

## THE IMPORTANCE OF SOFT SKILLS TRAINING ON COMPANY PERFORMANCE AT BNI TOLITOLI BRANCH OFFICE

### PENTINGNYA PELATIHAN SOFT SKILLS PADA PERFORMA PERUSAHAAN DI BNI CABANG TOLITOLI

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**Abstract:** Soft skills are very important for all company employees to have. Companies are required to improve the soft skills of employees by conducting soft skills training. Soft skills training for employees will provide benefits for the company in supporting the company performance to achieve several objectives. The purpose of this study is to see the importance of soft skills training on company performance, along with exploring the relationship between soft skills training and company performance and to find that soft skills are important for company performance. This research use qualitative methods with using in dept interviews through 20 employees of Bank BNI Tolitoli Branch Office and gather some data from company. The results show that soft skills training are important on company performance. The employees aware about soft skills and thought that soft skills training is important and should be more held by company. The result also show that with using soft skills and develop it, performance of Bank BNI Tolitoli Branch Office is runs well. Online training is very effective in achieving good company performance. Company should accommodate different learning styles so that most employees want to be involved.

**Keywords:** analysis importance of soft skills training, soft skills, company performance, banking industry.

**Abstrak:** Soft skills sangat penting untuk dimiliki semua karyawan perusahaan. Perusahaan dituntut untuk meningkatkan soft skill karyawan dengan mengadakan pelatihan soft skill. Pelatihan soft skill bagi karyawan akan memberikan manfaat bagi perusahaan dalam mendukung kinerja perusahaan untuk mencapai beberapa tujuan. Tujuan dari penelitian ini adalah untuk melihat pentingnya pelatihan soft skill pada kinerja perusahaan, bersama dengan mengeksplorasi hubungan antara pelatihan soft skill dan kinerja perusahaan dan untuk menemukan bahwa soft skill penting untuk kinerja perusahaan. Penelitian ini menggunakan metode kualitatif dengan menggunakan wawancara mendalam melalui 20 karyawan Bank BNI Cabang Tolitoli dan mengumpulkan beberapa data dari perusahaan. Hasil penelitian menunjukkan bahwa pelatihan soft skill penting untuk kinerja perusahaan. Karyawan sadar akan soft skill dan berpikir bahwa pelatihan soft skill itu penting dan harus lebih diadakan oleh perusahaan. Hasil penelitian juga menunjukkan bahwa dengan menggunakan soft skill dan mengembangkannya, kinerja Bank BNI Cabang Tolitoli berjalan dengan baik. Pelatihan online sangat efektif dalam mencapai kinerja perusahaan yang baik. Perusahaan sebaiknya mengakomodasi gaya belajar yang berbeda sehingga sebagian besar karyawan ingin terlibat.

**Kata Kunci:** analisa pentingnya pelatihan soft skills, soft skills, performa perusahaan, industry perbankan.

## INTRODUCTION

### Research Background

There are many companies have the same problem in terms of product and customer, for example, cannot understanding what customers need and want. This happened because employee does not deliver the value of company's products or services properly. The ability to understand the product and how to know the deal with customers can lead us in these situations. Without preparation, many unpredictable problems can happen. It can happen anytime and anywhere, starting from a small or large scale, outside or inside the company. This unpredictable situation can be a huge problem without preparations. In this case, it is about preparing soft skill for the company to the employees so the employees can be prepared with internal and external factors development. More companies are recognizing the fact in order to gain a competitive advantage, they must ensure that their people know how to handle themselves at work and how to connect with their customers outside their company and with their co-workers inside. It fall under the umbrella of soft skills. Companies made a various improvement in order to increase the capacity and ability of individuals to compete. The amount of knowledge and ability to understand well about products or customers can make opportunities and advantage for the company.

Soft skills are important to the success of company performance. If the employee cannot perform soft skill, it will make many problems happen. Most likely in-service industry must perform highly soft skill. There are reasons why company need to develop the Soft Skill of their employees. When it comes to imagining creative solutions and stunning innovations, the human mind is the only source. Innovation is very important to defeat fierce competition, and company must develop smart business strategies if they want to stay ahead of their competitors. Employee training has become importance to companies seeking advantage among competitors. The level of knowledge and skills possessed by employees must be honed not only theoretically but more importantly in the practical field. Whatever their department, company must provide them with sufficient training. Departmental performance increases with individual employee performance and this leads to an increase in overall company performance. That is the employees need to ensure about the soft skill that he/she has. The best way with provide soft skills training for employee, skills needed like communication, teamwork, giving ideas and many others. When company provide the soft skills training for their employees, companies can encounter more internal conflicts, have good relation with customer and good output. That is why the author made this research to analyze the importance of soft skills training on company performance. This research can explain about how useful and important soft skills training on company performance. Also, this research show the performance of company when they did soft skills training on their employees.

### Research Objectives

Based on problem statement, the research objective can be to:

1. Find the soft skill are important for company performance.
2. Explore the relation between soft skill training and company performance.
3. Find the importance of soft skill training on company performance.

## THEORETICAL REVIEW

### Training

Armstrong (2009: 32) defines training as the use of systematic and planned instruction activities to promote learning. Beardwell and Holden (2001) stated that training is a planned process used to change attitudes, knowledge, skills, and behaviour through learning experiences to achieve effective performance in certain activities or various activities. Employee training is the same as investing in the organization's most important asset, the employee. It develops their skills, changes their attitude towards work and builds their loyalty to the company thereby increasing performance.

### Soft Skill

According to Robles (2012: 453-456), soft skills encompass character traits, attitudes, and behaviors rather than technical aptitude or knowledge. Soft skills are described as being intangible, nontechnical, personality-specific skills that help ascertain one's strengths in leadership, facilitating, mediating and negotiating. The same statement was also stated by Kaipa and Milus (2005: 3-6) that soft skills are the key to achieving success,

including leadership, decision making, conflict resolution, communication, creativity, presentation skills, humility and self-confidence, intelligence emotional, integrity, commitment and cooperation.

### Soft Skills Training

Soft-skills cannot be taught but it can only be developed through training, it is the Human Capital Management and Human Resource Management process of improving Skills such as aptitudes, Soft-skills, Knowledge, life-skills, abilities, Employability skills communication skills including updating old talents and developing new skills in individuals to perform particular jobs effectively. Soft skills training is more directed at self-management skills or employee self-development, including character building training, time management, stress management, goal setting, self-change management, creative thinking, integrity & professionalism. And soft skills training is also about dealing with other people's skills such as managerial skills, effective communication, leadership, critical thinking, networking, motivation, presentation, negotiation, public speaking, sales and marketing, service excellence, teamwork, problem solving and others etc. Soft skill educational training helps to promote better understanding and increases client to firm performance. The training helps to promote the income and status of the individual role in leadership as well as helps to increase the profits of the company (Becker, 1994).

### Company Performance

Most companies are seeking to improve their performance in any way possible. The winning card can be held by those who endeavour to innovate, to obtain and sustain performance. Thus, competing in a continuously changing environment is very necessary to comprehend and monitor performance. Bititci, Carrie and McDevitt (1997: 522-534) who described performance management as a process wherein the organization manages its performance to match its corporate and functional strategies and objectives. Adam (1994: 27-44) considered organizational performance as deeply dependent on the employees' performance quality. He believed that in order to guarantee a high quality organizational performance, it is essential to have regular exposure of the workers of the company to new and up-to-date knowledge and skills, which would, in turn, help them keep up with the new changes happening in the market, and, ultimately, increase the quality of organizational performance.

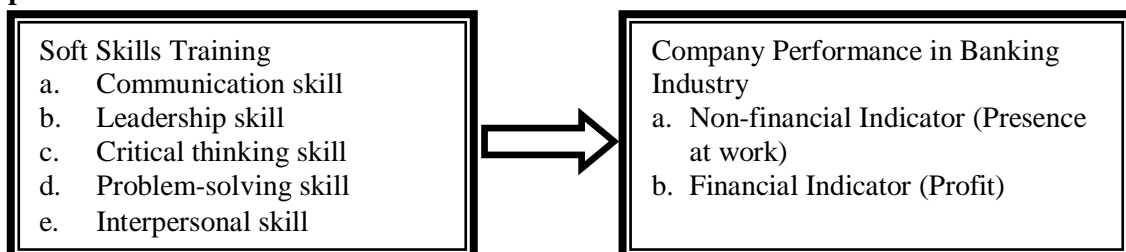
### Previous Research

Bhal (2015) Training in Soft Skill and It's Importance. This paper aims to highlight the effects of specific training in soft skills on firm performance by reviewing theory and previous empirical studies on the relationship between this training and firm performance. The analysis indicates that there is a positive relationship between training and firm performance which may be mediated by employee knowledge and organization attitude.

Seetha (2014) Are soft skill important in the Workplace?- A Preliminary Investigation in Malaysia. The researcher make this research in order to explore and examine the importance of soft skills competences at the Malaysian workplace. Also, to identify critical soft skills that are needed at the workplace in Malaysia on a small sample.

Santos *et al* (2017) Importance of soft skill training from an early age. The authors analyze the fulfillment of research objectives is to develop strategies for soft skills training from an early age. The need to strengthen soft skills training from an early age and the importance for the future development of children at higher levels of education which is very important for success in their future work activities is found.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2019.*

## RESEARCH METHOD

### Research Approach

This research will use descriptive qualitative research. This method is used to described how important the soft skills training in banks in Toli-toli area. According to Miles and Huberman (1994: 10-12), qualitative research is method used to examine complex phenomenon where researcher is the key instrument. The most common sources of qualitative data include interviews, observation and documents. This research will use Case Study approach because this study focuses intensively on one particular object that is employee who studied to analyze the use and importance of soft skill training in order for better company performance in PT. Bank Negara Indonesia (Persero) Tbk Tolitoli Branch Office.

### Population, Sample and Sampling Technique

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the group of people, events or things of interest for which researcher want to make inferences (Sekaran and Bougie, 2009: 262). While according to Sugiyono (2017: 388-390) in qualitative research there is no population term but only social situation, which consist of three elements: place, actors, and activity. Social situation of this research is the importance of soft skill training in bank industries, the actors is the stake holders or employees of banks and the activity is the soft skill. While as quotes from Sugiyono (2017: 389-390) sample in qualitative research is not called as respondent instead as a source participant, informant, friend and teacher in research process. This research is use Purposive sampling technique and gather the data from 20 Employees (8 employees from PMC unit, 3 employees from CS unit, 3 employees from general unit, 2 employees from ADC unit, 1 employee from Teller, 1 employee from DNC unit and 2 employees are Assistant Manager) of PT. Bank Negara Indonesia (Persero) Tbk, Tolitoli Branch Office.

### Data Collection Method

The data used in this research consist of two types of data, which is primary and secondary data. Primary data are gained from in-depth interview and secondary data are taken from several books, journals, and previous research.

**Table 1. Operational Definition of Research Variables**

Variables	Definition	Indicator
Soft Skills	Soft skills are the personal attributes, personality traits, inherent social cues, and communication abilities needed for success on the job. Soft skills characterize how a person interacts in his or her relationships with others.	<ol style="list-style-type: none"> <li>1. Communication Skill</li> <li>2. Leadership Skill</li> <li>3. Critical Thinking Skill</li> <li>4. Problem Solving Skill</li> <li>5. Interpersonal Skill</li> </ol>
Communication Skills	Communication skills, abilities that you use when giving and receiving various types of information.	<ol style="list-style-type: none"> <li>1. Language</li> <li>2. A good listener</li> </ol>
Leadership Skills	Leadership skills, the strengths and abilities individuals demonstrate that help the oversee processes, guide initiatives and steer their employees toward the achievement of goals.	<ol style="list-style-type: none"> <li>1. Leadership style               <ol style="list-style-type: none"> <li>a. Directive</li> <li>b. Supportive</li> <li>c. Participative</li> <li>d. Achievement-oriented</li> </ol> </li> <li>2. Accepting other people's opinions</li> </ol>
Critical Thinking Skills	Critical Thinking Skill refers to the ability to analyze information objectively and make reasonable judgments	<ol style="list-style-type: none"> <li>1. Analyzing and Evaluate Information</li> <li>2. Giving Idea</li> </ol>

Problem-solving Skills	Problem solving skill refers to individual ability to solve problems in an effective and timely manner without any impediments.	<ol style="list-style-type: none"> <li>1. Decision Making <ol style="list-style-type: none"> <li>a. Rational Approach</li> <li>b. Intuitive Approach</li> </ol> </li> <li>2. Creative Thinking</li> </ol>
Interpersonal Skills	Interpersonal skills is behaviour and traits individual rely on when communicating and building relationships with other	<ol style="list-style-type: none"> <li>1. Emotional Intelligence</li> <li>2. Teamwork</li> </ol>
Company Performance	An analysis of a company's accomplishment task as compared to goals and objectives.	<ol style="list-style-type: none"> <li>1. Financial performance <ol style="list-style-type: none"> <li>a. Profit</li> </ol> </li> <li>2. Non-financial performance <ol style="list-style-type: none"> <li>a. Presence at work output</li> </ol> </li> </ol>

Source: Author's note, 2019

### Instrument of Research

The key instrument of this research is the researcher itself. Instrument in this research is the observation, interview and documentation. In research, this required a human as a researcher because humans can adjust accordingly with the State of the environment.

### Data Analysis Method and Validity

In this qualitative data analysis there are explanations in detail of the process after collecting data until getting conclusions. According to Miles and Huberman (1994: 10-12), there are generally steps in qualitative data analysis, there are: data collection, data reduction, data display, drawing and verifying conclusion. Validity was defined as the extent to which an instrument measure what it purports to measure (Sekaran and Bougie, 2009: 262).

## RESULT AND DISCUSSION

### Result

The result is contains explanation in detail about the information that have been gained from informant through in depth interview.

### Informant 1

In his opinion, soft skills training can increase company performance. In his opinion, the relationship of soft skills training and current company performance is in line and directly proportional, and of course it has an influence on employees and company performance. Soft skills training are important because soft skills are also a basic skill that must be possessed by employees in addition to hard skills. If there is no trained soft skills, the company will not run well. The training is very effective and useful, but it must be routinely carried out because not all employees have soft skills.

### Informant 2

Soft skills training can improve company performance and it is important because not always great hard skills without the support of soft skills, the company cannot run well. He think the relationship of soft skills training and company performance is up to now the company can provide training in accordance with the job desk of each employee. The company also supports training to continue to be done both publicly and e-learning. The training conducted by the company is currently effective because it already uses e-learning techniques. The training is useful for company performance.

### Informant 3

In his opinion, soft skills training can improve company performance. The training that is carried out is quite significant because by doing the training employees can work well. For example training on problem-solving skills, if trained then the existing problems can be overcome. Soft skills training are very important because if soft

skills are trained, the problem can be overcome and communication with the customer goes well. In my opinion soft skills training conducted by the company is useful and effective, but in terms of learning time or material delivery is lacking. And the training is sometimes in two directions not one direction, but still useful.

#### **Informant 4**

Soft skills training can improve company performance. The reason is why soft skill training is important for companies such as communication skill because communication with customers must be good so that customers feel comfortable. The company can also advance if its employees can think critically and have good communication. The company's training currently supports, if there is new training, the latest update will be carried out. Soft skills training by company is very useful and effective because it relates to what we show people, how to look and ethics determined by the company.

#### **Informant 5**

Soft skills training can improve a company performance. The soft skill training is important, because this job is public so the 5 soft skills are very important to develop. Training provided by the company to employees is in line with the company's goals or desires. The training is useful and effective because everyone who doesn't know how to communicate and others finally knows about these skills.

#### **Informant 6**

Informant 6 said that soft skills training can improve company performance. The reason is that if all soft skills do not exist in employees, the company cannot run well and cannot progress. The relationship is with training, what we can find out about our work later, we can find out about the anchovy about work and we can practice at work because without practice it will be difficult when working. The training is very effective and useful because with the training we can know what we are doing and what we cannot do. Then we can also find out whether the work is according to guidelines or not.

#### **Informant 7**

Training on soft skills can improve company performance. The relationship between training and corporate performance today is related and can make us understand about the world of work. Soft skills training is important because for example when we become leaders we must find out how to lead well. Soft skills training that conducted by the company is effective and useful because from there we will know about things we do not know and eventually we will understand.

#### **Informant 8**

He thinks soft skill training can increase company performance especially for financial and non financial performance. The relation between soft skills training by company and company performance now is when employees do any of training including soft skills and can implemented that on working environment. Soft skill training is important especially for people who still lack of these skills. In banking industry, our company performance can see by customer through our soft skill, example like we communicate with them, what we say to them it will show what type of person you are. Soft skill training by company is really useful for employees, but for the effectiveness, I think the time for training it's not enough. Because sometimes, employees cannot understand well what the trainer mean when give training.

#### **Informant 9**

Informant 9 think soft skill training can increase company performance. Soft skills training are conducted for employees are very important because what is learned there can be demonstrated in the work environment. For example, when employees learn about interpersonal skills, team work done at the company can later improve company performance. Soft skill training is really important for employees, we can learn something that actually customer can see but we cannot see or know it. Soft skills training that made by banks is very useful for us as employees, but the problem is the lack of time during the training. Thus making some employees do not understand / understand about the training.

#### **Informant 10**

Soft skills training can greatly improve company performance. The relationship is that training by the company can improve the quality of employees so as to provide good company performance. Soft skills training is very important, because soft skills are skills that must be mastered by everyone especially those who work like

me. Company performance is determined by the extent of the soft skills we have. The training is effective but sometimes there are problems, but it is very useful.

**Informant 11**

Soft skills training can improve company performance but it always depends on the person who receives the training whether he can receive the training or not. The relationship is soft skills training helps the company's performance through things that we do not know ultimately makes us know and it can greatly improve company performance. Soft skills training are very important because it can help us work in the work environment and produce something good for the company. Soft skills training provided by the company is very effective and useful but still it depends on the person personally whether he can receive and understand about the training.

**Informant 12**

In her opinion, soft skills training can improve company performance because it can make us know the knowledge about soft skills. Especially for employees who do not know about soft skills it will make people confused when interviewed like this. The relationship between soft skills training and company performance today is very helpful, because it makes employees find a lot of knowledge and that will help the company's performance as well. Soft skills training at this company is useful and effective. Since I like training, it will make us understand soft skills, what soft skills are and what their uses are.

**Informant 13**

Soft skills training can improve company performance. Soft skills training are especially important for this company so that employees can become competent and make companies able to compete with other companies. The relationship is that more training by the company means that the company really needs its employees to develop. Soft skills training conducted by the company is useful and effective because it makes us train emotions, critical thinking and ways to solve problems so that it can be useful for the progress of the company.

**Informant 14**

Informant 14 said that soft skills training can improve company performance and it is important for each individual and company. The reason is because within the scope of work employees will be required to use soft skills for example communication with everyone. The relationship between soft skills training from the company and the company's current performance is good because with training, especially training in soft skills, it will improve company performance. Soft skills training from the company is effective and useful because if not, the company will not get profits later.

**Informant 15**

She said that soft skills training can improve the company and it's important because can increase the competency of each employee and can make the company compete with other companies. The relationship is with the training it will help employees to achieve the goals and objectives of the company. Soft skills training from company is very useful and effective because these skills are important to develop and the company is doing well.

**Informant 16**

Soft skills training can improve company performance and that is important. Therefore, soft skill training must be trained to every employee for company performance. The relationship is that the company now always encourages training for employees to produce employees that are useful for the progress of the company. Soft skills training from the company is effective and useful because what I feel is that we can develop the training and apply it in the company and in our personal lives.

**Informant 17**

I feel that soft skills training for employees can improve company performance. soft skill training is important because soft skills are related to our needs as individuals in working for the company. The relationship between the soft skills and the company's current performance is very good, because the training conducted by BNI is very significant in the context of HR development to achieve the company's goals. The soft skills training provided by BNI is very effective and useful because the training can make the company achieve its goals.

**Informant 18**

Soft skills training can improve company performance and that's important because for example this company sells products or offers products. How to make this product delivery go well, that is by using good and correct communication skills. The relationship between the soft skill training and the company's performance is now in line and running well. Soft skills training conducted by the company is effective and useful because it is proven that communication skills are important to establish relationships with customers, decision-making skills if there are skill problems regarding being a good leader in supporting company performance.

**Informant 19**

Soft skills training can improve company performance and it is important because it can support the advancement of a company. The relationship between soft skills training and company performance is still standard but it works well. Soft skills training that conducted by the company is effective and useful but I feel that I understand everything when I go to the field directly.

**Informant 20**

He feel that soft skills training can increase company performance. The relationship between soft skills training and company performance is very significant and how much better it can be coupled with its refreshing. Soft skills training are important in order to gain insight, especially for company performance. For example with good communication skills can increase the number of customers. Soft skills training that conducted by the company is effective and very useful because it can add insight and add experience.

**Discussion****Relations between Soft skills training and Company Performance**

Training is motivational tool that encourages employees to work with optimal abilities, which are intended to improve the performance of these employees and affect the company performance. With the soft skills training it is expected that employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, changes in work methods, demanding changes in attitudes, behaviour, skills and knowledge. Therefore, company that want to develop, the soft skill training of their employees must receive the most attention. Thus it can be said that the purpose of soft skill training is to develop work knowledge, attitudes and skills in an effort to improve company performance so as to produce quality products. Based on data that collected by researcher, the soft skills training are conducted by PT Bank BNI and company performance now (PT Bank BNI Tolitoli Branch Office) is very significant and runs well. The training was very good and made the company achieve its goals. It's proves that company have an increase in terms of Profit and discipline owned by their employees.

**Importance of Soft Skills Training on Company Performance**

Soft skills are always important for company to increase their performance. Communication skills are the one of soft skills that important, ability to unite and overcome difficulties, listen and empathize suddenly becomes as important as their qualifications, technical knowledge and other hard skills. When it comes to training in the workplace, soft skills are often ignored because they do not intend like something like project management or working with software. Company that invest in soft skills training for employees are those who grow in revenue and lead their industry. According to the informant, company providing training content that helps company employees develop their soft skills proves their commitment to seeing a bright future for the organization, and for employees as individuals. Demonstrating the company's commitment to developing employees at a deeper level puts the company on a fast track to gaining and maintaining high employee involvement, and that special benefits affect every part of company.

**Implication of Research Result**

The importance of the quality of the company depends on the quality of the worker itself. The better job performance higher the value of the company. A very important thing for worker is to maintain a good relationship with fellow workers and customers. A good relationship indeed needs good interaction, one way to make good interaction by conducting soft skills in the work. Soft skills that intended are communication skills, leadership skills, critical thinking skills, problem-solving skills and interpersonal skills. Also, implementation of soft skills can be considered very important for employee and company, with soft skills everything become more easily, practical, effective and efficient. . It is very necessary to develop soft skills through soft skill training due to



motivate employees and being responsible, building relationships, communication, negotiating, adapting to the environment, being leader, being creative, emotional intelligence, teamwork and others.

After conducting interviews and gathering the data for 20 respondents at KC (Kantor Cabang) BNI Tolitoli and company. Samples from any division, on 11 male and 9 female employees, they all aware of soft skills and also using soft skills in working environment. Mostly respondent late study is bachelor (S1) and one of them is SMA and all of them already conduct soft skills training by Bank BNI. The employees are also aware about soft skill training that they got from company. BNI also provide a BNI Learning Wallet (BLW) to employees. BLW is a personal learning budget allocation managed by employees themselves with the aim to meet the competency gap or can make working smarter, faster and more efficiently. BLW budget size is adjusted to the results of talent classification, total cash, realization, learning and sharing as well as the availability of a learning budget managed by BNI.

According from the data that researcher got from company it proves that soft skill training can increase company performance. Based on the result, the researcher got data that show profit of Bank BNI Tolitoli. The chart show and proves that when company care about soft skill and doing the soft skill training for their employees it can increase the performance of the company. This result is the same with Ibrahim, Boerhannoedin and Bakare journal. The study investigates soft skills training on company performance. The findings showed a strong empirical support for the causal relationship between soft skills acquired by employees and their work performance. An inspection of the model indicated that when trainees or employees acquire the necessary soft skills elements this led to increase in company performance. Putting it differently, if soft skills are broadly acquired and applied by employees, individual work performance will significantly increase (Homer, 2001). It can be stated here that there is a positive relationship between soft skills training and company performance (Ibrahim, Boerhannoedin and Bakare, 2017). According the data, the profit increased 26.5% from December 2016– December 2017. Also, increase 7.6% from December 2017 – December 2018. Prove that company performance going well. According from the data, the score of Service Experience Index PT. Bank BNI Tolitoli Branch Office is good and it's increase from December 2018 – June 2019. It's proves that services that given to customers are good without problem. It can be concluded too that with using good soft skill in work environment can make company performance runs well. That's why soft skills training are important and can give big impact for company performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

1. Based on the analysis and discussion, the 5 soft skills are important to be trained by the employees in order to support the company's performance. For this reason, soft skills training for employees are very important to be carried out in order to create a productive and effective work environment. Company has realized the importance of soft skills training, because it is a personal characteristic related to one's ability to interact effectively with others and it is very important for company.
2. Soft skills training makes it possible for every employee to work as optimally as possible full of enthusiasm, dedication, and loyalty so that they can give positive achievements and contributions directed to the company's vision, mission and achievements. The importance of other soft skills training is that employees are expected to be able to develop themselves better with the changes they do, uphold professionalism, honesty, integrity, ethics, creativity, fighting spirit, enthusiasm, loyalty and others. If employee self-development does not occur, then the company is certainly minimal innovation and less strong in dealing with competition.
3. Company performance owned by PT. Bank BNI Tolitoli Branch Office is good and can be seen from the company's Profit, Employees presence at work and Service Experience Index by customers. It can be concluded that soft skills training is very useful and can increase company performance.

### Recommendation

Based on conclusion, the following recommendation can be proposed. The researcher recommends to PT. Bank BNI Tolitoli Branch with hopes this will give benefit to the employees and company.

1. Communication skill (English) and Leadership skill Training for company performance. The company need more to develop their employee English skills (speaking, listening or reading) while communicating with co-workers or customers. Because English skills are very important when dealing with customers who come from outside Indonesia or when the employees are placed abroad. One of the most important leadership soft skills are knowing how to organize and run a team. Merely getting a bunch of employees to work in the same office is not enough to qualify them as one. The key ingredient to building a real team is teamwork. It's all about

- knowing how to properly split the work that needs to be done, and how to combine individual strengths and skills towards a common goal. That's why leadership skill training is important to be held by company.
2. Soft skills training can increase company performance based on result but the soft skill must be easily accessible because employees sometimes do not have the motivation to attend. Many employees want to control their own development by choosing their training content and completing it when it suits them. If company give them this opportunity, they are more likely to think of company and training more positively. Online training is very effective in achieving this. Make sure that company accommodate different learning styles so that most employees want to be involved.
  3. Soft skills training must be held by company. After a few months of soft skill training, employees working towards change must review their goals with co-workers to measure the progress made. This process can be carried out individually or in groups. After that, company can see it company performance if soft skills training affect the performance or not.

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