

The Influence of Soft Skill Competence, Altruism, Team Work, and Innovative Work Behavior on the Quality of Human Resources in BPS-Statistics Indonesia

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ABSTRACT

The advancement of communication and information technology forces each organization to continue to develop including improving the quality of human resources. The BPS-Statistics Indonesia, as an important information provider institution in Indonesia, must be able to keep up with all these developments, including paying attention to soft skill competence, altruism, team work, and innovative work behavior the employees. In this study involving 390 employees from a population of 15,980 employees BPS-Statistics Indonesia. This study seeks to develop a number of factors using SEM that can be used by policy makers in order to improve the quality of human resources in the BPS-Statistics Indonesia.

Keywords: *altruism, soft skill competence, innovative work behavior, team work, quality*

human resources

1. INTRODUCTION

Indonesia, among the ASEAN countries, is including countries that lack skilled workers [1]. Indonesia is only slightly better than Cambodia, Myanmar and Lao PDR, where the percentage of high-skill workers for Indonesia is 9%, Cambodia 4%, Lao PDR 6%, and Myanmar 7%. Currently, the Government and Private Sector are facing challenges related to the issue of growth in employment opportunities and the shortage of workers with high skills to fill new types of jobs and existing jobs that are in accordance with the characteristics of Human Resources (HR) in the Digital Age. The Government through the Ministry of Administrative and Bureaucratic Reform formulated the roadmap for the development of the State Civil Servant to be qualified of Human Resources and capable in Science and Technology in order to realize "world class government" in 2024. BPS-Statistics Indonesia as one of the Non-Ministry Government agencies, needs to align itself with global changes (need pursuit of relevance) to achieve competitive advantage, and with the Government's strategic goals, namely development of the Civil Servant towards "world class government" in 2024 supported by Smart State Civil Servant.

In the rapid development of Communication and Information Technology, which is called by the Industrial Revolution 4.0 Era, work systems is changing, in which influences the competencies that must be possessed by workers. The Industrial Revolution 4.0 Era is for highly qualified human resources who have a large capacity for adaptation, flexibility and continuous learning [2].

Therefore, the BPS-Statistics Indonesia must also adjust to the dynamics of increasing demand for quality public

services, as a result of the increasing needs of the people in the era of information society for access and exchange of data and information at anytime, anywhere, and to anyone. This is in line with the statement of Raymond A. Noe [3], that the challenges facing organizations to achieve competitive advantage include: sustainability challenges, global challenges, and technology challenges. To achieve competitive advantage must be supported by innovation, superior quality human resources, and employee competencies, both soft skills and hard skills, in line with the results of research by Achmad Fajar *et.al*: Skills are essential for innovation and economic performance of companies. Employees, both as human capital and as important actors of innovation, have skills based on the job requirements which allow them to perform their tasks at an individual level [3]. The vision of BPS-Statistics Indonesia, namely "Pioneer of Trusted Statistical Data for All", demands that the BPS-Statistics Indonesia must be able to present quality, reliable, relevant and timely data and statistical information for all. Provision of statistical data must be able to be faster, cheaper, easier to obtain, and better. This phenomenon implies that in order to improve the competitiveness and performance of the BPS-Statistics Indonesia, the BPS-Statistics Indonesia requires efforts to improve the quality of the organization as a whole and continuously with the support of qualified BPS-Statistics Indonesia Human Resources.

Based on the explanation, the problem of this study are:

- Does soft-skill competence give a positive impact for quality human resources in BPS-Statistics Indonesia?
- Does team work give a positive impact for quality human resources in BPS-Statistics Indonesia?
- Does innovative work behavior give a positive impact for quality human resources in BPS-Statistics Indonesia?

2. LITERATURE REVIEW

2.1. *Quality of Human Resources*

Juran defines quality as follows, believed that quality does not just happen, it has to be planned [4]. Quality does not just happen but it must be planned, similar things are expressed related to quality. John M. Ivancevich defines quality as follows, quality is defined as meeting costumers needs and expectation [5]. According to Ruky, the quality of Human Resources is "The level of knowledge, ability, and willingness that can be demonstrated by human resources" [6]. The ability of employees as human resources in an organization is very important meaning and existence to increase work productivity in the organization. Further, Gary Dessler explained human resource management as follows, human resource management is the process of acquiring, training, appraising and compensating employees, and of attending to their labor relations, health and safety and fairness concerns [7]. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright explain human resource management as follows, human resource management refers to the policies, practices and systems that influence employees behavior, attitudes and performance[3]. Human Resources has a strategic function in the entire implementation of management functions from: planning all organizational activities, organizing existing resources to carry out activities, staff placement on tasks and responsibilities according to their positions and competencies, directing/giving directives to all organizational functions for move towards achieving organizational targets, actuating or implementation and reaching the supervision stage. The existence of humans in organizations or companies has a very vital position. Based on the description of the quality of human resources above, it can be synthesized the quality of human resources is an organizational resource that has a strategic role in ignoring organizational goals, which has a high-performance character, continuously learning to improve its competence, so as to be able to provide excellent service to meet stakeholder needs interests, with indicators: customer focus (responsive), never stop learning, reliable, and systemic.

2.2. *Soft Skill Competence*

Soft skills are defined as a combination of personal qualities, interpersonal skills, and additional skills/knowledge that help an employee better perform their job. Soft skills are part of the skills of someone who is more on the subtleties or sensitivity of one's feelings towards the surrounding environment. Employers look for people who have hard skills and soft skills. According to Wats and Wats (2008) in Meeks (2017), a person's success in the work environment depends on 85% soft skills, and only 15% hard skills [8]. 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 basically the process of

increasing one's ability from low ability to being better ability in accordance with standards and all actions are well coordinated. Beverley Duff defines competence as follows, competence is also postulated as an integrated holistic approach, emphasizing the importance of context and the complex combinations of knowledge, skills, values and attitudes [9]. According to the research results of Gonzi et.al competence is an integrated holistic approach, emphasizing the importance of context and complex combinations, knowledge, skills, values and attitudes. Axley in Beverley Duff defines competence: Competence is much more than an array of skills attained by the clinician. The interplay of technical skills with knowledge, attitudes, and values integrates the cognitive, affective and psychomotor domains of nursing practice. Other critical qualities involved incompetent practice include nurses attitudes, motives, personal insightfulness, interpretive abilities, receptivity, maturity, and self-assessment [10]. Based on the description of soft skill competencies above, it can be synthesized that soft skills competencies are competencies needed by someone who is related to others and their self-regulating skills at work, with indicators of communication, problem solving, working in team, and professional.

2.3. *Team Work*

Team work is a form of group work with complementary skills and is committed to achieving pre-agreed missions to achieve common goals effectively and efficiently. It must be realized that teamwork is a fusion of various individuals who become one person to achieve common goals. A team that really needs a willingness to join hands to complete the work. Edward Sallis defines team work as follows, team work is based on mutual trust and established relationship, only when a team has an identity and purpose can it operate effectively [4]. Teamwork is a feeling that is based on mutual trust and a strong relationship, so when a team has a clear identity and goals, the team can operate effectively. An effective team is a team that allows its members to be able to produce task completion that is greater in number than the results of individual work because the results of his work are the result of the team members' contributions together. John R. Schermerhorn, Jr. defines Teamwork as follows teamwork is the process of people working together to accomplish these goals [11]. Teamwork is the process of people working together to achieve this goal. Teamwork is the process of working in groups with participative leadership, shared responsibilities, goal alignment, intensive communication, focus on the future, and focus on tasks, creative talents and quick responses to achieve organizational goals. Furthermore John R. Schermerhorn, Jr. et.al defines team work as follows, team work occurs when team members accept and live up to their collective accountability by actively working together so that all their respective skills are best used to achieve team goals. Team collaboration occurs when team members accept and live up to their collective responsibilities by actively working together so that all of their individual abilities are best used to achieve team goals [12]. Teamwork is a group whose individual efforts produce higher performance than the number of individual inputs. This means that the

performance achieved by a team is better than the performance per individual in an organization. Based on the description of team work above, it can be synthesized that team work is a group of people with different abilities, talents, experiences and backgrounds who gather together in the same place in a team to achieve one goal, with indicators, having one direction of goals, delegates/interdependence between team members, and have one commitment.

2.4 Innovative Work Behavior

The term innovation in organizations was first introduced by Schumpeter in 1934. Innovation is seen as the creation and implementation of new combinations. This new combination term can refer to new products, services, work processes, markets, policies and systems. In innovation, added value can be created, both in organizations, shareholders, and the wider community. Therefore, most definitions of innovation include the development and implementation of something new. Scoot and Bruce define innovative work behavior as follows: This definition implies that innovative work behavior is more than creativity although creativity is a necessary part of innovative work behavior, especially in the beginning, in order to generate new and useful ideas [13]. This definition implies that innovative work behavior is more than just creativity although creativity is an important part of innovative work behavior, especially in the beginning, to generate new and useful ideas. Innovation can be interpreted as the introduction and application of ideas, processes, products or procedures that are new in the work, work team or organization designed to benefit the organization, work team or the work of the employees themselves. Next Anderson defines innovative work behavior as follows define innovative work behavior as creativity and innovation at work are the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things [14].

Anderson *et al.* defining innovative work behavior as creativity and innovation in the workplace is the process, results and products of efforts to develop and introduce new and better ways of doing things. Innovative work behavior is a form of behavior that aims to achieve the initiation and introduction of ideas, processes, procedures and new products that are useful for organizations in this research are the organizations in which they work. Amabile defines innovative work behavior as follows: Based on models of creativity and innovative work behavior is defined as the sum of all physical and cognitive work activities which employees carry out individually or interactively in their work context with the intention of accomplishing a set of interdependent requirements that are necessary for the development of an innovation. Due to the complex nature of innovation processes, individuals may be repeatedly and simultaneously involved in the accomplishment of these requirements for innovation development [15]. Innovative work behavior that is carried out in a structured and systematic manner requires commitment, involvement, and management leadership in developing technical and non-technical supporting factors that are able to encourage

innovative behavior in every job role. From the description above it can be synthesized that innovative work behavior is everything that someone does in his work assignment with the orientation to develop new ideas or ideas that can lead innovations, with indicators developing new ideas, creativity in work, and making breakthroughs in the application of new ideas.

2.5 Altruism

In Digital Era of the 21st Century, nowadays, there is a paradox in human relations. On one side, competition is strongly driven by political, economic and business interests. But on the other side, there are people who volunteer themselves, taking danger and risk for the benefit of others. This caring attitude towards others, can manifest in various forms of behavior, including altruistic behavior. Schoeder, Penner, Dovidio and Pilivian define altruism is helping for cases in which the benefactor provides help to another without the anticipation of rewards from external sources for providing assistance. David R. Shaffer defines altruism is a selfless concern for the welfare of others that is expressed through prosocial acts such as hearing, cooperation, comforting others or helping [16]. Borrong quoted by Syamsul defines altruism as a duty shown to the good of others [17]. According to Batson, what is meant by altruism is "motivational state with the ultimate goal of increasing another's welfare. Batson quoted by Carr defines altruism as follows, altruism is a response that poses a positive feeling like empathy that will not give rise to egocentrism [18]. Randy J. Larsen explains altruism is an evolutionary perspective providing a relatively straightforward set of predictions about the human nature of helping and altruism [19]. According to Myers, altruism is one of prosocial actions for the reasons of the welfare of others without any awareness of reciprocity (rewards). Based on the description of altruism above, it can be synthesized that altruism is one of prosocial actions with the reason of helping others without expecting reciprocity with indicators: giving attention to others, helping others, and putting other people's interests ahead of personal interests.

3. RESEARCH METHODOLOGY

The research design used in this study is quantitative with path coefficient research that discusses causal relationships between variables through hypothesis testing. The population in this study is BPS in all provinces in Indonesia with a total of 15,980. The sampling used is simple random sampling. The sample for this study is that each Provincial BPS-Statistic Indonesia will be represented by a minimum of 1 employee as a sample, and for the BPS-Statistic Indonesia it will also be represented by a minimum of one employee as a sample in this study. Calculation of the number of samples in this study using the Slovin formula obtained a sample of 390 employees.

4. RESULTS AND DISCUSSION

Analysis of a Complete Structural Model (Full Model) is done after the analysis of the construct variable in measuring or forming latent variables that are tested with confirmatory factor analysis. Structural analysis of equation modeling in full models must meet the evaluation criteria of a model, namely Discriminant validity, Multivariate Normality, data outliers, Multicollinearity and singularity and goodness of fit models. Full model SEM calculation is done by using SPSS AMOS 23 software. The results of the full model SEM calculation can be seen in the following table:

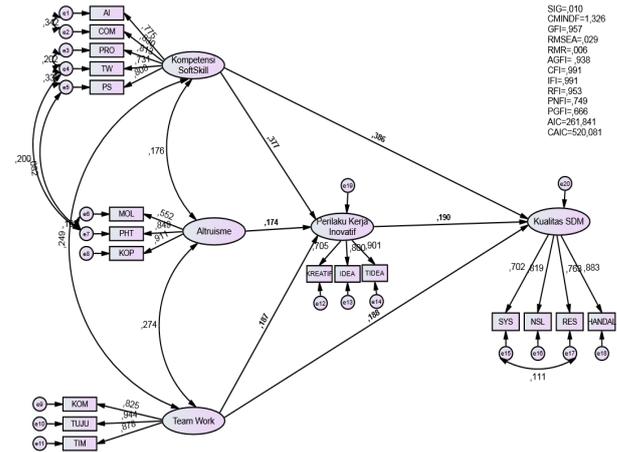


Figure 1 Structural model estimation

To test the significance of the path coefficient the direct effect can be seen in the Path coefficient table and C.R. (t-value) below.

Table 1 Path coefficient and C.R. (t-value)

Latent Variable	Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
quality of human resources_Y <--- SoftSkill_Compence_X1	0,386	0,306	0,049	6,232	***
quality of human resources_Y <--- Team_Work_X3	0,188	0,16	0,044	3,619	***
quality of human resources_Y <--- innovative work behavior_X4	0,19	0,17	0,054	3,182	0,001
innovative work behavior_X4 <--- SoftSkill_Compence_X1	0,377	0,332	0,05	6,655	***
innovative work behavior_X4 <--- Altruism_X2	0,174	0,273	0,088	3,115	0,002
innovative work behavior_X4 <--- Team_Work_X3	0,187	0,177	0,051	3,478	***

Table 2 Loading factor and C.R. (t-value)

Latent Variable	Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P
AI <--- SoftSkill_Compence_X1	,775	1,000			
COM <--- SoftSkill_Compence_X1	,830	1,064	,051	20,675	***
PRO <--- SoftSkill_Compence_X1	,813	1,015	,065	15,507	***
TW <--- SoftSkill_Compence_X1	,731	,909	,067	13,484	***
PS <--- SoftSkill_Compence_X1	,808	,888	,058	15,436	***
MOL <--- Altruism_X2	,552	1,000			
PHT <--- Altruism_X2	,849	1,963	,171	11,487	***
KOP <--- Altruism_X2	,911	2,043	,278	7,349	***
KOM <--- Team_Work_X3	,825	,956	,045	21,289	***
TUJU <--- Team_Work_X3	,944	1,041	,041	25,506	***
TIM <--- Team_Work_X3	,878	1,000			
KREATIF <--- innovative work behavior_X4	,705	,875	,059	14,848	***
IDEA <--- innovative work behavior_X4	,800	,872	,051	16,981	***
TIDEA <--- innovative work behavior_X4	,901	1,000			
SYS <--- quality of human resources_Y	,702	1,119	,076	14,639	***
NSL <--- quality of human resources_Y	,819	1,210	,075	16,156	***
RES <--- quality of human resources_Y	,763	1,000			
HANDAL <--- quality of human resources_Y	,883	1,261	,074	17,044	***

Note: SDM : Quality of Human Resources, RES: Responsive (focus on customers), NSL: Never Stop Learning, HANDAL: Reliable, SYS: Systemic; SOFT: Softskill competency, COM: Communication, PS: Problem Solving, TW: Working in Teams, AI: Managing Information, PRO: Professional; INOV: Innovative Behavior, IDEA: Developing new ideas, KREATIF: Creativity in work, TIDEA: Make a breakthrough to implement the new ideas; TEAM: Teamwork, TUJU: Have one direction goal, TIM: Delegation / interdependence between team members. KOM: Have one commitment.

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

- a. First Hypothesis: there is a positive direct effect of soft skill competence (X1) on the quality of human resources (Y)

$$H_0 : \beta y_1 \leq 0$$

$$H_1 : \beta y_1 > 0$$

- b. Second Hypothesis: there is a positive direct effect of teamwork (X2) on the quality of human resources (Y)

$$H_0 : \beta y_2 \leq 0$$

$$H_1 : \beta_{y_2} > 0$$

- c. Third Hypothesis: there is a positive direct effect of innovative work behavior (X3) on the quality of human resources (Y)

$$H_0 : \beta_{y_3} \leq 0$$

$$H_1 : \beta_{y_3} > 0$$

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 the loading factor value ≥ 0.5 and the path coefficient value of the direct influence of exogenous variables on endogenous variables are statistically significant because $CR > 1,96$.

Before the SEM model is used to answer hypotheses, the Full Model must meet the following assumptions:

Table 3 The correlation between latent variables and the root square of AVE

Latent Variable	AVE	Soft Skill Competence	Altruism	Team Work	Innovative Work Behavior	Quality of Human Resources
Soft Skill Competence	0,657	0,811				
Altruism	0,625	0,165**	0,791			
Team Work	0,781	0,238***	0,266***	0,884		
Innovative Work Behavior	0,649	0,446***	0,296***	0,327***	0,806	
Quality of Human Resources	0,637	0,504***	0,255***	0,343***	0,423***	0,798

Based on the table, the correlation value of the Soft Skill Competence with other latent variables is equal to 0,165, 0,238, 0,446, 0,504 smaller than the value of the square root value Average Variance Extracted (\sqrt{AVE}) Soft Skill competence of 0,811. The correlation value of Altruism with other latent variables is 0,165; 0,266; 0,296; 0,255 smaller than the value of the square root value Average Variance Extracted (\sqrt{AVE}) Altruism of 0,791. Correlation value of Team Work with other latent variables of 0,238 ; 0,266; 0,327, 0,343, smaller than the value of the square root value Average Variance Extracted (\sqrt{AVE}) Team Work of 0,884. The value of the latent variable Innovative Work Behavior with other latent variables of 0,446; 0,296; 0,327; 0,423 smaller than the value of the square root value Average Variance Extracted (\sqrt{AVE}) Innovative Work Behavior of 0,806, and the correlation value of quality of human resources with other latent variables is 0,504; 0,225; 0,343; 0,423 smaller than the value of the square root value Average Variance Extracted (\sqrt{AVE}) the quality of human resources amounted to 0,7798. This can be interpreted that each latent variable has good discriminant validity, because all correlation values between latent are lower than the square root value Average Variance Extracted (\sqrt{AVE}) for

4.1. Discriminant validity

Discriminant validity aims to measure to what extent a construct is completely different from other constructs. The high discriminant value provides evidence that a construct is unique and able to capture the phenomenon being measured. To test discriminant validity can be done by comparing the correlation between latent variables with square root Average Variance Extracted (\sqrt{AVE}). The measurement model has good discriminant validity if the square root value Average Variance Extracted (\sqrt{AVE}) greater than the correlation between latent variables.

each latent variable. Thus, it can be concluded that all latent variables in this study are quite unique and able to capture the measured phenomenon.

4.2. Multivariate Normality

Testing uses Structural Equation Modelling data analysis techniques with the maximum likelihood (MLE) estimation, one of the requirements that must be met is the observed/construct variable or indicator must meet the assumption of multivariate normality, thus before the data is used in answering the hypothesis the construct variable used must be normally distributed multivariate. Multivariate normality testing is done by using the critical ratio criteria of multivariate in kurtosis. Data is multivariate normal distribution when having multivariate critical ratio values $\pm 2,58$ (-2,58 up to 2,58).

Goodness of fit test consist of *absolute fit test, incremental fit measures, and parsimonious fit measures*. This is to measure the suitability of research data with the research model. The result of Goodness of Fit test is as following:

Table 4 Goodness of fit test

Absolute Fit Measures				Incremental Fit Measures				Parsimony Fit Measures			
Goodness of Fit	Result of estimation	Cut of Value	Level of Fit	Goodness of Fit	Result of estimation	Cut of Value	Level of Fit	Goodness of Fit	Result of estimation	Cut of Value	Level of Fit
Chi2	1,326	≤ 3	Good	CFI	0,991	$\geq 0,90$	Good	AIC	261,841	Positive and smaller	Good
GFI	0,957	$\geq 0,90$	Good	IFI	0,991	$\geq 0,90$	Good	CAIC	520,081	Positive and smaller	Good
AGFI	0,938	$\geq 0,90$	Good	RFI	0,953	$\geq 0,95$	Good				
RMSR	0,006	$\leq 0,05$	Good	NFI	0,991	$\geq 0,90$	Good				
RMSEA	0,0029	$\leq 0,08$	Good								

A model can be stated to meet good criteria, if 5 goodness of fit indicators meet the conditions of good compatibility. These indicators are RMSEA, CFI, GFI, NFI, RFI. Based on table 4, the five indicators meet the requirements of a good indicator match, so, it can be concluded that the model is a good model.

Results of direct effect testing on the research model is done by looking at the value of the path coefficient in each path of the research hypothesis and continued with the t test (C.R: Critical Ratio) to determine the value of the path coefficient or the value of influence in the significant category. Based on Table 1 above, the variables of soft skill competency, teamwork, and innovative work behavior are significant, with a value of $t \geq 1.96$, each of 6.232; 3,619; and 3,182.

5. CONCLUSION

One aim of this paper is to investigating the effect of soft skills competency, teamwork, and innovative work behavior on the quality of Human Resources. The theoretical framework presented here confirm that:

- a. there is a positive relationship between soft-skill competence and the quality of human resources, with the highest factors is from indicator of communication.
- b. there is a positive relationship between teamwork and the quality of human resources, with the highest factor from indicators of having one direction goal;
- c. there is a positive relationship between innovative work behavior and the quality of human resources, with the highest factors from indicator of make a breakthrough for the application of new ideas.

In general, for establishing the quality of human resources at BPS, it is evident that each element has a significant role among the competencies of soft skills of employees at work, a solid team work to achieve the organization's vision and mission, and also on the other hand to get results maximum, innovative work behaviour is needed at work. All of these combinations are needed in order to improve the quality of human resources at human resources at BPS-Statistics Indonesia.

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