



Hard Skill of Human Resource Enhances Innovation Individual Capability at Coffee Small Medium Enterprises

**Hanifah Fauziah¹; Tinneke Hermina²; Acep Abdul Basit³;
Muslim Alkautsar⁴; Wufron⁵**

Universitas Garut

hanifah@uniga.ac.id

Abstract

The purpose is to analyze the effect of hard skills on innovation individual capabilities at coffee small and medium enterprises. Data collection was carried out by census sampling of 45 respondents at 17 coffee SMEs. The results of the questionnaire were returned and valid. Simple regression linear analysis used for data processing. The research results show that individual innovation capability among coffee SMEs is influenced by hard skills. The ability to use software and the internet, utilize tools and equipment, as well as conceptual thinking, can trigger the implementation of innovations and problem-solving in coffee processing for coffee SMEs. Thus, the actor of coffee SMEs can enhance their hard skills, as these skills play a crucial role in supporting their success, innovation, and sustainable growth in this competitive and rapidly evolving industry.

Keywords: Hard skill; innovation; coffee small medium enterprises

1. Introduction

During the year 2022, the global economy significantly slowed down due to the Covid-19 pandemic. International institutions such as the World Bank, IMF, and the Organization for Economic Cooperation and Development (OECD) depicted a grim outlook for global economic growth in 2022. However, Indonesia managed to withstand the crisis and even maintained a steady economic recovery rate, recording stable growth of over 5 percent for four consecutive quarters from the fourth quarter of 2021 (Hidranto, 2023).

The Central Statistics Agency (BPS) reported that Indonesia's economy grew rapidly in the second quarter of 2022 amidst a slowing global economy and rising inflationary pressures. This development is reflected in the second quarter of 2022 economic growth of 5.44% (year-on-year), significantly higher than the previous quarter's growth of 5.01% (year-on-year). However, there is data indicating that Indonesia's economic recovery was relatively slower in the context of the crisis-related economic growth pattern compared to other countries in the region. In response to the economic downturn caused by the Covid-19 pandemic, concerns are now arising about the 2023 recession that threatens many countries, including Indonesia. This recession threat is exacerbated by the global inflation increase due to the pandemic-induced supply disruptions and monetary tightening in advanced economies resulting from the Russia-Ukraine conflict (Smesco, 2023).

Despite facing pandemic-related challenges, the industrial sector continues to prioritize its crucial role in the national economy. The industrial sector in the country showed positive signs amidst the pressures of the Covid-19 pandemic in 2020. This was demonstrated by the increase in the Purchasing Manager's Index (PMI) for manufacturing industries, reaching 50.8 in August 2020 (Majalah Media Industri, 2020).

Small and Medium Enterprises (SMEs) have proven to be a cornerstone of sustainable economic support, and they have shown resilience during times of crisis. SMEs have been a reliable solution for economic crises if their presence is maximized (Efedi, 2019). SMEs have managed to operate even in challenging conditions, such as the drastic economic downturn in 1998 (Effendi et al., 2019) and the Covid-19 pandemic. The current number of SME units exceeds 4.4 million, accounting for 99.7% of all industrial units in Indonesia. SMEs have emerged as key players capable of standing strong and becoming the main path to address economic issues (Kemenprin, 2023).

Despite the resilience of SMEs amidst the pandemic, the challenges of globalization in the SME sector have become more intense, particularly with agreements like the ASEAN-China Free Trade Area (ACFTA). This demands that industrial entrepreneurs compete not only with domestic products but also with international ones. This tightens the competition level for SMEs and impacts the structure of the small and medium industry market.

As the forefront of Indonesia's economic competitiveness, the development of SMEs requires high-quality, creative, and innovative human resources. A significant challenge in Indonesia is the mismatch between the business world and the state of education and training (Rasjid, 2022). Among the commodities, coffee stands out as an attractive option for SMEs. Coffee has become a popular beverage in Indonesia, with a high economic value compared to other plantation crops (Azizah et al., 2019). Coffee's presence has evolved into a trend and culture, leading to the rapid growth of the coffee industry and the emergence of coffee shops (Gautama et al., 2022). This has driven significant domestic coffee consumption. According to the International Coffee Organization (ICO) information for 2020/2021, coffee consumption in Indonesia reached 5 million bags of 60 kilograms each, supported by coffee business growth (Shabiya & Trisyulianti, 2018).

The coffee industry's activities encompass various stages, starting from the cultivation by coffee farmers, post-harvest processing to produce dried green coffee beans, and downstream processing by industry players, including roasting and grinding, resulting in packaged coffee powder for sale (Kemenprin, 2017). These processing activities have led to the importance of downstream coffee processing for industry players. This presents a new challenge in the coffee industry where business operators need to understand and master coffee processing.

Based on field observations, several issues arise, including human resources, the limited experience of coffee industry processors in terms of business longevity, trust in the products, infrastructure, business climate, legality, accountability, and access to markets that remain unclear. From the mentioned issues, a critical point in the performance of SMEs is human resources (Alkautsar et al., 2023), as SME owners often double as managers who run the business and organize human resources (Suryana & Burhanuddin, 2021). To enhance their ability to meet targets and market demands, SMEs must adapt their business concepts to align with current global business challenges (Rumanti et al., 2018). Hard skills are skills that involve creating tangible and visible things (Ardia Sopa et al., 2020). They can be measured through practical or technical tests. Hard skills are observable through intelligence quotient (IQ) elements such as calculation, analysis, design, comprehensive knowledge, modeling, and critical thinking. Hard skills are rooted in knowledge mastery, technical skills, and technological proficiency (Hendarman & Cantner, 2017).

The researcher also conducted direct observations to determine the level of hard skill proficiency among coffee SME operators in Kab. Garut. Based on the observations, it was found that the mastery of knowledge, technology, and technical skills does not meet the demands of the coffee industry market. Technical aspects are not standardized enough to produce better coffee quality, and many workers lack the necessary knowledge and techniques for coffee processing. Some coffee SMEs in Kab. Garut even rely on coffee roasteries for roasting their coffee. Based on the presented phenomena, the researcher decided to conduct further research to explore the direct effects among variables.

2. Literature Review

Hard Skills

Hard skills are an individual's proficiency in mastering technological knowledge and technical skills to enhance Intelligence Quotient (IQ) related to their field of expertise (Hendarman & Cantner, 2018). Hard skills can be defined as an art or expertise related to technical aspects in order to perform various tasks in a job (Sopa et al., 2020). Hard skills represent a model of knowledge that is easily described and formed (Borrego et al., 2019), easily pronounceable (Haamann & Basten, 2019), and constitute the know-how within a company (Afsar et al., 2019). Furthermore, hard skills enable the creation, writing, and sharing across different areas of activity within a company (Lombardi, 2019). Sharing hard skills among employees is facilitated by methods and a company culture that supports it. Fundamentally, hard skills have cognitive characteristics and are influenced by Intellectual Quotient (IQ) (Muhammad et al., 2019). Some researchers in technical management employ the concept of knowledge needed for specific tasks, and its evolution is in line with the use of technology that can address and analyze arising issues. Hard skills demonstrate abilities that can be visibly observed (explicit). According to Simawati, hard skills are defined as an individual's competence or proficiency in technology, knowledge, and other technical skills related to a specific type of work required for a particular job. In order to deliver optimal work results, hard skills play a valuable and essential role in jobs.

Individual Innovation Capability

Innovation is a crucial indicator for organizations to thrive in the increasingly competitive economic landscape. In their efforts to enhance their capabilities, organizations must generate innovations, such as product innovations, methods, or market segments. Individual factors play a pivotal role and have a strong correlation with organizational innovation (Rumanti et al., 2018). Innovation is a fundamental component when a company is able to enhance its performance and lead the implementation of new products, services,

and procedures as a method to provide business value and secure competitive advantage. Traditionally, innovation has been described as an outcome or a process. Innovation as a process involves the discovery and implementation of new management practices, methods, or techniques that help a company achieve its organizational goals. Innovation as an outcome refers to new discoveries introduced to the market (new products) or the first use of a method (new process) (Mendoza-Silva, 2020).

Innovation capability refers to an organization's ability to transform knowledge and ideas into new processes or systems for its benefit. An individual who is innovative can take things and ideas considered new up to a certain point in their lifetime (Kemer & Altuntas, 2017). Innovation Capability (IC) can be interpreted as the skill or capability to advance new products that are deemed capable of meeting market needs, as well as implementing more accurate, efficient technology-based procedures in creating new products that result from innovative tacit ideas, and the skill to respond to unforeseen technological changes that may arise due to market disruption (Saragih, 2017).

Individual Innovation Capability is the willingness of employees to adopt new things and the skill to generate new ideas to achieve personal and organizational goals (Nham et al., 2020). Individual Innovation Capability will aid individuals in addressing issues in assigned tasks, thereby improving both the quality and quantity of work (Aristanto, 2017). Individual innovation capability can be defined as the new and beneficial ideas, processes, or products offered by an employee, as assessed by relevant others. In general, an individual's innovation or innovation in general must fulfill well-defined needs and, specifically, must be useful (Ben Moussa & El Arbi, 2020).

Individual innovation capability is the individually measured ability to develop new products that meet market needs, implement appropriate technological processes, adopt new products, and respond to future technology development activities (Rumanti et al., 2018). Based on the presented viewpoints, it can be stated that individual innovation capability refers to an individual's skill or capability to replace outdated knowledge, methods, objects, technology, or discoveries that are no longer effective in solving a particular problem or addressing a specific need.

3. Methodology

This research conduct a quantitative method with a descriptive and associative approach. The quantitative method is rooted in the philosophy of positivism and is used to investigate a specific population or sample. Data is collected through research instruments, and data analysis is conducted in the form of numerical/quantitative/statistical measures. The descriptive approach is used to explain events based on the variables of Hard Skill and Individual Innovation Capability, based on the responses of the respondents, which are then elaborated in descriptive form. Meanwhile, the associative approach is used to assess the impact of the Hard Skill variable on Individual Innovation Capability through simple linear regression analysis. The primary data used in this study consists of distributing questionnaires and conducting direct interviews. Meanwhile, the secondary data used includes historical reports that are organized in archives, whether unpublished or published by the organization or company. The researcher collected data by conducting observations of coffee SME operators in Kab. Garut until they were able to comprehend the actual conditions. Subsequently, the researcher interviewed the chairman of the Indonesian Coffee Farmers Association (APEKI) and distributed questionnaires to coffee SMEs in Kab. Garut, with the sample consisting of both the owners and employees of coffee SMEs in Kab. Garut.

The population in this study comprises 17 coffee SMEs in Kab. Garut, with a total workforce of 45 individuals. The researcher employed a sampling technique called complete enumeration or census sampling due to the relatively small population size. This means that all members of the population, totaling 45 employees across the 17 coffee SMEs in Kab. Garut, were included as the sample for the study. Simple regression analysis aims to identify the impact of one variable on another variable. In regression analysis, the variable that acts as the cause of change is referred to as the independent variable, while the variable that undergoes change due to the independent variable is known as the dependent variable. Here is the regression equation:

$$Y=a+\beta X+e$$

- Y is the dependent variable (the variable being predicted)
- X is the independent variable (the variable used to predict y)
- a is the intercept (the value of y when $x = 0$)
- β_1 is the regression coefficient (indicates the change in y for every one-unit change in x)
- e is the error (deviation between the predicted value and the actual value)

4. Empirical Results

In this study, the hard skill variable is measured using three dimensions: the ability to use various software and the internet, the ability to use various tools and equipment, and learning and conceptual skills. Here are the results of the respondents' responses to the dimensions of hard skill. Coffee SMEs in Kab. Garut have technical skills in operating software for coffee processing, such as operating roasting machines. Additionally, they are capable of using the internet for learning and SME development. However, many coffee SMEs in Kab. Garut are located in remote areas or regions with limited internet access. Limited internet infrastructure and technology availability can pose a barrier to accessing online content smoothly. Several coffee SMEs lack the necessary equipment or technological skills to access social media platforms. For some coffee SMEs, the use of social media and digital technology might not be familiar or comfortable. Limited knowledge about accessing and using social media can be an obstacle to accessing content about the latest coffee processing practices. The results of the hypothesis test to examine the relationship between hard skills and innovation capability were obtained using simple linear regression analysis. The results of the hypothesis test to examine the relationship between hard skills and innovation capability were obtained using simple linear regression analysis, with the calculated significance value of $0.000 < 0.05$ or $t_{stat} 5.079 > t_{table} 2.018$. The standardized coefficients value is 0.581, indicating a positive direction. Based on these results, the hypothesis testing indicates that hard skills have a significant positive partial influence on individual innovation capability.

The findings of this study show that individual innovation capability among coffee SMEs in Kab. Garut is influenced by hard skills. The ability to use software and the internet, utilize tools and equipment, as well as conceptual thinking, can trigger the implementation of innovations and problem-solving in coffee processing for coffee SMEs. This is consistent with the research conducted by Achmad Fajar Hendarman and Uwe Cantner (2017), which explains that through a well-designed empirical analysis, the findings enhance our understanding of the relationship between soft skills, hard skills, and individual innovation. Cross-sectional data from various industries in Indonesia were used from an online survey regarding managers' and workers' perceptions related to individual innovation performance on one side and individual skills on the other. The research results show that both soft skills and hard skills are significantly and positively related to the level of individual innovation. However, no complementarity (positive interaction effect) was found between soft skills and hard skills. The study by Adrian Sopa et al. (2020) concluded that both hard and soft skills have a positive and significant impact on employee innovation capability, either directly or indirectly through the mediating effect of organizational learning. This research proposes a model for enhancing employee innovation capability in Indonesia through hard skills and soft skills, with organizational learning as a mediator. This study can pave the way for improving employees' readiness to face the era of Industry 4.0.

5. Conclusion and Policy Recommendation

Based on the research findings regarding the influence of hard skills on individual innovation capability in the small and medium-sized coffee industry in Kab. Garut, it can be concluded that the hard skills of coffee SMEs are generally indicated by the ability to use various tools and equipment to create and enhance innovation capabilities in individuals involved in coffee processing. Thus, they can enhance their hard skills, as these skills play a crucial role in supporting their success, innovation, and sustainable growth in this competitive and rapidly evolving industry. Strong technical skills contribute to improving production efficiency. By having a deep understanding of the production process and the proper use of equipment, coffee SMEs can reduce wastage of time and resources, thereby increasing productivity and lowering production costs.

6. Acknowledgment

Financial support for this study was provided by a grant from the Ministry of Education, Culture, Research, and Technology and Universitas Garut.

References

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Yogyakarta: Zanaf Publishing.
- Afsar, B., Masood, M., & Umrani, W. A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior. *Personnel Review*, 48(5), 1186–1208. <https://doi.org/10.1108/PR-04-2018-0133>
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2018). Exploring the Impact of Knowledge Sharing on the Innovative Work Behavior of Employees: A Study in China. *International Business Research*, 11(3), 186. <https://doi.org/10.5539/ibr.v11n3p186>
- Alkautsar, M., Hermina, T., & Basit, A. A. (2023). The Effectiveness of Counseling and Assistance of Coffee Farmers in Utilizing Coffee Waste and Livestock Management. *Business Innovation and Entrepreneurship Journal*, 5(1). <https://doi.org/https://doi.org/10.35899/biej.v5i1.483>
- Amirullah, & Budiyo. (2017). *Pengantar Manajemen*. Yogyakarta: Graha.
- Aristanto, D. B. (2017). Pengaruh *Knowledge Sharing* Terhadap Individual Innovation Capability Dan Kinerja Karyawan. *Jurnal EMBA*, 5(2), 1524.
- Aulawi, H. (2018). Improving Innovation Capability Trough Creativity and Knowledge Sharing Behavior. *IOP Conference Series: Materials Science and Engineering*, 434(1). <https://doi.org/10.1088/1757-899X/434/1/012242>
- Azizah, M., Sutarnihardja, R., & Wijaya, N. (2019). Karakteristik Kopi Bubuk Arabika (*Coffea Arabica* L) Terfermentasi *Saccharomyces cerevisiae*. *Jurnal Sains Natural*, 9(1), 37. <https://doi.org/10.31938/jsn.v9i1.173>
- Basit, A. A., Tenisia, I., Sari, P., & Wahyu, ; Ahmad. (2019). Knowledge Sharing Behavior, Disiplin Kerja dan Produktivitas Kerja Karyawan pada PT. Astria Mandiri Kadungora. *Jurnal Wacana Ekonomi*, 18(03), 158–170. www.jurnal.uniga.ac.id
- Ben Moussa, N., & El Arbi, R. (2020). The impact of Human Resources Information Systems on individual innovation capability in Tunisian companies: The moderating role of affective commitment. *European Research on Management and Business Economics*, 26(1), 18–25. <https://doi.org/10.1016/j.iedeen.2019.12.001>
- Borrego, G., Morán, A. L., Palacio, R. R., Vizcaíno, A., & García, F. O. (2019). Towards a reduction in architectural knowledge vaporization during agile global software development. *Information and Software Technology*, 112, 68–82. <https://doi.org/10.1016/j.infsof.2019.04.008>
- Budihardjo, A. (2017). *Knowledge Management Efektivitas Berinovasi Meraih Sukses*. Jakarta: Prasetya Mulya Publisher.
- Chaudhary, A., Islam, T., Ali, H. F., & Jamil, S. (2021). Can paternalistic leaders enhance knowledge sharing? The roles of organizational commitment and Islamic work ethics. *Global Knowledge, Memory and Communication*, 72(1/2), 98–118. <https://doi.org/10.1108/GKMC-06-2021-0109>
- Databooks. (2022). *Purchasing Managers Index (PMI) Indonesia (Jan 2021 - September 2022)*. Databooks. <https://databoks.katadata.co.id/datapublish/2022/10/03/pmi-manufaktur-indonesia-melesat-jadi-537-poin-tertinggi-sejak-januari-2022>
- Databooks. (2023). *Pertumbuhan Ekonomi Indonesia (2011-2022)*. Databooks. <https://databoks.katadata.co.id/datapublish/2023/02/06/sesuai-ramalan-imf-ekonomi-indonesia-tumbuh-531-pada-2022>
- Firmansyah, A. (2018). *Pengantar Manajemen* (1 ed.). Yogyakarta: Deepublish.
- Fleta, B. M. (2017). Behavioral indicators of innovators. A search protocol for a systematic literature review. *New Trends and Issues Proceedings on Humanities and Social Sciences*, 3(1), 113–120. <https://doi.org/10.18844/gjhss.v3i1.1757>
- Garutkab.go.id. (2022). *Produk Unggulan*. Garutkab.go.id. <http://kecarangtengah.garutkab.go.id/halaman/detail/produk-unggulan>
- Gautama, Y., Mulyaningsih, A., Sultan Ageng Tirtayasa, U., & Studi Agribisnis, P. (2022). Strategi Pemasaran Kopi Robusta Di Kabupaten Serang Robusta Coffee Marketing Strategies In Serang District. Dalam *Jurnal Ilmu Pertanian Tirtayasa* (Vol. 4, Nomor 2).
- Gesi, B., Laan, R., & Lamaya Fauziyah. (2019). 62-Article Text-92-1-10-20200224. *Jurnal Manajemen*, 3(2), 55–66.
- Haamann, T., & Basten, D. (2019). The role of information technology in bridging the knowing-doing gap: an exploratory case study on knowledge application. *Journal of Knowledge Management*, 23(4), 705–741. <https://doi.org/10.1108/JKM-01-2018-0030>
- Hamali, A. Y. (2018). *Pemahaman Manajemen Sumber Daya Manusia*. Jakarta : PT. Buku Seru.
- Hasibuan, M. (2017). *Manajemen Sumber Manusia*. Jakarta : Bumi Aksara.
- Hendarman, A. F., & Cantner, U. (2017). Soft skills, hard skills, and individual innovativeness. *Eurasian Business Review*, 8(2), 139–169. <https://doi.org/10.1007/s40821-017-0076-6>
- Hidranto, F. (2023, Januari 6). *Perekonomian Indonesia Tetap Kokoh*. Portal Informasi Indonesia. <https://indonesia.go.id/kategori/indonesia-dalam-angka/6788/perekonomian-indonesia-tetap-kokoh?lang=1>
- Hutabarat, J. (2017). *Dasar-Dasar Pengetahuan Egronomi*. Media Nusa Creative. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=1061126>

- Indonesianoticia. (2021). *Catatan Kopi, Prof. Sri Mulato: (2) Produktivitas Kopi*. <https://www.indonesianoticia.com/catatan-kopi-prof-sri-mulato-2-produktivitas-kopi/>
- Janssen, O., van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: a Special Issue introduction. *Journal of Organizational Behavior*, 25(2), 129–145. <https://doi.org/10.1002/job.242>
- Kemenprin. (2017). *Peluang Usaha IKM Kopi*. <https://kemenperin.go.id/download/17797/Peluang-Usaha-Industri-Kecil-Menengah-Kopi>
- Kemenprin. (2020). *Tekanan Dampak Covid-19, Menprin Pacu Kreativitas IKM Kopi*. [kemenprin.go.id. https://kemenperin.go.id/artikel/21693/ghs](https://kemenperin.go.id/artikel/21693/ghs)
- Kemenprin. (2023). *Sederet Jurus Kemenperin Dongkrak Daya Saing IKM*. [kemenprin.com. https://kemenperin.go.id/artikel/23817/Sederet-Jurus-Kemenperin-Dongkrak-Daya-Saing-IKM](https://kemenperin.go.id/artikel/23817/Sederet-Jurus-Kemenperin-Dongkrak-Daya-Saing-IKM)
- Kemer, S. A., & Altuntas, S. (2017). Adaptation of The Individual Innovativeness Scale in Nursing Profesion: Turkish Validity - Reliability Study. *Hemşirelikte Eğitim ve Araştırma Dergisi*. <https://doi.org/10.5222/HEAD.2017.052>
- Lombardi, R. (2019). Knowledge transfer and organizational performance and business process: past, present and future researches. *Business Process Management Journal*, 25(1), 2–9. <https://doi.org/10.1108/BPMJ-02-2019-368>
- Lubertri, L., & Azizah, S. N. (2020). Pengaruh Budaya Organisasi dan Komunikasi Organisasi terhadap Kinerja Karyawan melalui Knowledge Sharing sebagai Pemediasi. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 2(3), 450–465. <https://doi.org/10.32639/jimmba.v2i3.490>
- Majalah Media Industri. (2020). *Menjaga Industri Di Tengah Pandemi Edisi 2020*. [kemenprin.go.id. https://kemenperin.go.id/majalah/8/media-industri](https://kemenperin.go.id/majalah/8/media-industri)
- Mendoza-Silva, A. (2020). Innovation capability: a systematic literature review. Dalam *European Journal of Innovation Management* (Vol. 24, Nomor 3, hlm. 707–734). Emerald Group Holdings Ltd. <https://doi.org/10.1108/EJIM-09-2019-0263>
- Muhammad, A., Ariyani, E. D., Sadikin, S., & Sujana, D. (2019). Factor Analysis of the Companies Demands to the Polytechnic Graduates in Indonesia. *Advanced Science Letters*, 25(1), 117–121. <https://doi.org/10.1166/asl.2019.13199>
- Murad, D. F., Wandanaya, A. B., Johan, W., Saputra, W., Tarmizi, R., & Jurusan, D. (2018). Knowledge Sharing pada Knowledge Management System PT Telekomunikasi Indonesia International. Dalam *Jurnal Teknik Informatika UNIS JUTIS* (Vol. 6, Nomor 1).
- M. Alkautsar, T. Hermina, and A. Basit, “The Effectiveness of Counseling and Assistance of Coffee Farmers in Utilizing Coffee Waste and Livestock Management”, *BIEJ*, vol. 5, no. 1, pp. 10-14, Jun. 2023.
- Nham, T. P., Tran, N. H., & Nguyen, H. A. (2020). Knowledge sharing and innovation capability at both individual and organizational levels: An empirical study from Vietnam’s telecommunication companies. *Management and Marketing*, 15(2), 275–301. <https://doi.org/10.2478/mmcks-2020-0017>
- Nurmala, S., & Widyasari, S. D. (2021). Self efficacy dan Openness terhadap Perilaku Kerja Inovatif pada Kementerian Dalam Negeri. *Psychopolytan : Jurnal Psikologi*, 4(2), 92–100. <https://doi.org/10.36341/psi.v4i2.1508>
- Orlando, O. (2018). 22510-Article Text-26519-1-10-20180116. *Jurnal Ilmu Manajemen*, 6(1).
- Ricardianto, P. (2018). *Human Capital Mangemet*. Jakarta : In Media.
- Royani, I. (2022). Pengaruh Hard Skill Dan Soft Skill Terhadap Kinerja Pegawai Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Rokan Hulu Di Era Revolusi Industri 4.0. *Jurnal Ilmiah Manajemen dan Bisnis*, 04(01).
- Rugian, M. S., Saerang, I., & Lengkong, V. P. (2017). Pengaruh disiplin kerja, pelatihan, Leader Member Exchange dan konflik pekerjaan-keluarga terhadap kinerja karyawan (studi kasus pada PT Bank BTPN Tbk Cabang Utama Manado). *EMBA (Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi)*, 5(2).
- Rumanti, A. A., Kurniawati, A., & Andrawina, L. (2018). *Tacit Knowledge Sharing for Individual Innovation Capability at Indonesian SMI*. <http://ojs.atmajaya.ac.id/index.php/metris>
- Sakti, P., Dwi Handoyo, R., & Wihadanto, A. (2020). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja. *Jurnal Ilmiah Manajemen dan Bisnis*, 21(1), 60–68. <https://doi.org/10.30596/jimb.v21i1.4149>
- Sarinah, & Mardalena. (2017). *Pengantar Manajemen*. Yogyakarta : Deepublish.
- Selly Meylasari, U., Nurul Qamari, I., & Lingkar Selatan, J. (2017). Faktor-Faktor yang Mempengaruhi Knowledge Sharing dalam Implementasi E learning. *Jurnal Manajemen Bisnis*, 8(2).
- Shabiya, R., & Trisyulianti, E. (2018). erancangan Strategi dan Pengukuran Kinerja UMKM dengan Pendekatan Balanced Scorecard (Studi Kasus Rozen Specialty Corner Bogor). *Institut Pertanian Bogor*.
- Simanjuntak, T., & Sitio, V. S. S. (2021). 60-120-2-PB (1). *Jurnal Inovatif Mahasiswa Manajemen*, 2(1).
- Smesco. (2023). *Peran UMKM Dalam Menghadapi Ancaman Resesi Ekonomi 2023*. Smesco. <https://smesco.go.id/berita/peran-umkm-dalam-resesi-2023>
- Sopa, A., Asbari, M., Purwanto, A., Budi Santoso, P., Hutagalung, D., Maesaroh, S., Ramdan, M., & Primahendra, R. (2020). Hard Skills versus Soft Skills: Which are More Important for Indonesian

- Employees Innovation Capability. *International Journal of Control and Automation*, 13(2), 156–175. <https://www.researchgate.net/publication/340412466>
- Suryana, T., & Burhanuddin, A. (2021). Pengaruh Kompetensi Kewirausahaan Terhadap Kinerja Usaha Umkm Kopi: Sebuah Tinjauan Teoritis Dan Empiris Effect of Entrepreneur Competency of Coffee MSME Business Performance: A Theoretical and Empirical Review. *AGRISEP*, 20(1), 117–128. <https://doi.org/10.31186/jagrisep.20.1.117-128>
- Usmanova, N., Yang, J., Sumarlia, E., Khan, S. U., & Khan, S. Z. (2021). Impact of knowledge sharing on job satisfaction and innovative work behavior: the moderating role of motivating language. *VINE Journal of Information and Knowledge Management Systems*, 51(3), 515–532. <https://doi.org/10.1108/VJIKMS-11-2019-0177>
- WIPO. (2023). *Global Innovation Index (GII)*. World Intellectual Property Organization . <https://www.wipo.int/portal/en/index.html>
- Yuniendel, R. K. (2018). Kontribusi Soft Skill dan Hard Skill dalam Meningkatkan Profesionalisme Guru Pendidikan Agama Islam di Sekolah dan Madrasah. *Murabby: Jurnal Pendidikan Islam*, 1(1), 48–59. <https://doi.org/10.15548/mrb.v1i1.286>