Satisfaction and Organizational Commitment. Journal of Economic Sciences, Volume 12 Number 2 of 2019 ISSN 1978-6255.
75. Kumala, et al. 2018. The Relationship Between Job Satisfaction, Competence, And Teacher Performance. Journal of Education Administration and Management Volume 1 Number 4 December 2018. State University of Malang.
76. Kurniawan, 2019. The Role of Transformational Leadership, Job Satisfaction and Work Motivation on the Performance of State Civil Apparatuses in the DIY Work Training and Productivity Development Center. Upajiwa Vol. 3 no. October 2, 2019. Master of Management Study Program, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa. Yogyakarta.
77. Mudeng, Etc., 2017. The Effect of Organizational Change and Career Development on Employee Performance at Kpknl Manado. ISSN 2303-1174. Journal of EMBA Vol.5 No.2 September 2017, pp.2859-2867. Department of Management, Faculty of Economics and Business, University of Sam Ratulung Manado.
78. Muhajir, 2016. The Influence of Transformational Leadership, Organizational Culture, and Teamwork on Organizational Performance of Modern Islamic Boarding Schools in Ponorogo Regency. Masters Program in Islamic Education Management Postgraduate Maulana Malik Ibrahim State Islamic University Malang.
79. Rachmayanthi, 2015. The Effect of Organizational Structure and Job Satisfaction on Employee Performance (Causal Study on Employees of the Directorate General of Corrections). Scientific Journal of Management Science ISSN 2356-2015.
80. Rifani, 2019. The Effect of Organizational Change and Organizational Culture on the Performance of Lecturers and Employees at Private Universities (Case Study of Rebranding at Trilogy University). Vol. 6 No. 1, March 2019 :1-15. e-ISSN: 2443-2019. Management Study Program, Faculty of Economics and Business, Trilogy University.

-
81. Rizaldi, 2019. Employee Performance in Organizational Culture Review (Case Study). *SEIKO : Journal of Management & Business*, 2(2), 131–144. University of Muhammadiyah Makassar.
 82. Robins, 2018, *Fundamentals of Human Resource Management* 12th Edition.
 83. Sari, 2018. The Effect of Job Satisfaction on Employee Performance With Organizational Citizenship Behavior as an Intervening Variable (Study on Employees of PTPN X - Modjopangoong Tulungagung Sugar Factory Business Unit). *Journal of Business Administration (JAB)*|Vol. 64 No. November 1, 2018. Faculty of Administrative Sciences, Universitas Brawijaya Malang.