

RESEARCH ARTICLE



Employee Performance Analysis at the Office of the Civil Service and Human Resources Development Agency of Central Bengkulu Regency

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Published online: 5 December 2023

Abstract

Study This aiming For analyze performance employee office For human resource development and human resources in Central Venkle Regency. This study use method qualitative . Informant the following are involved in study This is : (1) employee permanent BKPSDM center Bengkulu, (2) central Bengkulu people who understand BKPSDM soft skills understand and know that they involved direct through BKPSDM Bengkulu Central Skill Skills. Researchers choose kind of studies qualitative , so that the data received must clear and specific (Sugiyono, 2007: 22). If the data source is viewed from data sources , data collection can shared become three : observation , interviews , and documents . Based on findings research and discussion about skills employee For increase performance Benkul Central BKPSDM, research This show importance develop soft skills for increase performance employees at the agency human resource development and central human resources from Benkul Regency (BKPSDM). Skills like effective communication , ability adapt , thinking critical , work team , and leadership is factor main supporting productivity and efficiency work . Employees who can manage time they , finish problem , and show empathy and integrity proven give service public best . In addition , training management stress and presence well employee strengthen focus work and create environment harmonious work . This study also emphasizes that leadership participatory promote motivation and performance team. With training sustainable , BKPSDM can increase ability employees , creating culture positive work and present challenge more organization good . In Overall , soft skill acquisition is not only increase performance individual , but also supports achievement objective strategic organization and quality service more public tall.

Keyword: Employee Performance, Personnel, Human Resource Development

Introduction

Source Power man realized as strength supporting center dynamics organization . Without support personnel who can Work in a way effective and efficient , no care how much Good source Power other companies work , goals company Possible No filled with good and even cause failure . HR is one of the factor most importantly , so that can Work with Good For business and organization . Without factors this , or If the quality No good , source other powers are fulfilled , but walk and work in the company That difficult. Amstron and Baron (Fahmi. I, 2013) explain that performance This is results from related work close with objective strategic organization . This performance is also idea For reach implementation activities , programs, or guidelines when develop plan strategic organization . Employee performance will Good If HR department ready work , because they paid in accordance with contract , give wages , and want a better future good . Employee performance influenced by various factors , including skills , motivation , and well-being . Employee performance is results from perception they about work they . Perception This covers evaluation environment work , relationship with colleagues and superiors , and opportunities development career . If the perception This

positive , performance employee usually increased (Agustina, 2022). If the HR department has expertise , employees performing good . With development phenomena that occur in the world of work moment this , no only ability academic and professional (skills) hard) , but also invasive personal and interpersonal skills (soft skills). SPFT skills become very important Because Lots companies and institutions need smart and capable workers do tasks assigned . The company is also looking for people who communicate well . with , collaborate , and have morals in team (Hikmah, 2023). Soft skills are behavior personal and interpersonal that allows you to develop and maximize your own performance . Ability This covers non-technical aspects that are not seen in form but play role important in various situation . Skills software is very necessary Because they can increase effectiveness communication , work team , and capabilities solve problem . Skills soft in mastery allows you to adapt with Good with various environment work and social and building connection positive with other people (Purwoastuti & Siwi , 2015). According to Wallace, soft skills refer to personality, habits social and behavioral , including skills communication . Soft skills include aspects like interaction with other people and abilities For Work The same in various situation social . The soft skill categories in question is quality Personal and Skills professional . Quality personal including influencing characteristics how people refer to other people, and skills professional focus on ability they For support effectiveness in the environment work (Kusmiran E., 2015). Nowadays , businesses and institutions look for employees who do not only skills technical but also the ability excellent communication and socialization . They honor employees who can in a way effective adapt with environment Work them and collaboration with colleagues and superiors them . In addition , the company which

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is employee worker hard want to reach objective together . Employees with quality This more easy and successful acknowledged in environment dynamic and demanding work (Purnami, 2013). Nowadays , businesses and institutions look for employees who do not only skills technical but also the ability excellent communication and socialization . They honor employees who can in a way effective adapt with environment Work them and collaboration with colleagues and superiors them . In addition , the company which is employee worker hard want to reach objective together . Employees with quality This more easy and successful acknowledged in environment dynamic and demanding work (Purnami, 2013). Government employees is one of the personnel who provide attention specifically on the role they in service public . For give optimal service , officials government must own the right skills For respond various changes that occur in this modern era . Therefore that 's important that all employee Keep going maintain skills soft they . Initiative This aiming For increase quality service the public we provide , allowing us to face challenges and effective change .In the future , the area slums and the challenges faced will become more serious and complicated . For overcome matter this , employee need anticipate various reliable and effective problem . However , the reality moment This show that employee Still far apart , and this expected . Quality employee No satisfying , especially Because productivity power bad job . BKPSDM (Human Resources Development Agency) Human Resources for Development Agency Human Resources) Regency Central Venkru is responsible answer on management and development government area . Task main they covering planning and development career For civil servants (PNS), implementing recruitment and selection employees , and training and education For increase capability and performance devices . In addition , BKPSDM is responsible for answer on management source Power man like account payroll and wells employees , as well as manage data and information related employees . They play role key in ensure that employee own the skills and knowledge they have need For do task in a way effective and efficient . Related phenomena with the BKPSDM of Central Bengkulu Regency showing that Still There is employees who do not fully understand not quite enough answer them . As a result , the work often experience errors and delays settlement . For example , the report activity often late and not can completed in accordance schedule . In addition to TIU, other phenomena related to with system performance from corner view performance No too effective . Based on observation early , known that performance civil servants (PNS) are measured based on Employee Destination (SKP). However , the assessment This often prevent you from measuring performance actual . This is because SKP often considered only as form and not reflect performance real employees . Ranking performance often used only as condition advertising and therefore No give Photo employees and accurate contributions . This issue make it important For evaluate and improve system ranking For more effective measure and improve performance employees . This reduces errors and delays and improve results your work with BKPSDM Bengkulu Tengah Regency. The related phenomenon with soft skills including a number of problem serious , including lack of empathy and motivation between employees . This is often related with employees who work in a way exclusive from leading to supervision . Based on the test of Putu Lanang, Ratna Purwaningsih and Shinta Wahyu, there is a number of factor affecting performance employees . Factors This including self-efficacy, environment business , communication , stress , motivation performance, culture organization , competence , commitment organizatio, skills hard , and skill soft.

Method

This study uses qualitative methods. Qualitative research according to Moleong is research that intends to understand the phenomenon of what is experienced by the research subject, for example behavior, perception, motivation for action and others. Holistically and by means of description in the form of words

and language in a specific natural context and by utilizing various natural methods (Moleong, 2007: 6). According to Bogdan and Taylor quoted by Moleong, qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior (Moleong, 2007: 4). The informants involved are people who can provide information about the situation and conditions, master the problems in depth, and can be trusted to be a source of data. The characteristics that key informants must have in this study are as follows:

- Permanent employees of BKPSDM Bengkulu Tengah
- Understand, comprehend, and know about the soft skills of BKPSDM Bengkulu Tengah employees
- Directly involved in the soft skills of BKPSDM Bengkulu Tengah employees
- Willing to be asked for time to conduct interviews

The researcher chose the type of qualitative research, so that the data obtained must be in-depth, clear and specific (Sugiyono, 2007: 224). When viewed from the data source, data collection is divided into three, namely: Observation, interviews and documentation.

In qualitative research, there are many analysis methods introduced by previous scientists, for this study the author uses the inductive method because this study does not try to prove the hypothesis, so the author seeks interesting insights about the research based on the parts that the author has categorized. This research is guided by the data analysis process introduced by Miles and Hubberman (Bungin, 2003: 69), namely:

- Data Collection.
- Data Reduction.
- Data Display is a description of a set of structured information that provides the possibility of drawing conclusions and taking action.
- Verification and confirmation of conclusions (Conclusion Drawing and Verification).

Results and Discussion

Soft skills are a very important aspect in the success and quality of public services provided by civil servants. Research conducted by researchers at the BKPSDM Bengkulu Tengah obtained the following results:

Effective communication

Effective communication is one of the most important things that civil servants must have. The ability to convey ideas clearly, listen attentively and communicate in a language that is easily understood by the public is a very valuable skill in interacting with the public, fellow employees and superiors. To obtain research results related to effective communication on Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Bengkulu Tengah Regency, effective communication has one indicator, namely message clarity. Clarity of message is the ability of a message to be delivered in a way that is easily understood by the recipient without confusion or misunderstanding. A clear message uses simple, precise and direct language so that the essence of the message can be captured properly. From the results of the study, it can be understood that message clarity in communication is an important factor for the effectiveness of information delivery at the BKPSDM Bengkulu Tengah. Based on the results of interviews with several informants, they agreed that clear, structured and targeted communication makes it easier for employees to understand their duties and responsibilities. This contributes directly to improving work, efficiency, and work coordination, and is able to prevent miscommunication that can cause errors or delays. With clear messages, the work process becomes more focused, faster and supports the achievement of organizational goals optimally.

Adaptability

Civil servants are often faced with a dynamic and ever-changing work environment. Therefore, adaptability is a very

important soft skill. Civil servants who have good adaptability can face challenges and changes with flexibility and resilience. They will be able to adapt to changes in policy, new technology and demands from society. To obtain research results related to adaptability in Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Central Bengkulu Regency, Adaptability has one indicator, namely Flexibility in dealing with change. Flexibility in dealing with change refers to the ability of individuals or organizations to adapt to new situations, challenges, or changing conditions. This includes the ability to adapt, innovate and find new solutions when faced with uncertainty. Flexibility is essential in a changing world, such as in business, education and everyday life, as it allows us to remain relevant, efficient and able to overcome obstacles that arise. From the results of the research interviews, it can be understood that Flexibility in dealing with change is an important ability that individuals or organizations have to adapt to new situations and dynamic challenges. This can be seen in practice at BKPSDM Bengkulu Tengah, where employees are trained to be responsive to organizational change through training, open communication and an adaptive work culture. According to various informants, high flexibility in this agency increases productivity, maintains focus in dynamic situations, and supports the achievement of organizational goals and better public services. This adaptation is key to maintaining work efficiency and facing new challenges positively.

Critical Thinking Skills

Critical thinking skills are soft skills that enable civil servants to analyze information in depth, evaluate arguments, and make rational and fact-based decisions. To obtain research results related to critical thinking skills on Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Central Bengkulu Regency, there is one indicator of Critical Thinking Skills, namely the ability to identify and analyze relevant information.

Teamwork

Most tasks in the civil service environment involve collaboration with other teams or coworkers. Therefore, the ability to work in a team and collaborate well is a very important soft skill. Civil servants who have strong collaboration skills will be able to make greater contributions, strengthen the quality of public services, and achieve common goals more efficiently. To obtain research results related to teamwork on Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Central Bengkulu Regency, teamwork has one indicator, namely effectiveness between team members. Effectiveness between team members refers to how well team members work together to achieve common goals. This involves the ability to communicate clearly, build trust, work together in problem solving, share responsibilities fairly, and support each other. Effective teams are usually able to achieve better results, faster, and with less conflict. This effectiveness is also supported by an understanding of the role of each member and their ability to adapt to changes or challenges that arise. From the research results, it can be understood that the effectiveness of teamwork at BKPSDM Bengkulu Tengah was assessed as very good by various informants interviewed. The main factors supporting this effectiveness include open communication, good coordination, discipline, understanding of roles, and clear division of tasks. In addition, synergy between team members, mutual trust, and information technology support also accelerate the work process and increase efficiency. Leaders and team members also demonstrate the ability to adapt to change and challenges, which further strengthens organizational performance. This reflects that solid teamwork is the main key to achieving organizational targets optimally.

Effective Leadership

Leadership is not only relevant for high-ranking officials in government, but is also important for every civil servant. The

ability to lead oneself and inspire others is an important aspect of effective soft skills. To obtain research results related to effective leadership in Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Bengkulu Tengah Regency, effective leadership has one indicator, namely the level of employee satisfaction with leadership style. Employee satisfaction with leadership style refers to how satisfied or dissatisfied employees are with the way their leaders lead. This includes aspects such as communication, support, decision-making, and leader involvement in daily work. If employees feel that the leadership style implemented supports a positive work environment, they tend to feel more satisfied, motivated, and productive. Conversely, an authoritarian, less communicative, or unsupportive leadership style can decrease employee job satisfaction. From the results of the study, it can be understood that the level of employee satisfaction with the leadership style at BKPSDM Bengkulu Tengah is greatly influenced by an open, communicative, and participatory leadership approach. Informants, including agency heads, sub-section heads, field heads, and honorary workers, agreed that leadership that supports and involves employees creates a positive work environment, increases motivation, and encourages productivity and commitment to the organization's vision. Employees who feel appreciated and heard are more satisfied in their work, which ultimately contributes significantly to improving organizational performance and achieving common targets.

Problem Solving Skills

The ability to solve problems is an essential soft skill for civil servants. They are often faced with complex situations and require the ability to identify the root of the problem, evaluate available options, and choose the most appropriate solution. Good problem-solving skills will help civil servants overcome daily challenges and provide effective solutions for the community. To obtain research results related to problem-solving skills in Employee Soft Skills in Improving Performance at the Bengkulu Tengah Regency Human Resources Development and Personnel Agency, effective leadership has one indicator, namely the ability to identify problems. The ability to identify problems is the skill to recognize, understand and analyze a problem accurately. This involves the ability to see symptoms, find causes and understand the impact of the problem. With this ability, a person can determine the right and effective solution steps. From the results of the study, it can be understood that the ability to identify problems is an important skill that contributes significantly to improving organizational performance. Based on the results of interviews with several informants at the Bengkulu Tengah BKPSDM, this skill allows employees to recognize the root of the problem accurately and quickly, so that effective and efficient solutions can be formulated. In addition to increasing efficiency and productivity, good problem identification also speeds up the work process, supports the achievement of organizational goals, and creates a more productive work environment. A collaborative approach to solving problems also strengthens the team and encourages innovation in public services.

Empathy and Social Skills

Empathy is the ability to understand and feel the feelings and perspectives of others. Social skills are the ability to interact with others in a friendly, polite and empathetic manner. To obtain research results related to empathy and social skills in Employee Soft Skills in Improving Performance at the Bengkulu Tengah Regency Human Resources Development and Personnel Agency, effective leadership has one indicator, namely the ability to understand other people's feelings and the ability to communicate effectively. The ability to understand other people's feelings is called four. This is the ability to feel and understand what others feel, both from an emotional and situational perspective. Empathy allows a person to respond in a more sensitive and supportive manner. The ability to

communicate effectively is the ability to convey ideas, thoughts and feelings in a way that is clear and easily understood by others. This involves listening skills, speaking and adjusting communication style to the audience, situation and context. From the research results, it can be understood that the conclusion of the interview regarding the application of empathy and effective communication skills at BKPSDM Bengkulu Tengah shows that the focus on developing the ability to understand other people's feelings and communicate effectively has been implemented through training aimed at improving relations between employees and public services. Informants stated that soft skills and effective communication training have succeeded in creating a harmonious work environment, strengthening teamwork, and increasing responsiveness to community needs. As a result, a more open and collaborative work atmosphere can improve employee motivation and overall performance.

Time Management and Priority Setting

Time management and priority setting skills are very important soft skills. These skills will be able to manage time efficiently, identify the most important tasks and maintain productivity in carrying out public service tasks. To obtain research results related to time management and priority setting on Employee Soft Skills in Improving Performance at the Civil Service and Human Resource Development Agency of Bengkulu Tengah Regency, effective leadership has one indicator, namely the level of satisfaction with achieving daily targets. The level of satisfaction with achieving daily targets is how satisfied a person feels after achieving the goals set for the day. This reflects the extent to which planned daily targets can be achieved and how a person feels about their success. This satisfaction can be influenced by various factors such as quantitative (how much is completed) and qualitative (quality of results) achievements as well as personal expectations of one's performance on that day. From the results of the study, it can be understood that time management and priority setting play an important role in improving employee performance, especially in achieving the daily targets that have been set. Several informants involved in this study, both from among officials and honorary workers at BKPSDM Bengkulu Tengah, revealed that by implementing effective time management and focusing on urgent priorities, employees can work more efficiently and productively. Satisfaction with achieving daily targets increases because tasks can be completed on time and with good quality, which in turn improves overall performance. This also has a positive impact on employee motivation and work enthusiasm, as well as reducing stress levels, all of which contribute to the effective achievement of organizational goals.

Commitment to Integrity

Integrity is a moral quality that reflects honesty, fairness and high morality. Commitment to integrity is a very important soft skill. Must act and be responsible in carrying out tasks, avoid conflicts of interest, and maintain transparency in every action and decision taken. To obtain research results related to commitment to integrity in Employee Soft Skills in Improving Performance at the Bengkulu Tengah Regency Human Resources Development and Personnel Agency, effective leadership has one indicator, namely the level of consistency in ethical decision making.

The level of consistency in ethical decision making refers to the extent to which a person or group maintains the same principles, values, and moral standards in various situations. This includes the ability to make decisions that are in accordance with the ethics believed in without any contradiction or unreasonable changes, even in different contexts. This consistency is important for building trust and credibility, both in personal and professional relationships. In the context of ethical decision making, the level of consistency also reflects integrity and commitment to the values held, thus creating a reliable framework for dealing with ethical dilemmas.

From the results of the study, it can be understood that the level of consistency in ethical decision making at the Bengkulu Tengah BKPSDM plays a very important role in creating a transparent, fair, and professional work environment. This consistency reflects a commitment to integrity and clear ethical values, which are applied in every decision taken. This not only builds trust among employees and the community, but also increases employee motivation, discipline, and responsibility in carrying out their duties. Thus, consistency in ethical decision making contributes significantly to improving organizational performance, creating a conducive work environment, and supporting the achievement of organizational goals effectively.

Stress Management and Well-Being

The ability to manage stress and maintain one's well-being are important soft skills. A person who is able to manage stress well will remain high-performing, physically and mentally healthy, and able to provide quality services. To obtain research results related to commitment to integrity in Employee Soft Skills in Improving Performance at the Bengkulu Tengah Regency Human Resources Development and Personnel Agency, effective leadership has one indicator, namely the level of effectiveness of stress management techniques on psychological well-being. The level of effectiveness of stress management techniques on psychological well-being refers to the extent to which the methods applied to manage stress can improve an individual's mental and emotional health. This includes assessing how various techniques, such as meditation, exercise, counseling, or relaxation techniques, can help individuals cope with stress and improve their psychological condition. In short, the more effective the stress management technique, the greater the impact on improving psychological well-being, which includes reducing anxiety, depression, and increasing overall life satisfaction. From the results of the study, it can be understood that the stress management techniques implemented at the BKPSDM of Central Bengkulu Regency have proven to be very effective in improving employee psychological well-being. Through various programs, such as stress management training, counseling, and relaxation activities, employees can better manage work pressure, which contributes to improving their performance. With better psychological well-being, employees feel more motivated, focused, and productive. As a result, they can work more efficiently, reduce stress, and provide better service. This stress management program not only helps in reducing anxiety and mental fatigue, but also creates a more positive work environment and supports a balance between work and personal life, which ultimately plays a major role in improving the overall performance of the organization.

Discussion

With the ever-changing work environment and increasingly complex community needs, mastery of soft skills is a must. The following is a discussion of soft skills that are important in the context of employee soft skills in improving performance at the Civil Service and Human Resources Development Agency of Central Bengkulu Regency:

Effective communication

Effective communication is the main skill that must be possessed by civil servants (PNS). At the Central Bengkulu BKPSDM, the main indicator used to assess effective communication is message clarity. Information from interviews shows that message clarity contributes greatly to work effectiveness. With clear and structured communication, employee tasks can be well understood, thereby reducing the risk of miscommunication and increasing efficiency. This also supports the achievement of better work coordination. Effective communication not only facilitates daily tasks, but also creates a productive work environment and supports the achievement of organizational goals optimally.

Adaptability

Adaptation is an important skill in dealing with organizational change and work dynamics. Employees at BKPSDM are trained to be responsive to change through training and open communication. This flexibility has been shown to increase productivity and the ability to stay focused in dynamic situations. The results of the study show that good adaptation not only supports the achievement of organizational goals, but also ensures that public services continue to run optimally even when faced with new challenges.

Critical Thinking Skills

Critical thinking skills are needed to make rational and fact-based decisions. Information from interviews revealed that BKPSDM employees have fairly good critical thinking skills, so they are able to analyze information effectively. This has an impact on more measurable decision-making based on accurate data. However, there is an opportunity to strengthen this ability through ongoing training, which aims to improve employee analytical skills. This ultimately supports the efficiency of work programs and the achievement of the organization's strategic goals.

Teamwork The effectiveness of teamwork is one of the key factors in achieving organizational targets. Research shows that open communication, understanding each other's roles, and synergy between team members at BKPSDM greatly support work effectiveness. In addition, the use of information technology accelerates coordination and increases efficiency. A solid teamwork culture helps organizations face challenges and achieve better results in less time and with minimal conflict.

Effective leadership

Open, communicative, and participatory leadership is an important factor in creating a positive work environment at BKPSDM. Informants stated that a leadership style that involves employees creates a sense of appreciation, increases motivation, and drives productivity. This shows that effective leadership is not only relevant for high-ranking officials, but is also important for all employees to lead themselves and inspire colleagues.

Problem-solving skills

The ability to identify and solve problems is a very important skill for civil servants. BKPSDM employees demonstrate this ability well, which is reflected in the way they find effective solutions to the problems they face. A collaborative approach to solving problems also supports public service innovation. With this ability, organizations can avoid potential obstacles and accelerate the achievement of goals.

Empathy and social skills

Empathy and social skills play an important role in creating harmonious working relationships. Training on empathy and effective communication at BKPSDM helps employees understand the feelings and perspectives of others, both among coworkers and the community. With good empathy, responses to community needs become more appropriate, and the work environment becomes more collaborative.

Time Management and Priority Setting

The ability to manage time and determine priorities is an important foundation in increasing productivity. Research shows that BKPSDM employees who are able to manage their time well tend to be more satisfied with the achievement of their daily targets. This not only increases work efficiency, but also motivates employees to continue to give their best.

Commitment to integrity

Integrity is a fundamental value that is consistently applied at BKPSDM. Information from interviews confirms that consistency in ethical decision making creates a transparent and fair work environment. Employees who uphold ethical values demonstrate high motivation and work discipline, which ultimately increases the credibility of the organization. 10.

Stress Management and Well-being Stress management techniques implemented at BKPSDM have proven effective in improving employee psychological well-being. Programs such as stress management training and counseling help employees cope with work pressure, improve focus, and maintain productivity. A work environment that supports a balance between work and personal life is one of the key factors in creating a positive work atmosphere and supporting optimal performance. This study emphasizes the importance of developing soft skills in improving employee performance at BKPSDM Bengkulu Tengah. Skills such as communication, adaptation, critical thinking, teamwork, and stress management are important elements in creating a productive and efficient work environment. With the support of appropriate training, organizations not only improve employee capacity, but also provide better public services and achieve their strategic goals optimally.

Conclusions and Recommendations

Based on the results of research and discussion on employee soft skills in improving performance at the Central Bengkulu BKPSDM, this study highlights the importance of developing soft skills to improve employee performance at the Central Bengkulu Regency Human Resources Development and Personnel Agency (BKPSDM). Skills such as effective communication, adaptability, critical thinking, teamwork, and leadership are the main factors in supporting work productivity and efficiency. Employees who are able to manage time, solve problems, and show empathy and integrity are proven to be able to provide optimal public services. In addition, stress management and employee welfare training strengthen work focus and create a harmonious work environment. This study also emphasizes that participatory leadership encourages team motivation and performance. With continuous training, BKPSDM can improve employee competence, create a positive work culture, and face organizational challenges better. Overall, mastery of soft skills not only improves individual performance, but also supports the achievement of strategic organizational goals and higher quality public services.

Based on the results of research conducted by researchers, the researchers provide the following suggestions:

Conducting regular soft skills training

BKPSDM of Central Bengkulu Regency needs to conduct regular soft skills training, such as effective communication training, time management, problem solving, and participatory leadership. This training aims to improve employee competence in providing optimal public services and creating a positive work culture.

Implementing Employee Stress Management and Welfare Programs

It is important for BKPSDM to implement employee stress management and welfare programs. This program can include counseling, workload management, and work-life balance improvement activities. This step will help create a harmonious work environment, increase focus, and support work productivity.

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