THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Impact of Soft Skill Competence, Altruism, Teamwork, and Innovative Work Behavior on Human Resource Quality in the Public Sector

Eni Lestariningsih
Doctoral Student, Department of Management Studies of Postgraduate,
Universitas Negeri Jakarta (State University of Jakarta), Indonesia
Dr. MochAsmawi
Professor, Department of Management Studies of Postgraduate,
Universitas Negeri Jakarta (State University of Jakarta), Indonesia
Dr. Madhakomala
Professor, Department of Management Studies of Postgraduate,
Universitas Negeri Jakarta (State University of Jakarta), Indonesia

Abstract:
Qualified human resources are needed to support the organization's strategic objectives and improve the organization's services to the community. Innovative, creative, ethical, and never-ending learning are human resource qualities required in today's Digital Age. This work presents a quantitative research model based on an e-survey with 460 BPS employees as respondents, analyzed using the Structural Equation Model. The findings of this study show that soft-skills competency, teamwork, and innovative work behavior have a substantial impact on the quality of human resources BPS. Altruism, soft-skills proficiency, and teamwork indirectly improve quality human resources BPS through innovative work behavior. In management practices, an organization's policymaker might set policies based on a model of human resource quality that significantly impacts the organization's Vision, Mission, and Strategic Goals.

Keywords:*Altruism, innovative work behavior, quality of human resources, soft-skill competence, teamwork.*

I. Introduction

Indonesia has a shortage of competent people [1]. Indonesia has 9% of high-skill workers, which is slightly better than Cambodia, Myanmar, and Lao PDR, with 4%, 6%, and 7% of high-skill workers. In the current Digital Age, the Government and Private Sector face severe challenges in filling new types of jobs and existing jobs in line with Human Resources (HR) characteristics in Indonesia. These challenges include providing job opportunities and the scarcity of highly skilled workers. The strategy for the growth of the State Civil Servant, issued by the Ministry of Administrative and Bureaucratic Reform to achieve "world-class government" in 2024, is to be qualified in Human Resources and capable in Science and Technology.

Communication and Information Technology development was so quick in the Industrial Revolution 4.0 Era that it impacted work processes, affecting workers' competencies. Highly qualified human resources with a high capacity for adaptation, flexibility, and continual learning are needed in the Industrial Revolution 4.0 Era [2]. Meanwhile, the characteristics of quality human resources required in the current 21st century, or this Digital Age, include being innovative, creative, ethical, and never stopping learning (Gilabert, 2017).

As a result of the increasing needs of people in the information society for access and interchange of data and information at anytime, anywhere, and to anyone, the BPS-Statistics Indonesia must likewise respond to the dynamics of increasing demand for excellent public services. This is in keeping with Raymond A. Noe's statement [3] that the issues facing firms seeking to gain a competitive advantage include environmental, global, and technological challenges. According to the research findings by AchmadFajar et al., achieving competitive advantage requires innovation, high-quality human resources, and employee competencies, including soft and hard skills: Skills are necessary for innovation and economic performance.

Employees have skills based on job requirements that allow them to do their responsibilities individually [3], both as human capital and as significant agents in innovation. BPS-Statistics Indonesia's vision, "Pioneer of Trusted Statistical Statistics for All," necessitates that the organization provides quality, reliable, relevant, and timely data, and statistical information to everyone. The delivery of statistical data must be faster, cheaper, easier to get, and more accurate. This phenomenon implies that to improve BPS-Statistics Indonesia's competitiveness and performance, BPS-Statistics Indonesia must continuously improve the organization's overall quality with the help of qualified BPS-Statistics Indonesia Human Resources.

This study aimed to determine the direct influence of soft skills, teamwork, and innovative competencies on the quality of human resources. In addition, it also looks at the direct impact of soft skills, altruism, and teamwork on innovative work behavior. And see to know the indirect effect of soft skills and teamwork on the quality of human resources through innovative work behavior.

2. Literature Review

2.1. Human Resource Quality

Juran defines quality as follows: "Quality does not happen by accident; it must be planned"[4]. Quality isn't something that happens; it must be planned; similar concepts are conveyed concerning quality. According to John M.Ivancevich, quality is defined as meeting the demands and expectations of customers[5]. Human resource quality, according to Ruky, is "the level of knowledge, skill, and willingness that human resources can demonstrate"[6]. Employees' ability as human resources in an organization has a significant impact on the organization's ability to boost work productivity. According to Gary Dessler, human resource management is the process of obtaining, training, evaluating, and rewarding people and adhering to their labor relations, health and safety, and justice concerns[7].

Human resource management, according to Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright, refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance[3]. Human Resources play a strategic role in implementing management functions, from planning all organizational activities to organizing existing resources to carry out activities. Starting from assigning staff to duties and responsibilities according to their positions and competencies, directing/providing direction to all organizational functions to move towards achieving corporate targets, implementation, and finally supervision.

The presence of individuals in organizations or businesses plays a critical role. Based on the description of the quality of human resources above, it can be concluded that the quality of human resources is an organizational resource that plays a strategic role in organizational goals. The quality of human resources with high-performance characters and constantly learning to improve their competence to provide excellent service is needed. Services needed to meet stakeholder needs, with indicators such as customer focus (responsiveness), never-ending learning, reliability, and systemic.

2.2. Soft-skills

Soft skills are personal attributes, interpersonal abilities, and other skills/knowledge that enable employees to execute their work more effectively. Soft skills are a subset of a person's abilities that focus on the intricacies of sensitivity of one's sentiments to the surroundings. Employers need candidates with both hard and soft talents. According to Wats & Wats (2008) in Meeks (2017), 85 percent of a person's success in the workplace is determined by soft skills, whereas only 15 percent is determined by hard skills[8]. As young people mature and learn across multiple domains of adaptation in basic capabilities and coordinated actions, Jungmeen Kim-Spoon defines competence as follows: competence is expected to improve as young people mature and learn across multiple domains of adaptation in basic capabilities and coordinated execution of actions[9].

Competence is defined as the process of improving one's skill from a low level to a higher level in conformity with established norms, with all actions being effectively coordinated. Competence is also hypothesized as an integrated, holistic approach, emphasizing the relevance of context and the complex combinations of knowledge, skills, beliefs, and attitudes, as defined by Beverley Duff[9]. Gonzi et al. competency is an integrated, holistic approach that emphasizes the relevance of context and complex combinations of knowledge, skills, values, and attitudes. In Beverley Duff, Axley defines competence as follows: Competence is considerably more than the clinician's collection of abilities.

Nursing practice's cognitive, emotional, and psychomotor domains are integrated by interacting technical skills with knowledge, attitudes, and values. Caring attitude, personal insight, interpretive ability, acceptance, maturity, and self-assessment are essential inadequate practices [10]. Based on the above description of soft skill competencies, it can be concluded that soft skills competencies are required by someone who is socially connected to others and their ability to self-regulate at work, with indicators of communication, problem-solving, teamwork, and professionalism.

2.3. Teamwork

Teamwork is a group activity in which members have complementary abilities and are dedicated to completing pre-determined assignments to achieve common objectives successfully and efficiently. It is essential to understand that teamwork is the fusion of diverse individuals into one person to achieve common goals. A group that desperately needs to work together to finish the job. According to Edward Sallis, teamwork is based on mutual trust and established relationships, and a team can only function effectively if it has a defined identity and purpose[4].

Teamwork is a feeling founded on mutual trust and a strong relationship, and a team may operate efficiently when it has a clear identity and goals. Because the work results are the outcome of the team members' efforts, an effective team allows its members to accomplish task completion that is bigger than the results of individual work. According to John R. Schermerhorn, Jr., teamwork is "the process of people working together to achieve certain goals"[11]. Teamwork is the process of people cooperating to achieve a common goal. Teamwork is the practice of working in groups to achieve organizational goals through participative leadership, shared duties, goal alignment, extensive communication, future focus, task focus, creative talents, and quick answers.

Teamwork occurs when team members embrace and fulfill their collective responsibilities actively working together. Thus all of their different skills are used to achieve team goals. According to John R. Schemerhorn, Jr. et al., When

team members embrace and carry out their collective tasks by actively working together to achieve team goals, teamwork occurs [12]. Teamwork is defined as a group whose collaborative efforts outperform the number of individual inputs. This means that a team's performance is higher than an individual's performance in an organization. Based on the definition of teamwork above, it can be summarized as a group of people with diverse abilities, talents, experiences, and backgrounds who come together in a team to achieve one goal. Teamwork has indicators, one-way goals, delegation/dependency among team members, and single commitment.

2.4. Innovative

In 1934, Joseph Schumpeter coined the term "organizational innovation." The design and implementation of new combinations are regarded as innovations. New products, services, labor processes, markets, policies, and systems can all be referred to under this new umbrella phrase. Added value can be created in organizations, shareholders, and the broader community through innovation. As a result, most definitions of innovation include developing and applying new ideas. Scoot and Bruce's descriptions of innovative work behavior: This concept emphasizes that innovative work behavior encompasses more than just creativity. However, creativity is an essential component of innovative work behavior, particularly in the early stages, to develop fresh and valuable ideas[13].

This concept emphasizes that innovative work behavior encompasses more than just creativity. However, creativity is a crucial component of innovative work behavior, particularly in the early stages when new and beneficial ideas are needed. Innovation can be defined as introducing and implementing novel ideas, methods, products, or procedures in the workplace, teamwork, or organization to benefit the organization, work team, or employees' job. Next, According to Anderson, "innovative work behavior" is defined as follows: To develop and introduce new and improved ways of doing things, define creative work behavior as the process, outcomes, and products of attempts to create and introduce new and improved ways of doing things[14].

Anderson et al. define creative work behavior as "the process, outcomes, and products of efforts to develop and introduce new and better ways of doing things in the workplace." Innovative work behavior is a type of conduct that attempts to initiate and introduce new ideas, processes, procedures, and products that are beneficial to the organizations in this study. According to Amabile, "creative work behavior" is defined as the sum of all physical and cognitive work activities that employees perform individually or collaboratively in their workplaces to satisfy a set of interdependencies requirements needed to develop innovation.

Individuals may complete these needs for innovation creation multiple times and simultaneously due to the complex nature of innovation processes[15]. Commitment, involvement, and management leadership in building technical and non-technical enabling variables that might stimulate creative behavior in every job function are required for structured and systematic innovative work behavior. From the description above, it can be concluded that innovative work behavior includes everything a person does to develop new ideas or ideas. Innovative work behavior can give birth to innovation, measured by indicators such as developing new ideas, being creative at work, and solving problems by applying new ideas.

2.5. Altruism

There is a contradiction in human relations today, in the Digital Era of the twenty-first century. On the one hand, political, economic, and business interests fuel competition. On the other hand, some volunteer, putting themselves in danger and risking their lives to benefit others. This concern for others can exhibit itself in various ways, including selfless conduct. Schoeder, Penner, Dovidio, and Pilivian describe altruism as assisting in circumstances where the giver helps another without expecting anything in return. According to David R. Shaffer, Altruism is selfless care for the well-being of others manifested by prosocial activities such as listening, cooperating, soothing others, or assisting others[16].

Altruism is defined by Arifin, as a duty performed for the benefit of others[17]. Altruism, according to Batson, is a "motivational condition with the ultimate purpose of promoting the well-being of others." According to Batson, who Carr referenced, altruism is a response that produces a mild sensation like empathy but does not lead to egocentrism[18]. According to Eid and Larsen, Altruism is an evolutionary worldview that makes a simple set of predictions regarding the human nature of helping and altruism[19].

Altruism, according to Myers, is defined as prosocial behavior motivated by the well-being of others without regard for reciprocity (rewards). Based on the definition of altruism above, it can be concluded that altruism is a set of prosocial behavior motivated by the desire to help others without expecting reciprocity. Altruism is evidenced by indicators such as paying attention to others, helping others, and prioritizing the interests of others in front of yourself.

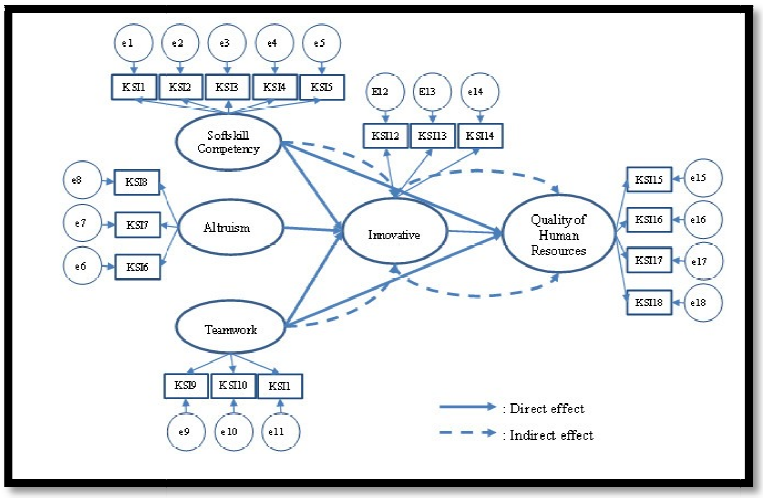

Figure 1: Research Model

3. Data and Methodology

3.1.Data Set

This study used a quantitative research design employing path coefficient research, examining causal links between variables through hypothesis testing. The population in this study is BPS across all Indonesian provinces, totaling 15,980 people. Simple random sampling was employed for the sampling. A minimum of one employee will represent each Provincial BPS-Statistic Indonesia as a sample in this study. The BPS-Statistic Indonesia will be represented by a minimum of one employee as a sample. The Slovin formula is used to calculate the number of samples in the study, obtained a sample of 460 employees in 33 provinces.

3.2. Methodology

In this study, data collection was used by using an instrument in a questionnaire. The instrument was tested first before being used in the study. The instrument testing includes reliability and validity tests. From the test results, it is obtained that the instrument items are invalid and valid. Invalid instruments will be discarded. Questionnaires were distributed to respondents to get research data about the overall variables studied. The construct reliability test was carried out based on the following calculation formula.

$$ContructReliability = \frac{(\sum std.Loading)^2}{(\sum std.Loading)^2 + \sum ej} \quad (1)$$

$$Varianceextracted = \frac{\sum std.Loading^2}{\sum (std.Loading)^2 + \sum ej} \quad (2)$$

The data analysis used for this research is an inferential analysis and descriptive analysis. Descriptive analysis is used in terms of central measure, data presentation, and spread measure. Descriptive data analysis can be presented in histograms and distribution tables. The central measurements are the median, mean, and mode. Structural Equation Modeling (SEM) is a multivariate analysis technique developed to cover the limitations of previous analytical models that have been widely used in statistical research. SEM is a second-generation multivariate analysis technique, which combines a structural model (path analysis, regression analysis) with a measurement model (confirmatory factor analysis).

4. Main Findings

The descriptive analysis presents the distribution of the scores for each variable, measures of data concentration such as minimum, maximum, mean (mean), median and mode, and the size of the data spread and standard deviation. There are 5 (five) items in the instrument statement for each variable, namely 1: never, 2: rarely, 3: sometimes, 4: often, and 5: always. The answers to the items are aggregated into indicators of variables and variables using the average value based on the number of items for each indicator. In general, the average, mode and median for each indicator is more than 4. This means that the average value of the variables and indicators is very high. Descriptions for variable indicators are presented in the following table:

Indicator	Min	Max	Average	median	Modus	Standard Deviation
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Responsive (RES)	2.50	5	4.13	4.17	4.00	0.51
Never Stop Learning (NSL)	2.60	5	4.06	4.00	4.00	0.55
Reliable (RELIABLE)	3.00	5	4.40	4.38	5.00	0.42
Systemic (SYS)	2.40	5	4.12	4.00	4.00	0.50
Human Resources Quality	3.00	5	4.20	4.21	4.21	0.41
New ideas/ideas (IDEA)	2.71	5	4.06	4.14	4.14	0.47
Creativity at work (CREATIVE)	2.17	5	3.72	3.67	4.00	0.55
Breakthrough for idea implementation (TIDEA)	2.10	5	3.94	4.00	4.10	0.51
Innovative Work Behavior	2.52	5	3.92	3.91	4.00	0.47
Communication (COM)	2.00	5	4.06	4.00	4.00	0.57
Problem solving ability (PS)	2.00	5	3.93	4.00	4.00	0.57
Working in a team (TW)	2.60	5	4.23	4.20	4.00	0.52
Ability to manage information (AI)	2.00	5	4.16	4.00	4.00	0.53
Professional (PRO)	3.00	5	4.22	4.13	4.00	0.45
Soft-skill Competence	2.89	5	4.13	4.07	4.00	0.44
Have a single goal direction (GOAL)	2.00	5	4.00	4.00	4.00	0.53
Delegation and interdependence among team members (TIM)	2.71	5	4.23	4.14	4.00	0.52
Have a shared commitment (KOM)	3.00	5	4.23	4.14	4.00	0.48
Teamwork	2.65	5	4.16	4.10	4.00	0.48
Giving concern for others (IPM)	2.78	5	4.39	4.33	4.00	0.47
Helping others (MOL)	2.43	5	3.96	4.00	4.00	0.54
Putting the interests of others above personal interests (KOP)	2.25	5	4.04	4.00	4.00	0.55
Altruism	2.80	5	4.17	4.15	4.00	0.45

Table 1: Variable Indicator Description

The value of construct reliability is as shown in the following table:

Construct	Construct Reliability	Extracted Variance	Conclusion
Human Resources Quality (Y)	0.925	0.756	Reliable
Soft-skill competence (X1)	0.924	0.713	Reliable
Altruism (X2)	0.937	0.832	Reliable
Team work (X3)	0.960	0.890	Reliable
Innovative work behavior (X4)	0.968	0.910	Reliable

Table2: Research Construct Reliability Test Results

Based on the results of data processing above, it can be seen that the value of construct reliability > 0.7, and the value of average variance extracted > 0.5. This shows that the construct used in this study is reliable.The model fit test is also known as the model suitability test (Goodness of Fit) and the coefficient of determination. The model fit test was carried out on the structural model as a whole. The model fit test is also known as CFA (Confirmatory Factor Analysis) to test whether the model used in a study can accept causal relationships that occur between variables. If the CFA indicator shows that there is a fit of the model, then there is a match between the data and the conceptual model used (which previously came from tabulations of previous studies). The results are presented in the following table.

Indicator	Criteria	Results	Conclusion
Absolute Fit Measure			
Chi-Square Stats	p-value>0.05	Chi2=339466, p-value=0.00	poor fit
Goodness of Fit Index (GFI)	value≥0.90	0.684	Marginal fit
Adjusted Goodness of Fit (AGFI)	value≥0.90	0.670	Marginal fit
Root Mean Square Residual (RMSR)	value≤0.05	0.0251	good fit
Root Mean Square Error of Approximation (RMSEA)	value≤0.08	0.0483	good fit
Expected Cross-Validation Index (ECVI)	Close to 1	25.564	poor fit
Incremental Fit Measures			
Normal Fit Index (NFI)	value≥0.90	0.970	good fit
Non-Normed Fit Index (NNFI)	value≥0.90	0.985	good fit
Parsimony Normed Fit Index (PNFI)	value≥0.90	0.947	good fit
Comparative Fit Index (CFI)	value≥0.90	0.986	good fit
Incremental Fit Index (IFI)	value≥0.90	0.986	good fit
Relative Fit Index (RFI)	value≥0.90	0.966	good fit
Parsimonious Fit Measures			
Akaike Information Criteria (AIC)	Close to Saturated AIC	11733,962	good fit
Saturated AIC		11342,000	
Consistent Akaike Information Criterion (CAIC)	Close to Saturated AIC	12960.325	poor fit
Saturated CAIC		40441.185	
Parsimony Goodness of Fit Index (PGFI)	0≤value≤1	0.655	good fit
Parsimony Normed Fit Index (PNFI)	0≤value≤1	0.947	good fit

Table 3: Model Fit Test

Based on the test results using the model fit indicators above, it was found that all the model fit indicators contained in Absolute Fit Measures indicate that the model used in this study is mostly good fit, namely Root Mean Square Residual (RMSR), and Root Mean Square Error of Approximation (RMSEA). Measures that show marginal fit are the Goodness of Fit Index (GFI) and Adjusted Goodness of Fit (AGFI). Meanwhile, only one shows poor fit, namely Chi-Square Statistics and Expected Cross-Validation Index (ECVI).

Then if you refer to the test results using Incremental Fit Measures, the results show that all sizes show good fit. Meanwhile, if you use the indicators contained in the Parsimonious Fit Measures, there are size assignments that show good fit, namely Akaike Information Criterion (CAIC), Parsimony Normed Fit Index (PNFI), Parsimony Goodness of Fit Index (PGFI) while showing poor fit there is one measure namely and the Consistent Akaike Information Criterion (CAIC). Because most of the indicators of model fit are good fit (10 measures indicate good fit, 2 measures indicate marginal fit, and 3 measures indicate good fit), this study can generally be said to be suitable. Therefore, an analysis of the research model can be carried out. In this study, the value of the coefficient of determination (R2) is carried out to show how much the independent latent variable can explain changes in the dependent latent variable. The processed results using the LISREL 8.70 application show the coefficient of determination in each model is as follows:

Innovative = 0,477*Softskill + 0,189*Teamwork + 0,272*Altruism……..(4.1)
se (0,0793) (0,0517) (0,0670)
t 6,010 3,653 4,053
Errorvar = 0,240, R^2 = 0,760

HR Quality = 0,425*Softskill + 0,155*Teamwork + 0,415*Inovatif, ... (4.2)
se (0,0755) (0,0471) (0,0725)
t 5,629 3,293 5,719
Errorvar = 0,129, R^2 = 0,871

Changes in the influence of soft-skill competence, altruism, and team work on innovative work behavior show the coefficient of determination (R2) of 0.760 or 76%. This means that changes in innovative behavior variables, 76% can be explained by soft skills, altruism and team work, while the rest (24%) are influenced by factors that are not part of the model. The value of the termination coefficient is quite large, so it can be said that the relationship between variables is suitable to explain the model in the study.

Changes in the influence of innovative work behavior, soft-skill competence, and team work on the quality of human resources show a coefficient of determination (R2) of 0.871 or 87.1%. This means that changes in the quality of human resources variables, 87.1% can be explained by innovative work behavior, soft-skill competence, and team work, while the rest (12.9%) is influenced by factors that are not part of the model. The value of the termination coefficient is quite large, so it can be said that the relationship between variables is suitable to explain the model in the study.

The complete model in this study can be presented in the following figure:

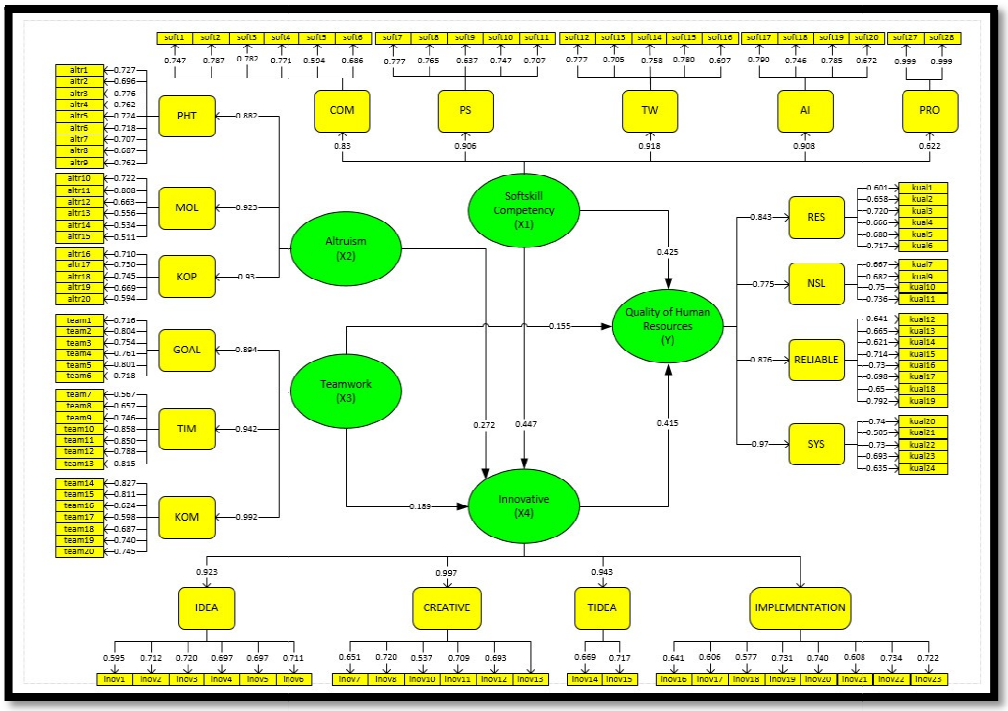

Figure 2: Complete Estimation Results of Research Model

From the table above, it can be seen that systemic indicators are the dominant indicators in the variable of human resource quality. Instruments that have a dominant factor loading are statements that are able to link tasks and functions with the available system. Creative indicators at work are dominant indicators of innovative variables. Instruments that have a dominant loading factor are not easily discouraged in realizing new ideas.

The indicator of working in a team is the dominant indicator on the soft skill variable. The instrument that has a dominant loading factor is the sharing of tasks in the work team. The indicator of having a shared commitment is the dominant indicator on the team work variable. The instrument that has a dominant loading factor is that each team member has a commitment to complete the job well. The indicator of putting other people's interests above personal interests is the dominant indicator on the altruism variable. Instruments that have a dominant factor loading are having a high commitment to achieving team goals.

The direct effect may be observed in the Path coefficient table and t-value below to test the significance of the path coefficient.

Hypothesis		SLF	Standard Error	t	P
H1	Direct effect of soft-skill competency on quality of human resources	0.425	0.0755	5.629	0.000
H2	Direct effect of team work on quality of human resources	0.155	0.0471	5.719	0.000
H3	Direct effect of innovative work behavior competency on quality of human resources	0.415	0.0725	3.293	0.000
H4	Direct effect of soft-skill competency on innovative work behavior	0.477	0.0793	6.010	0.000
H5	Direct effect of altruism on innovative work behavior	0.272	0.0670	4.053	0.000
H6	Direct effect of team work on innovative work behavior	0.189	0.0517	3.653	0.000
H7	Indirect effect of soft-skill competency on quality of human resources through innovative work behavior	0,198	-	4.096*)	0.000
H8	Indirect effect of team work on quality of human resources through innovative work behavior	0,078	-	2. 479*)	0.019

Table 4: Standardized Loading Factor (Slf) and T-Value
*Note: *) Use Sobel Test (Sekaran&Bougie, 2012) To Test the Indirect Effect of Variable*

From the research model above, the statistical hypothesis that can be developed, namely:

- H1: There is a positive direct effect of soft-skill competency on quality of human resources
- H2: There is a positive direct effect of team work on quality of human resources
- H3: There is a positive direct effect of innovative work behavior competency on quality of human resources
- H4: There is a positive direct effect of soft-skill competency on innovative work behavior
- H5: There is a positive direct effect of altruism on innovative work behavior
- H6: There is a positive direct effect of team work on innovative work behavior
- H7: There is a positive indirect effect of soft-skill competency on quality of human resources through innovative work behavior
- H8: There is a positive indirect effect of team work on quality of human resources through innovative work behavior

Based on the output of the Research Model above all indicators or construct variables have significant loading factor values in measuring or forming latent variables because theloading factor value ≥ 0.5 and the path coefficient value of the direct influence of exogenous variables on endogenous variables are statistically significant because CR> 1, 96.
Soft-skill competence has a direct positive effect of 0.425 on the quality of human resources. This means that the better the soft-skill competence, which includes the ability to manage information, communication, professionally, work in teams, and the ability to solve problems, the more influential it is in improving the quality of human resources. Team work has a direct positive effect on the quality of human resources with a coefficient value of 0.155. This means that the better the team work, which consists of indicators having one direction of purpose, delegation and independence among team members, and indicators having a shared commitment, it will improve the quality of human resources.

Innovative work behavior has a direct positive effect on the quality of human resources with a coefficient value of 0.415. This means that the better innovative work behavior, which consists of indicators of creativity at work, new ideas/ideas, and making breakthroughs for the application of new ideas/ideas, it will improve the quality of human resources. Soft-skill competence has a positive direct effect of 0.477 on innovative work behavior. This means that the better the soft-skill competence, which consists of indicators of the ability to manage information, communication, professionalism, work in teams, and the ability to solve problems, it will increase innovative performance behavior.
Altruism has a positive direct effect of 0.272 on innovative work behavior. This means that the better altruism which consists of indicators of putting other people's interests above personal interests, helping others, and giving attention/care for others, it will increase innovative performance behavior. Team work has a direct positive effect on innovative work behavior with a coefficient value of 0.189. This means that the better the team work, which consists of indicators having one direction of purpose, delegation and independence between team members, and indicators having a shared commitment, it will encourage innovative work behavior.

Variable	Indicator	LF	Standard Error	t	P
Soft Skill Competence	COM	0.392	0.0256	15.296	0.000
	PS	0.451	0.0261	17.297	0.000
	TW	0.469	0.0268	17.506	0.000
	AI	0.451	0.0254	17.734	0.000
	PRO	0.400	0.0278	14.422	0.000
Altruism	PHT	0.393	0.0250	15.731	0.000
	MOL	0.494	0.0312	15.842	0.000
	KOP	0.488	0.0312	15.644	0.000
Team Work	TUJU	0.428	0.0272	15.735	0.000
	TIM	0.311	0.0248	12.553	0.000
	KOM	0.537	0.0256	21.029	0.000
Innovative work behavior	KREATIF	0.490	0.0371	13.201	0.000
	IDEA	0.424	0.0365	11.596	0.000
	TIDEA	0.438	0.0332	13.172	0.000
Quality of human resources	RES	0.301	0.0321	9.400	0.000
	NSL	0.362	0.0379	9.553	0.000
	HANDAL	0.320	0.0321	9.993	0.000
	SYS	0.424	0.0378	11.193	0.000

Table 5: Loading Factor and t-value

Note: COM: Communication, PS: Problem Solving, TW: Working in Team, AI: Managing Information, PRO: Professional; PHT: Give attention/care for others, MOL: help others, KOP: Putting other people's interests above personal interests; TUJU: Have one direction goal, TIM: Delegation/ interdependence between team members, KOM: Have one commitment; RES: Responsive (focus on customers); IDEA: Developing new ideas, KREATIF: Creativity in work, TIDEA: Make a breakthrough to implement the new ideas; NSL: Never Stop Learning, HANDAL: Reliable, SYS: Systemic.

From the results of the research above, it can be done decomposition of the effect of exogenous variables on endogenous variables in the structural estimation model as shown in the following table:

Variable	Direct Influence on		Indirect Influence on		Total Effect on	
	HR Quality	Innovative	HR Quality	Innovative	HR Quality	Innovative
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Soft skills	0.425*	0.477*	0.198*	-	0.633*	0.477*
Teamwork	0.155*	0.189*	0.078*	-	0.233*	0.189*
Innovative	0.415*	-	-	-	0.415*	-
Altruism	-	0.272*	-	-	-	0.272*

Table 6: Decomposition of the Effect of Exogenous Variables on Endogenous
*Note: * Significant α = 0,05*

The table above shows that the soft-skill competency variable has a significant indirect effect on the variable quality of human resources through the mediating variable of innovative work behaviour which is indicated by a coefficient value of 0.198. Soft-skill competence has a direct and indirect positive effect on the quality of human resources. Soft-skill competence has an indirect positive effect on the quality of HR through innovative work behaviour, which means that better soft-skill competence will have an effect on encouraging an increase in innovative work behaviour that will improve the quality of HR. The significance of the influence of soft-skill competence on the quality of human resources is in line with research (Meeks, 2017) which found that the quality of human resources in the work environment depends on 85% of soft skills. Similar research was also conducted by (Ibrahim et al., 2017), (Tang, 2018) and (Rongraung et al., 2014).

Strengthening team work which includes the paradigm of having a one-way goal, delegation and interdependence between team members, as well as a shared commitment to achieving the organization's strategic goals, will have a direct impact on improving the quality of human resources. Working in a team work is indicated by the ownership of one goal direction, the existence of delegation and interdependence between team members, and a shared commitment. Shared commitment is the dominant factor that can increase the height of working as a team. The indirect effect of working as a team work on the quality of human resources through the mediation of innovative work behaviour, meaning that the higher the commitment to work in team work, the better the innovative work behaviour of employees who will be able to improve their quality.

The table above shows that the team work variable has a significant indirect effect on the variable quality of human resources through the mediating variable of innovative work behaviour which is indicated by a coefficient value of 0.078. The significance of the influence of team work on the quality of human resources is in line with the research of Suzanne Polis (Polis, Higgs, Manning, Netto, & Fernandez, 2017) which states that open communication at work can encourage openness between employees at work, through openness it can increase team strength. work in work so as to improve the quality of human resources in the organization.

Agile and adaptive organizations are forms of organizational transformation to grow a learning organization. Employee work culture that is increasingly creative and has innovative work behaviour will encourage employees to continuously learn so that it will improve the quality of human resources. (Leong &Rasli, 2014) The significance of the influence of innovative work behaviour on the quality of human resources is in line with research (Bos-Nehles et al., 2017) defining innovative work behaviour as creativity and innovation in the workplace is the process, result and product of efforts to develop and introduce new and better ways of doing things so as to improve the quality of human resources. (Leong &Rasli, 2014) also concluded that innovative work behaviour at work is one of the main assets in improving the quality of human resources. Other similar studies are (Newman, Tse, Schwarz, & Nielsen, 2018), (Dediu, Leka, & Jain, 2018), and (Afsar&Badir, 2016).

Soft-skill competence has a direct positive effect on innovative work behaviour. Changes in work behaviour in the current era of disruption require the ability to manage information that is available everywhere and also the speed of obtaining information that is increasingly real time. Need to think differently to optimize data and information that can be accessed from anywhere, anywhere and anytime in carrying out work. For this reason, the ability to manage information, the existence of intensive communication, and the professionalism of employees will encourage the growth of new ideas / ideas and employee creativity so as to improve employee innovative work behaviour. (Hendarman&Tjakraatmadja, 2012) The results of research on the effect of soft-skill competence on innovative work behaviour are in line with (Hendarman&Tjakraatmadja, 2012) which states that the search for soft-skill information has a positive effect on technical innovation, which is needed to create new products or multiple services.

Altruism has a direct positive effect on innovative work behaviour. The rapid development of Information and Communication Technology makes work easier and faster to be done individually or in groups. However, the rapid advancement of ICT in this Digital Age can affect the emergence of a higher individualistic nature, thereby reducing concern, as if it no longer needs another party. Altruistic characters need to be nurtured, such as caring, helping others, and placing the interests of others above personal interests, so that the implementation of work, even though optimizing the use of ICT, still requires working in groups or together which will encourage the emergence of new ideas/ideas. and creativity at work, which reflects an increase in innovative work behaviour. (Emilio DomínguezEscrig, Francisco FermínMallénBroch, Ricardo Chiva Gómez, 2015; Walker & van Zyl, 2016) Research results on the effect of altruism on innovative work behaviour are in accordance with research (Emilio DomínguezEscrig, Francisco FermínMallénBroch, Ricardo Chiva Gómez, 2015; Walker & van Zyl, 2016), which concludes that altruism can affect employees' innovative work behaviour at work.

Cohesiveness and teamwork are becoming increasingly influential in the success of the organization. The underlying thing is to find new and innovative work methods or models with the aim of completing their work efficiently and effectively, as a joint contribution between team members. The benefits of teamwork are increasing productivity in the workplace, increasing overall creativity, reducing response times, expanding decision making, and improving problem solving quality. Based on this research, it was found that there is a direct positive effect of team work on innovative work behaviour. The results of this study where team work has a direct positive effect on innovative work behaviour is in line with the research of Dana Morris-Jones which states that every organization requires innovation from various disciplines. Therefore, it requires team work with various scientific backgrounds. With team work, innovative work behaviour will increase.

5. Conclusion

The findings of this study generally illustrate that building the quality of BPS human resources is significantly influenced by soft-skill competence, teamwork, and innovative work behavior. On the other hand, innovative work behavior is influenced substantially by soft-skill competence, altruism, and teamwork. Meanwhile, improving the quality of BPS human resources is indirectly affected by strengthening soft-skill competencies through innovative work behaviors and solid teamwork through innovative work behaviors.

In general, each element plays an important role in building the quality of human resources at BPS. Among other things, the soft skill competence of employees at work, strong teamwork to achieve the organization's vision and mission, and others. On the other hand, innovative work behavior is needed to achieve maximum results.

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