

# The Influence Of Labor Procurement And Supervision On Soft Skills In Pdam Tirta Silau Piasa Employees Asahan District

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## ABSTRACT

A quality workforce and a monitoring system by an organization's standards are vital. Because these two factors support the company's progress, this research wants to test whether labor procurement and supervision influence employees' soft skills at PDAM Tirta Silau Piasa, Asahan Regency. Data collection used causal research methods with a sample of 152 respondents. The research results show that labor procurement has little to no soft skills for PDAM Tirta Silau employees in the Asahan district. This is different from work supervision, which significantly influences employee soft skills. So, it is concluded that only the work supervision variable impacts employee soft skills, in contrast to labor procurement, which does not influence the soft skills of PDAM Tirta Silau employees, Asahan Regency.

**Keyword :** Labor Procurement, Supervision, Soft Skills, Employees

## INTRODUCTION

One of the company's resources is the quality of employees. Human resources carry out daily activities. The company implements a worker management system to ensure employees do their jobs well. PDAM Tirta Silau Piasa, Asahan Regency, provides drinking water to the community in Asahan Regency and its surroundings. Fulfilling human resource needs includes employee procurement and inherent supervision. This policy was created to increase employee work productivity (Purba et al., 2018). According to the findings, work productivity has not provided the best service to society. The facts show that PDAM Tirta Silau Piasa and Asahan Regency employees are not doing their work optimally. Where the results of monthly work errors show a terrible trend. Through soft skills training, management efforts continue, increasing work productivity (Hurrell, 2016).

Facts show that employees' soft skills still need to be thoroughly evaluated when they carry out their duties and responsibilities. However, soft skills, such as leadership skills training, pre-service training, and other training, are needed to improve employees' technical abilities (Siahaan et al., 2022; Ingtyas et al., 2021). Soft skills are invisible to others. The ability to adapt and lead is an example. Interpersonal skills, such as the ability to communicate and work in groups, are also known as soft skills. Success also requires effective communication. According to Elfindri et al. (2010), soft skills mean someone has communication skills, emotional skills, language skills, communication skills in groups, ethics and morals, politeness, and spirituality. This fact supports employee soft skills.

Soft skills influence employee performance (Rahayu, 2007; Haryanto, 2016). Skills are essential for many businesses because they not only need intelligent employees who can complete the tasks but also want employees who can communicate, socialize, and work together (Purnami, 2013; Purba et al., 2019). Therefore, it is essential to check whether the procurement of labor and supervision of the soft skills of PDAM Tirta Silau Piasa employees, Asahan Regency, is going well.

## RESEARCH METHOD

This type of research uses causal research to test hypotheses about causal relationships between certain variables. Furthermore, this research determines the implications for confirming the theoretical and empirical models built for Human Resources Procurement and Soft Skills Supervision in Tirta Silau Piasa, Asahan Regency. This research involved all employees of PDAM Tirta Silau Piasa, Asahan Regency. This research involved 152 people, and data collection was carried out through questionnaires and documentation. This research uses a gradation Likert scale to measure values from lowest to highest. Researchers also used the Slovin formula with an error rate of 5% for proportional stratified random sampling.

### Validity and Reliability

Validity has various concepts, and this study uses the plural form of validity used in much economic research. A construct (variable) under study is measured through question items in the questionnaire. According to Ghodang (2018), structural equation models are a viable choice for combining factor analysis and multiple regression analysis. This is because when someone determines the dimensions of a concept or structure, they also want to measure the influence or degree of each factor. Therefore, SEM is a combination of factor analysis and multiple regression analysis. A model fit test was performed to evaluate the reliability and validity of the model. A combination of reliability measurements and measurements of extracted variables is used to measure the reliability of SEM.

Standard loadings can be obtained directly from the output of AMOS 22. This error measurement is calculated for each error of each observed variable or indicator. The extreme of the variance represents the amount of variation in the indicator explained by the latent variable. The Construct Reliability (CR) value must be more than 0.70, and the Extracted Variation (VE) must be more than 0.5 to indicate reliability. Suppose the factor loading t-value (loading factor) is greater than the critical value of 1.96 (or higher than 1.96). The construct or latent variable is considered valid if the model validity evaluation shows a standard loading factor (Standard Loading Factor, SLF).

## RESULT AND DISCUSSION

### Data Description

In this research, the author processed the data in the form of a questionnaire consisting of 6 statements for soft skills (Y<sub>1</sub>) consisting of 6 statements, HR Procurement (X<sub>1</sub>) consisting of 6 statements, and work supervision (X<sub>2</sub>) consisting of 6 statements. Next, the questionnaire was distributed to 184 respondents, including PAM Tirta Silau Piasa and Asahan Regency employees.

### Descriptive Analysis

The following is a table describing the respondents' answers to the questionnaire that was distributed to respondents, namely as follows :

#### 1. Labor Procurement Variables (X<sub>1</sub>)

The description of the frequency of answers from respondents for the Labor Procurement variable based on the indicators that have been described in statement form is as follows :

1. For statement 1 (HR planning in PDAM Tirta Silau Piasa, Asahan Regency by the formation requirements required by each section), of the 184 respondents who had filled out the questionnaire, 35 respondents (19%) gave strongly agreed answers. Ninety respondents (48.9%) gave a neutral answer, 31 respondents (16.8%) gave a neutral answer, 18 respondents gave a disagree answer (9.8%), and 10 respondents gave a disagree answer (5, 4%). Furthermore, the average respondent's answer was in the very strongly agree category, with an average total value of 3.66 in the N= 3.41 - 4.20 range. From the data above, it can be concluded that the existing HR planning at PDAM Tirta Silau Piasa, Asahan Regency, is to the required formation requirements.
2. For statement 2 (HR recruitment process is carried out in a transparent and accountable manner), of the 184 respondents who had completed the questionnaire, 36 respondents (19.6%) gave strongly agreed answers, and 85 respondents (46.2%) gave agreed answers. ) who gave neutral answers were 36 respondents (19.6%), who gave disagreeable answers were 16 respondents (8.7%), and who gave disagreed answers 11 respondents (6%). Furthermore, the average respondent's answer was in the very strongly agree category, with an average total value of 3.64 in the S = 3.41- 4.20 range. From the data above, it can be concluded that the HR recruitment process at PDAM Tirta Silau Kab. Sharpening is carried out in a transparent and accountable manner.
3. For statement 3 (Employee placement process is carried out using established procedures), of the 184 respondents who had completed the questionnaire, 34 respondents (18.5%) gave strongly agree answers, and 82 respondents (44.6%) gave agree answers. %) who gave neutral answers were 40 respondents (21.7%), who gave disagreeable answers were 17 respondents (9.2%), and who gave disagreed answers were 11 respondents (6%). Furthermore, the average respondent's answer was in the very strongly agree

category, with an average total value of 3.6 in the  $S = 3.41-4.20$  range. From the data above, it can be concluded that the employee placement process at PDAM Tirta Silau Kab. Sharpening is carried out according to established procedures.

4. For statement 4 (Training and development are provided to every employee who is declared to meet the requirements), of the 184 respondents who had filled out the questionnaire, 35 respondents (19%) gave a strongly agree answer, 86 respondents (46.7%) gave an agreed answer. % who gave a neutral answer were 33 respondents (17.9%), who gave a disagreeable answer were 18 respondents (9.8%), and who gave a disagreed answer 12 respondents (6.5%). Furthermore, the average respondent's answer was in the very strongly agree category, with an average total value of 3.62 in the  $S = 3.41- 4.20$  range. From the data above, it can be concluded that training and development is provided to every employee declared to meet the requirements.
5. For statement 5 (Employees who have just obtained their positions are introduced to their duties and responsibilities), of the 184 respondents who had completed the questionnaire, 33 respondents (17.9%) gave strongly agree answers, and 89 respondents (48%) gave agree answers. .4%) who gave neutral answers, 34 respondents (18.5%) who gave disagreeable answers, 16 respondents (8.7%), and who gave disagree answers were 12 respondents (6.5%). Furthermore, the average respondent's answer was in the very strongly agree category, with an average total value of 3.62 in the  $S = 3.41-4.20$  range. From the data above, it can be concluded that employees who have just obtained their positions are introduced to their duties and responsibilities

## 2. Work Supervision Variable ( $X_2$ )

Based on the indicators, the frequency value of respondents' answers from the Work Supervision variable is described in the following statement :

1. For statement 1 (Work supervision as an employee is very selective in time management so that work is completed quickly), of the 184 respondents who filled out the questionnaire, 36 (19.6%) strongly agreed. Eighty-seven respondents (47.3%) gave neutral answers, 36 respondents (19.6%), 16 respondents (8.7%) gave disagreeable answers, and 9 respondents (4.9%) disagreed. Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.68 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan has carried out selective work supervision.
2. For statement 2 (Employee workload can be done before the specified deadline), of the 184 respondents who filled out the questionnaire, 35 respondents (19%) gave strongly agreed answers, and 90 respondents (48.9%) gave agreed answers. % who gave neutral answers were 32 respondents (17.4%), 20 respondents (10.9%) who gave disagreeable answers, and 7 respondents (3.8%) who gave disagreed answers. Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.68 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan carries out the workload before the specified deadline.
3. For statement 3 (Employees can work independently without having to bother other people), of the 184 respondents who completed the questionnaire, 36 respondents (19.6%) gave strongly agree answers, and 86 respondents (46%) gave agree answers. 7%) who gave a neutral answer were 34 respondents (18.5%), who gave an answer that disagreed were 19 respondents (10.3%), and who gave a disagree answer were 9 respondents (4.9%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.66 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan can work independently.
4. For statement 4 (Employees can work under the time pressure requested by their superiors), of the 184 respondents who filled out the questionnaire, 34 respondents (18.5%) gave strongly agreed answers, and 92 respondents (50%) gave agreed answers. Who gave neutral answers were 32 respondents (17.4%), who gave disagreeable answers were 16 respondents (8.7%), and those who gave disagree answers were 10 respondents (5.4%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.67 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan can work under time pressure.
5. For statement 5 (Work supervision is assessed as an effort to cause work irregularities), of the 184 respondents who had completed the questionnaire, 35 respondents (19%) gave strongly agreed answers, and 91 respondents (49.5%) gave agreed answers. Thirty-two respondents (17.4%) gave neutral answers, 19 respondents (10.3%) gave disagreeable answers, and 7 respondents (3.8%) gave disagreeable answers. Furthermore, the average respondent's answer was in the very strongly agree category with an average total value of 3.7 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan does not commit deviations in work.
6. For statement 6 (The existence of work supervision makes employees able to achieve minimum standards of work results), of the 184 respondents who filled out the questionnaire, 38 respondents (20.7%) gave strongly agree answers, and 88 respondents (47%) gave agree answers 8%) who gave neutral answers, 32 respondents (17.4%) who gave disagreeable answers, 19 respondents (10.3%), and who gave disagree

answers were 7 respondents (3.8%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.71 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan can achieve minimum standards of work results

### 3. Softskill (Y1)

As for the frequency value of respondents' answers from the Softskill variable, the indicators are described in the following statement :

1. For statement 1 (Employees are very skilled in communicating with colleagues and providing good work coordination), of the 184 respondents who filled out the questionnaire, 36 (19.6%) strongly agreed. Thirty-three respondents (48.4%) gave neutral answers (17.9%), 16 respondents (8.7%) gave disagreeable answers, and 10 respondents (5.4%) gave disagreeable answers. Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.68 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan can communicate with colleagues.
2. For statement 2 (Employees can negotiate in solving work problems they face), of the 184 respondents who filled out the questionnaire, 35 respondents (19%) gave strongly agree answers, and 90 respondents (48.9%) gave agree answers. Those who gave neutral answers were 33 respondents (17.9%), those who gave disagreeable answers were 17 respondents (9.2%), and those who gave disagree answers were 9 respondents (4.9%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.68 in the range  $N=3.41-4.20$ . From the data above, employees at PDAM Tirta Silau Kab. Asahan can negotiate and solve problems.
3. For statement 3 (Employees quickly adapt to the new work environment), of the 184 respondents who filled out the questionnaire, 34 respondents (18.5%) gave strongly agree answers, and 91 respondents (49.5%) gave agree answers. %) who gave neutral answers were 30 respondents (16.3%), who gave disagreeable answers were 20 respondents (10.9%), and those who gave disagreed answers were 9 respondents (4.9%). Furthermore, the average respondent's answer was in the very strongly agree category with an average total value of 3.66 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Sharpen employees quickly and be able to adapt to the work environment.
4. For statement 4 (Employees have honest behavior in carrying out their duties and responsibilities), of the 184 respondents who filled out the questionnaire, 36 respondents (19.6%) gave strongly agree answers, and 92 respondents (50%) gave agree answers. Those who gave neutral answers were 32 respondents (17.4%), those who gave disagreeable answers were 18 respondents (9.8%), and those who gave disagreed answers were 6 respondents (3.3%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.73 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Enhance employees' honest behavior at work.
5. For statement 5 (Employees have good responsibility for the tasks given by their superiors), of the 184 respondents who filled out the questionnaire, 34 respondents (18.5%) gave strongly agreed answers, and 89 respondents (48%) gave agreed answers. .4%) who gave neutral answers were 36 respondents (19.6%) who gave disagreeable answers, as many as 18 respondents (9.8%) and who gave disagreed answers 7 respondents (3.8%). Furthermore, the average respondent's answer was in the very strongly agree category with a total average value of 3.68 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan employees are responsible for carrying out their duties.
6. For statement 6 (Employees are very persistent in carrying out their duties and responsibilities), of the 184 respondents who filled out the questionnaire, 34 respondents (18.5%) gave a strongly agreed answer, and 89 respondents (48.4%) gave an agreed answer. %) who gave neutral answers were 37 respondents (20.1%), 18 respondents gave disagreeable answers (9.8%), and 6 respondents gave disagree answers (3.3%). Furthermore, the average respondent's answer was in the very strongly agree category with an average total value of 3.69 in the range  $N=3.41-4.20$ . From the data above, it can be concluded that employees at PDAM Tirta Silau Kab. Asahan is persistent in carrying out his duties and responsibilities.

### Analysis Requirements Test Results

#### Outer Model Evaluation (*Measurement Model*)

Measurement Model Analysis, also known as Measurement Model Analysis, uses two tests: Construct Reliability and Validity and Discriminant Validity. The part of the measurement model, or outer model, in SEM-PLS is usually called the outer model. To find out whether the outer model (measurement model) meets the convergent validity requirements for reflective constructs, there are two criteria: loading must be above 0.7, and the p-value must be significant ( $<0.05$ ) (Sholihin & Ratmono, 2021).

However, loading requirements above 0.7 often must be met, especially for newly created questionnaires. Therefore, the load should be maintained between 0.40 and 0.70 (Sholihin & Ratmono, 2021). Indicators that have a loading below 0.40 should be removed from the model. However, for indicators with a load between

0.40 and 0.70, we should analyze the impact of the decision to delete the indicator on average variance extracted (AVE) and composite reliability. We can delete indicators with a load between 0.40 and 0.70 if the indicator can increase the AVE and composite reliability above its threshold.

**Table 1. Validity Testing Based on Loading Factor**

	HR procurement (X1)	Work Supervision (X3)	Softskill (Y1)
X1.1	0,961		
X1.2	0,957		
X1.3	0,946		
X1.4	0,951		
X1.5	0,952		
X2.1		0,952	
X2.2		0,975	
X2.3		0,946	
X2.4		0,950	
X2.5		0,972	
X2.6		0,962	
Y1.1			0,881
Y1.2			0,876
Y1.3			0,874
Y1.4			0,889
Y1.5			0,874
Y1.6			0,872

Source: Data processed by Smartpls 2023

Based on the table above, it can be seen that all loading values are  $> 0.7$ , which means they have met the validity requirements based on the loading value. Next, validity testing is based on the average variance extracted (AVE) value.

#### Average Variance Extracted (AVE)

The recommended Average Variance Extracted (AVE) value is above 0.5 (Sholihin & Ratmono, 2021). If the AVE value exceeds 0.5, then discriminant validity is considered good. The following is the average variance extracted (AVE) value in this study.

**Table 2. Average Variance Extracted Test (AVE)**

	Average Variance Extracted (AVE)
X1 - Procurement of Human Resources	0,909
X3 - Work Supervision	0,921
Y1 - Softskill	0,770

Source: Processed by researchers (2023)

Based on Table 2, the recommended AVE value is above 0.5. All AVE values are known to be  $> 0.5$ , which means they meet the validity requirements based on AVE. Next, reliability testing is carried out based on the composite reliability (CR) value.

#### Composite Reliability (CR) & Cronbach's Alpha (CA)

Composite Reliability Value and Cronbach's Alpha Value are values used to assess how well the indicator block is used to measure the latent variable. An acceptable Cronbach's Alpha value above 0.7 indicates that the indicators used have succeeded in measuring the latent variable. Composite reliability (CR) assesses internal consistency reliability. The next reliability test is carried out based on the CR value.

**Table 3. Reliability Testing based on Composite Reliability (CR)**

	Composite Reliability
X1 - Procurement of Human Resources	0,980
X3 - Work Supervision	0,986
Y1 - Softskill	0,953

According to Table 3, the recommended CR values are above 0.7, and all CR values are more than 0.7, which indicates that the reliability meets the reliability requirements based on CR. Next, reliability testing was carried out using the Cronbach's alpha (CA) value.

**Table 4. Reliability Testing based on Cronbach's Alpha (CA)**

	Cronbach's Alpha
X1 _ - Procurement of Human Resources	0,975
X3 – Work Supervision	0,983
Y1 - Softskill	0,940

Table 4 shows that the recommended CA value is more than 0.7. All CA values were more than 0.7, indicating they met the reliability requirements based on Cronbach's alpha. Next, discriminant validity was tested using the Fornell-Larcker method..

### Discriminant Validity

In this research, the Fornell-Larckel method was used to test discriminant validity. A latent variable's AVE square root value is compared with the correlation value between the latent variable and other latent variables in discriminant validity testing. The results of testing the discriminant validity of this research are as follows :

**Table 5. Discriminant Validity Testing**

Variabel	X1	X2	X3	Y1
X1 _ - Procurement of Human Resources	0,953			
X3 – Work Supervision	0,646	0,794	0,960	
Y1 - Softskill	0,704	0,802	0,740	0,878

The AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables, according to Table 5 of the discriminant validity test. Thus, it was decided that it met the criteria for discriminant validity.

### Structural Model Analysis (Inner Model)

The inner model measurements are explained by the results of the path coefficient test, goodness of fit test and hypothesis test.

#### 1. R Square

Based on data processing that has been carried out using the smart PLS 3.0 program, the R-Square values are obtained as follows :

**Table 6. Coefficient of Determination (R-Square)**

	R Square	R Square Adjusted
Y1 - Softskill	0,675	0,669

Sumber : SmartPLS 3.3.

The criteria for R-Square are :

Based on the data from the table above, the Adjusted R Square value for the turnover intention variable is 0.842 or 84.2%. In comparison, the Adjusted R Square value for the work productivity performance variable is 0.511 or 51.1%. The Adjusted R Square value for the remaining portion of 48.9 percent was influenced by variables not included in this study.

#### 2. Predictive Relevance (Q2)

The Square Q2 value has the same meaning as the coefficient of determination (R-Square). A Square Q value of 0 indicates that the model has high predictive relevance, but a Square Q value of less than 0 indicates that the model has lower predictive relevance. In other words, if all Q2 values are higher, the model can better fit the data. The Q2 value is 0.448 based on these findings. So, it can be concluded that all variables in this research Human Resource Procurement, Work Supervision, and soft skills contributed 44.8% to the authenticity of the current structural model data. Other research variables must develop the remaining 55.2%.

## T-statistic test (Bootstrapping)

### 1. Direct Influence

The probability value or significance of the relationship between each research variable is examined to find out the results of hypothesis testing. The criterion is that the relationship between variables is significant and can be studied further if  $p < 0.05$ . Conversely, this is true if  $p < 0.05$ . As a result, the probability number (p) found in the output of the entire path shows a significant value at the 5% level, or the standardized value must be greater than 1.98 (greater than 1.98). Suppose the calculated t value is compared with the t table value. In that case, the calculated t value must be above 1.98 or greater than 1.98, or the calculated t value is greater than the table t value. The table below shows the results of the hypothesis test :

**Table 7. Direct Influence**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
HR procurement (X1) -> Softskill (Y1)	0,095	0,100	0,112	0,850	0,396
Work supervision (X3) -> Softskill (Y1)	0,119	0,110	0,116	2,401	0,012

Source: Data processed by Smart Pls 2023

Based on the path coefficient table above, the results of the hypothesis test or direct test can be seen below:

1. The first hypothesis is the relationship between labor procurement (X1) and soft skills (Y1). Where the table above shows that labor procurement does not significantly affect soft skills, these results show a significant value of 0.396 greater than 0.05, and the  $t_{count}$  value smaller than the  $t_{table}$  ( $0.850 < 1.97$ ). Furthermore, the original sample value of 0.095 indicates that the direction of the relationship between labor procurement and soft skills is positive, so it can be concluded that the first hypothesis is rejected.
2. The second hypothesis is the relationship between work supervision (X2) and soft skills (Y1). The table above shows that work supervision has a significant and influential effect on soft skills. These results show a significant value of 0.012, more diminutive than 0.05, and the  $t_{count}$  value is greater than the  $t_{table}$  ( $2.528 < 1.97$ ). Furthermore, the original sample value of 0.289 indicates that the direction of the relationship between work supervision and soft skills is positive, so it can be concluded that the seventh hypothesis is accepted.

## Discussion

### The Influence of Labor Procurement on Soft Skills

The results of the data analysis show that labor procurement has little to no soft skills for PDAM Tirta Silau Kab employees. Sharpening. Every company knows that people are the most valuable resource when building a successful business, whether a private business or a government one. To increase company productivity, the quality of human resources must be maintained and improved. The selection of new employees and their placement is the first step in human resource management. Both organizations and prospective workers consider the labor procurement process very important. Therefore, a selective and effective selection system is needed. Some of the objectives of an effective selection process are accuracy, which means that the selection process can correctly predict applicant performance; fairness, which means that the selection system guarantees that every applicant who meets the requirements has an equal opportunity in the selection system; and confidence, which means that the degree to which the people involved in the selection process believe it will have a positive impact.

In the labor procurement process, companies must consider the soft skills factor because the world of work's demand for criteria for prospective workers is increasing. The world of work now prioritizes strong technical skills and academic abilities but proficiency in a person's inherent values, known as non-technical aspects of skills. According to SoM (2022), soft skills are essential for success. Soft skills include leadership, decision-making, communication, creativity, conflict resolution, emotional intelligence, integrity, commitment, and emotional intelligence.

According to Cimatti (2016), soft skills are abilities that are possessed and come from within a person. I found that the company still has several employees with low soft skills, such as a lack of ability to communicate well. I can cause communication errors that lead to a lack of performance, which in turn causes a lack of performance. HR management must be programmed and comprehensive, which means that HR planning is carried out strategically and systematically to predict the workforce's supply and quality needed in the future using appropriate information sources (Halisa, 2020).

This study aligns with research by Manara (2014), which states that companies have the abilities prospective employees must have to help them complete organizational tasks. In the world of work, abilities are referred to as capabilities. Technical abilities, such as using a tool, processing data, operating a computer, or knowing specific knowledge, are usually called abilities (Ramadhan et al., 2023; Kamaliah et al., 2018). This kind of ability is known as challenging ability or technical ability. Companies need workers with soft and hard skills (Laker & Powell, 2011; Sampe et al., 2020). Currently, work focuses on flexibility, integrity, and

communication due to the shift in the industrial economy to the information and office sectors (Nurahaju & Widanti, 2021).

Based on the explanation above, it can be concluded that PDAM Tirta Silau, Asahan Regency employs individuals with both hard and soft skills that suit the company's needs. The first hypothesis is rejected because candidates with soft skills that suit industry needs will meet the company's labor procurement criteria. Research results (Shuayto, 2012; Hanifah & Purba, 2021) state that soft skills are crucial for work. These skills can help people apply the knowledge they learn at university to the world of work.

### **The influence of work supervision on soft skills**

The results of the data analysis show that work supervision directly improves the soft skills of PDAM Tirta Silau Kab employees. Sharpening. Supervision is seeing and reporting the activities being supervised and improving and straightening things to achieve planned goals. After planning, supervision is the fourth management task. Organizing and directing are the following tasks (Amal et al., 2022). Organizational monitoring mechanisms are fundamental because they are part of management. PDAM Tirta Silau Asahan Regency is a regional company that operates in the field of water installations, so strict work supervision is required so that employee work results can be achieved well. Apart from that, the model for monitoring and disciplining employee performance at PDAM Tirta Silau Kab. Asahan continues to show a declining or unfavorable trend; employees may lose out on the competition.

According to several sources, group supervision includes less productive workers and frequent doubts between one party and another. Most employees take actions that do not follow different from standard operational procedures, arrive late, and shift responsibility to each other if problems occur. All employees must be aware of the importance of this research to achieve company goals (Amal et al., 2019; Polnaya et al., 2018). Complying with applicable regulations requires employee awareness. Regulations are significant in helping employees maintain good order in the workplace. Apart from that, PDAM Tirta Silau Kab. Asahan has tried to ensure the regulations are clear, easy to understand, and applicable to all employees. Supervision of employee work is carried out so that employees comply with the rules and regulations of the organization where they work.

According to Hakim (2021; Rusilawati, 2023), work supervision evaluates employee performance in complying with agency regulations. The more work supervision is given to employees, the more soft skills the employees at PDAM Tirta Silau Asahan Regency have. According to research conducted (Hartini et al., 2021; Deshpande & Munshi, 2020), soft skills have more excellent value than technical skills (hard skills). Soft skills are critical in the field of work because research from the Stanford Research Center, Carnegie Foundation, and Harvard University found that soft skills are responsible for 85 percent of a person's career success (Levasseur, 2013), while hard skills only have a 15% effect. Therefore soft skills are very important in the field of work.

## **CONCLUSION**

Based on previous research findings and discussions, it can be concluded that work supervision significantly influences the soft skills of PDAM Tirta Silau employees, Asahan Regency, but labor procurement does not significantly influence employee soft skills. Thus, only work supervision significantly influences the soft skills of PDAM Tirta Silau employees, Asahan Regency.

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