

**ANALYSIS OF EMPLOYEE SOFT SKILL FOR TEAM PERFORMANCE AT BANK NEGARA INDONESIA, MANADO BRANCH**

*ANALISA SOFT SKILL PEGAWAI UNTUK PERFORMA TIM DI BANK NEGARA INDONESIA, CABANG MANADO*

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**Abstract:** *Low performance of employees can make the performance of their team will decline. As a result, profits will certainly be reduced for the company. Great company will be more profitable than others. One strategy for improving team performance is by knowing how maximize skills of employee in certain situations. They have soft skills to be improve. This study aims to analyze the effect of employee soft skill for team performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado Branch Office. This research uses descriptive qualitative methods and the total sample is 15 informants. The research method base on qualitative approach and measurement soft skill: communication, team work, motivation problem solving an ability to improve purpose and objective, relationship, leadership, and productivity of team. The result is most of employee applying soft skill for their good team performances. Good soft skills can be useful for team progress and the performance of the team will be more improved than before. All informants agreed that soft skills from employees could help them in their work. The recommendation is soft skill is very important and cannot be separated with work, so in order to be more competitive soft skill must always be upgrade.*

**Keywords:** *soft skill, team performance.*

**Abstrak:** *Kinerja karyawan yang rendah dapat membuat kinerja tim mereka akan menurun. Sebagai hasilnya, keuntungan pasti akan berkurang untuk perusahaan. Di sisi lain, kinerja yang baik akan menciptakan perusahaan yang hebat. Perusahaan yang hebat, mereka akan lebih menguntungkan daripada yang lain. Salah satu strategi untuk meningkatkan kinerja tim adalah dengan mengetahui cara menggunakan atau memaksimalkan keterampilan karyawan dalam situasi tertentu. Mereka memiliki soft skill untuk ditingkatkan. Penelitian ini bertujuan untuk menganalisis pengaruh soft skill karyawan terhadap kinerja tim di PT. Bank Negara Indonesia (Persero) Tbk. Kantor Cabang Manado. Metode yang digunakan adalah deskriptif kualitatif dengan jumlah sampel 15 informan. Penelitian yang didasarkan pada pendekatan kualitatif dan keterampilan lunak: komunikasi, kerja tim, pemecahan masalah motivasi kemampuan untuk meningkatkan tujuan dan sasaran, hubungan, kepemimpinan, dan produktivitas tim. Hasilnya adalah sebagian besar karyawan menerapkan soft skill untuk kinerja tim yang baik. Soft skill yang baik dapat berguna untuk kemajuan tim dan performa dari tim akan lebih meningkat dari yang sebelumnya. Semua informan setuju bahwa soft skill dari pegawai dapat membantu mereka dalam bekerja. Rekomendasi soft skill sangat penting dan tidak dapat dipisahkan dengan pekerjaan, sehingga agar soft skill yang lebih kompetitif harus selalu ditingkatkan.*

**Kata kunci:** *soft skill, performa tim.*

## INTRODUCTION

### Research Background

The success of an organization requires the existence of qualified and professional human resources, not only determined by the level of education and skills by employees but must be followed by a productive attitude. The level of success of human resources in the world of work, career and professionalism is not only determined by technical skills, but it turns out that the attitudes and behaviors of the most frequently complained by most companies, ranging from low integrity and motivation, lack of creativity in work, unable to adapt with the demands of the work, the weakness of teamwork, and the indiscipline of employees so that responsibility for completing work is still lacking. Therefore an organization / agency must pay attention to skills in terms of the values that exist on each employee or often referred to as Soft Skills. Soft Skills are skills beyond technical and academic skills, and prioritize intra and inter personal skills.

Soft skill can be mediator for interaction between co-worker and by understanding and mastering soft skill employee can have more advantage dealing with unpredictable problem. Ancok (1989) said there are several factors that determine the quality of labor, namely the level of intelligence, talent, personality traits, level of education, physical quality, ethos (morale), and work discipline. Such qualities are the mainstay of the rapid progress of countries such as South Korea, Taiwan, and Singapore, which are dubbed the Asian Tigers. Communication skill, team skill, time management skill, ethic and an appreciation for diversity there are important. All of them is the characteristic for soft skill. An also soft skill defines as being cluster of personality traits, social grace, facility with language, personal habit, friendliness, and optimistic that mar people to varying degrees and also soft skill is importance to shaping the personality of and individual. In order to see why soft skill, play such as importance role in the workplace, first is to understanding how soft skill. And developing external factor employee by increasing the knowledge about vision and mission of the company and deep learning about product or service given by company. The more understanding about product or service, the better explanation will be given for costumer.

Making a maximum job requires a solid teamwork too. There are several things that make the results of team work not maximal, among others, lazy, mutual not respect for one another maybe because of differences of opinion, unable to maximize work support facilities a such as office buildings, computers, desks, cupboard chairs, calculators and other supporting facilities such as official vehicles Moenir (1987:221), do not know the potential and abilities that he has, some even do not want to adapt / adapt to groups. Employee performance must reach priorities to achieve achievement and achievement in successful planning, both for individuals and organizations, (Rahadi, 2010:43). According to Singodimejo 2002 in Mulyadi (2015:81) Saying work discipline is "an attitude of willingness and willingness to obey and obey the norms of regulations that apply around him". With discipline, an organization can carry out its work program to achieve the stated goals.

In-service industry, most of employee have to direct involvement with client or costumer to deliver or explain company product and service value. In this phase, very important because it can increase the chance customer to buy the product or service. To get customer attraction and attention is hard because employee must perform a soft skill, Soft skill and service industry have strong bound to each other. Example in bank company, using soft skill to make client or customer get their trust or to promoting bank product like assurance, credit card, or get lending money to customer.

### Research Objective

This Research paper aims: To analyze the effectiveness employee soft skills affect to team performance.

## THEORETICAL REVIEW

### Human Resource Management

Human resource management is the key that determines the development of the company. It is the part of organization that concern with "the human" dimension (DeCenzo and Robbin,1996:386). Inside the process of analyzing and managing organization, the role of human resources needs to ensure the satisfaction of its strategic objectives (Hellriegel and Staude, 2009:139). From the book of Human Resources Management by Dessler, it is the process of acquiring, training, appraising, and compensating employees, and concerning about the relation between the company to their labor relation, health and safety, and fairness.

### Soft Skill

Parente, Stephan, and brown (2012:1004) define soft skills as people management skills. Their list includes “clear communication and meaningful feedback, resolving and/or managing conflicts, and understanding human behavior in group settings.” Few authors have measured them or determined to what extent they predict performance. Looked specifically at emotional intelligence as a set of soft skills and surveyed job listings to determine what, if any, soft skills employers sought. The soft skills most commonly listed in job ads included innovation, initiative, service orientation, leveraging diversity, communication, leadership, collaboration and cooperation, and team capabilities. A list of soft skills for information professionals derived from a review of LIS literature on job competencies. Their list includes communication No formally agreed upon, universal set of soft skills exists. The soft skills most commonly listed in job ads included innovation, initiative, service orientation, leveraging diversity, communication, leadership, collaboration and cooperation, and team capabilities.

### Team Performance

A team is a formal group of members who interact at a high level and work together intensely to achieve a common group goal. When teams are effective, they draw on the abilities and experiences of their members to accomplish things that could not be achieved by individuals working separately or by other kinds of work group (Jones et al, 2008). Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

Regardless of our differences, human beings share a basic need for affiliation. We want to belong to a group and make emotional connections. In a recent survey, over half cited relationship-oriented behaviours as the most treasured team member traits.

### Previous Research

Agarwal and Ahuja (2014) This paper aims to explore the importance of soft skills required to work in the diverse group of people. The whole scenario of teaching has evolved from “sage to stage”, especially this remarkable change is observed in the higher education. Group projects are promoted to sharpen the communication, interpersonal, conflict-management, and team working skills in the IT graduates.

Sekhar (2013) This research studied about soft skills and industry needs. The present paper describes the concept of soft skills, importance of soft skills in the corporate sector, role of soft skills in getting a standing position in the MNCs, where young professionals should have the soft skills apart from their domain skills or hard skills, and the soft skills are lacking in the present young professional graduates, then how to acquire, cultivate and adopt the soft skills..

Tang (2017) The aim of this research was to explore the soft skills acquisition of lecturers and to thus determine the importance of soft skills in the teaching profession. A mixed method was employed utilizing a questionnaire and interview protocol as research instruments. In total, eight lecturers and 163 students from four programs of an international college in Khon Kaen, Thailand were selected using a purposive sampling method.

### Conceptual Framework

This part discuss about the conceptual framework from the variable of this study.



**Figure 1. Conceptual Framework**

Source: *Data Analysis Method*, 2019.

## RESEARCH METHOD

### Research Approach

This research uses descriptive qualitative method to analyze the effectiveness of soft skills for team performance in PT. Bank Negara Indonesia (Persero), Tbk Manado branch office. Shank (2002) defines qualitative research as a form of systematic empirical inquiry into meaning. By systematic he means planned,



ordered and public, following rules agreed upon by members of the qualitative research community. By empirical, he means that this type of inquiry is grounded in the world of experience. Inquiry into meaning says researchers try to understand how others make sense of their experience.

### Population

The population in this research is the employees in PT. Bank Negara Indonesia (Persero) Tbk Manado branch office.

### Sampling Technique

This study uses purposive or judgmental sampling as the technique sampling.

### Sample

In this research uses 15 informants from soft skill users in PT. Bank Negara Indonesia (Persero) Tbk Manado branch office.

### Data Collection Method

The data collection method collected by two types. First is primary data, it was collected through In- dept interview or face to face interview. Second is secondary data, it was taken from books, journals, articles, and internet.

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

Variables	Definition	Indicator
Soft skills	Parente, Stephan, and brown (2012) define soft skills as people management skills.	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Teamwork</li> <li>3. Motivation</li> <li>4. Problem solving</li> </ol>
Team Performance	Team performance is defined as the extent to which a team is able to meet its output goals. (Ancona and Caldwell, 1992).	<ol style="list-style-type: none"> <li>1. Purpose and Objectives</li> <li>2. Relationship</li> <li>3. Leadership</li> <li>4. Productivity</li> </ol>

Source: *Author's note, 2019.*

## RESULT AND DISCUSSION

### Result

#### Informant 1

Soft skills are the ability, capacity of each employee to understand and be skilled in carrying out work related to finance. Soft skills inherent for him are leadership and managerial. He always communicate with other. Good communication between employees will improve the performance of the unit or team itself. Working with a team will make it easier to complete the work. Work with a good team work will improve the performance of the team itself. His motivation in working is how to achieve targets and goals to achieve it. Motivation is important, as a leader he must be able to find the right solution. Quick problem solving is very influential and has a significant impact on team performance. The existence of soft skills in employees can support the company's goals. Good team performance can be achieved well by using soft skills. With soft skills, it can improve relations with employees and superiors on the team. Good relationship between employees can improve team performance. Soft skills of employees can improve the nature of leadership that exists in him. Good leadership can automatically affect employee performance in team work. Soft skills are also very helpful in increasing productivity in team performance.

#### Informant 2

Soft skills inherent in her are communication. Very often even have to communicate and coordinate between employees and teams. Good communication between employees will improve team performance. Working in teams makes it easier to complete work. Working together is important in a team. Motivation is very important. If in team work and getting problems, what is done is to discuss together as a team to communicate with each other what the best solution for the problem or brain storming. By being able to solve problems quickly,

it can support team performance and soft skills can support the company's goals. A good team performance must be achieved with existing soft skills in employees. With soft skills can improve relations with other employees and superiors and a good relationship can also improve team performance. With soft skills can improve good leadership, and good leadership can affect employees. Soft skills can help increase productivity in team performance.

### **Informant 3**

Soft skills is like communicating with others and the soft skills inherent is communication. Very often communicate with other employees and by communicating well between employees will improve team performance. Working with a team will make it easier to finish work and by working in a good team will improve team performance. Motivation in working is to advance the company and bonuses from good performance and important motivation in supporting team performance. Able to find the right solution and by solving problems quickly not necessarily able to support team performance. With soft skills can support the company's goals and the purpose of good team performance can be achieved by using soft skills from employees. Soft skills can improve relations with other employees in the team. A good relationship between employees can improve team performance. With soft skills that exist in employees will increase good leadership and good leadership can influence employees in working as a team. Soft skills can help employees to improve the productivity of the team performance.

### **Informant 4**

Soft skills are things about how to work and adapt, and the soft skills inherent to her is team work and Able to adapt. Often communicate with other employees and by communicating will improve team performance. Working in teams will make it easier to finish work and work in teams well can improve team performance. Motivation in working is to work well and quickly and then she will quickly return home and motivation is important in supporting the success and performance of the team. She can find solutions by collaborating with each other to communicate with others. Solving problems quickly can support team performance and with employees soft skills can support company's goals. The purpose of a good team performance can be achieved with soft skills that exist in employees. With soft skills available to improve relations with other employees and a good relationship between employees can improve team performance. With soft skills, it can improve good leadership in team performance and good leadership, can influence employee performance in team work. Productivity can increase in team performance with employee soft skills.

### **Informant 5**

Soft skills are the abilities such as communication or talent possessed by someone and soft skills inherent in her that is public speaking. She is very often communicate with other employees and good communication will greatly influence team performance. Working with a team will make it easier to finish work and good team work will improve team performance. Motivation in working is to love themselves and motivation is important in supporting the success and performance of the team. She can find a solution if there is no longer reliable team. Solving problems quickly can support team performance. With soft skills can support the company's goals and with the soft skills can be used to support the purpose and good team performance. Soft skills can improve relations with other employees and with a good relationship can improve team performance. With soft skills, it can improve leadership in team performance and good leadership is very influential for employees in team work. With soft skills can help improve productivity in team performance.

### **Informant 6**

Soft skills are the abilities that we get not from academic abilities such as how to get along and communicate with friends. Soft skills inherent in informant 6 is communication skill and each day communicating among employees to establish good relations and by communicating well between employees can improve team performance and good team work. Working with a team makes it easier to get things done and working well in a team can improve team performance. The motivation is to be better and more useful to others, especially the company and motivation is important in supporting team performance. She can find the right solutions for the team. Solving problems quickly can support team performance and soft skills can support company goals. The purpose of good team performance can be achieved with the soft skills. Soft skills can improve relations with other employees and the work team, and with a good relationship between employees can improve team

performance automatically. With employees soft skills can also improve good leadership in team performance and good leadership can affect employee performance in working in teams. Soft skills can help employees to improve productivity in team performance.

#### **Informant 7**

Soft skills that existed in her is communication. She is often communicate with other employees, and by communicating can improve team performance. Motivation is important in supporting the success and performance of the team. She can find solutions and can also not depend on the problems faced by the team. Being able to solve problems quickly could not support team performance. With soft skills can also support the company's goals and the purpose of team performance can be achieved. Soft skills can improve relations with other employees in the team and with a good relationship can improve team performance. Soft skills can improve good leadership in team performance and good leadership will affect employee performance in team work. Soft skills can help employees to improve productivity in team performance.

#### **Informant 8**

Soft skills are someone's abilities gained from experience while working. Communication is a soft skill inherent in her. She is often communicate with other employees and communication will improve team performance. Working with a team will make it easier to finish the work and good team work can improve team performance. She is motivation while working is to be able to work on time so that she can return home faster and motivation is important in supporting the success and performance of the team. She can provide a solution in the team. Being able to solve the problem quickly cannot support the team's performance. She is agreed that soft skills can support the company's goals and the purpose of team performance can be achieved with soft skills that exist in employees.

#### **Informant 9**

Soft skills are personal abilities that can be obtained from personal experience while working. The soft skill inherent in the informant 9 is communication. She is often communicate with other employees and by communicating between employees can improve team performance. Working with a team will make it easier to complete the work. She is motivation at work is to improve the standard of life and for the family. She is agreed with the existence of soft skills on employees to support the company's goals. Soft skills can help achieve the purpose of team performance. Soft skills always want to improve relations with other employees on the team work. A good relationship between employees can improve team performance. The presence of soft skills on employees will increase good leadership in the team. With good leadership greatly affects employee performance. If each employee's soft skills are maximized, the informant 9 believes productivity in team performance will increase.

#### **Informant 10**

Soft skills that he have is communication. He is often communicate with other employees. He can be a problem solver. Being able to solve problems quickly may not necessarily be able to support team performance. With soft skills, it can be used to achieve the purpose of team performance. With the soft skills, it can improve relationships with other employees in the team and that can improve team performance at work. With soft skills on employees can improve good leadership in team performance and if leadership is good it will affect team performance. Soft skills can increase productivity in team performance.

#### **Informant 11**

Soft skills inherent to him is technical. He only communicate if related to work and not too often. Communicating will improve team performance. Working with a team will simplify the work and by working with a good team work can improve team performance. Motivation in working is family and salary. Motivation is important in supporting team performance. He can be a problem solver. By solving problems quickly it will automatically support team performance. Soft skills can support the company's goals and purpose. Soft skills is expected to improve relations with other employees in the team work. A good relationship can improve team performance.



**Informant 12**

Soft skills are the nature of a person whether it's leadership, team work, and communication is part of soft skills. Soft skills inherent in informant 12 are team work, problem solving and leadership. Often communicate with other employees and by good communicating will improve team performance. Team work makes it easier to complete work. Good working with a team is very clear that it can improve team performance. At work there must be a motivation and that is important in supporting team performance. According to the informant 12 must be able to find the right solution for the team because the informant 12 is the team leader. Solving problems quickly can support team performance. The informant 12 agrees that the soft skills of each employee can support the company's goals and the purpose of team performance can be achieved with each employee's soft skills. Soft skills can improve relations with other employees.

**Informant 13**

Soft skills are abilities from within us that are developed continuously so that they can help to complete the work. The soft skills inherent in him are the ability to communicate. Informant 13 often communicate with other employees and communicating between employees can improve team performance. With team work will make it easier to complete the work and by working a good team will improve team performance. Motivation in working for informant 13 is parents and according to him motivation is important. Informant can be a problem solver. Solving problems quickly is not necessarily able to support team performance. With soft skills in employees can support company goals and the purpose of team performance will be achieved by maximizing the soft skills of each employee. Soft skills can improve relations with other employees and even superiors, with a good relationship between employees, it can improve team performance.

**Informant 14**

Soft skill are a person's personal nature in dealing with others and soft skills inherent in the informant's self that is communication. Informant 14 often communicate with other employees and by communicating well between employees will improve team performance. Working with a team will make it very easy to complete the work and with good team work can improve team performance. Motivation is very important. The informant can be a problem solver for the team by sharing with his team members. To solve the problem quickly may not be able to support the performance of the team. Soft skills of the employees could support the company's goals and the purpose of team performance could be achieved by using existing soft skills of the employees. With soft skills possessed by informant 14 can improve relations with other employees and superiors and with good relationships between employees can improve team performance.

**Informant 15**

Soft skills that exist in her is his own experience for 20 years working in the bank. Informant 15 often communicate with other employees and good communication can improve team performance. By working in teams it would be very easy to finish the job and by working in a good team can improve team performance. Always working with enthusiasm is his motivation during work and motivation is very important in supporting the success and performance of the team. If working in a team and his team is having problems, she must be able to find the right solution. Solving problems quickly can certainly support team performance. The existence of soft skills on employees to support company goals and the purpose of good team performance may not necessarily be achieved by using soft skills on employees. With soft skills inherent in the informant 15 can improve relations with other employees in the team and with a good relationship between employees can improve team performance.

**Discussion  
Communication**

From interviews with informants, they showed positive results that employees often communicate with teammates at work. There are even employees who communicate with other employees very often because according to their experience with good communication the work is easier to understand and reduces errors in work. if there is an employee in the team who does not communicate well, misunderstandings and work will be hampered. In the work environments, much communication is required in order to accomplish personal and group tasks and projects because employees need to communicate with co-workers, supervisors, directors, other internal and external stakeholders of the organization Okoro, Washington and Thomas (2017). Communication within the team is needed to build mutual understanding between employees. In a banking company, each unit or team is

required to work to achieve targets and even exceed, if the work in a team is hampered it will greatly interfere with team performance and the team will fail in achieving the target and therefore by communicating well in a team will help employees collaborate to complete their work quickly and precisely. But there is also one informant who said that he only communicates if it only involves work and not too often because according to him communication is not very important at work.

### **Team Work**

In human resource management (HRM) defining teamwork or employee participation as one item in a list of possible 'innovative work practices' that can be introduced to enhance the ability of the human resources in organizations to contribute to organizational performance Shank (2002:72). The impact of teamwork on employees' occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones et al, 2007). From the interviews with the informants, they said that with good teamwork, it would support their team's performance. In fact, all informants said that with good teamwork the work would be easier to complete and teamwork would be very influential to improve the quality of the company by achieving the targets set by the company because in the banking world especially in PT Bank Negara Indonesia (Persero), Tbk Manado branch office each team is required to work optimally. Jones et al (2007) state that understanding the impact of teamwork on performance is important because teamwork is viewed by some researchers as one of the key driving force for improving a firm's performance.

### **Motivation**

From the interview results show good results that all informants have motivation at work and all say that motivation is important at work. This is explain how motivation is necessary part of the human resources, manager must have knowledge and factor influence on the motivation of his sub employees to except from them to perform well in the organization, goes through the employees to know expectations from their manager in work place end on the professional of human resources who has priority to motivate employee with well design learning and training system. Kovach (1987) found that companies or organization more like to have motivated and energetic employees rather than the person with high education but lack energy. Motivation is the strength of the people to make the able to choose specific work, to stay and work had in the given position. The value of motivating employees is significant at all level of any organization Kirstein (2010:58-65). Some informants said that motivation was their strength to withstand the pressures of working in teams that demanded that the targets be achieved. There are also informants who say salary and bonuses are motivation at work. High salary plan has a great impact on the employee's motivation High salary plans positively affects the employees motivation level. Salary plans have good rewards for employees to motivate the employees Yang (2011:272).

### **Problem Solving**

Mayer (1990:284) defined as a summary of the cognitive processes focused on the change of the given state to the final state where the solution procedure is not obvious. From the interview results that the writer got from the informants, there were 11 informants who said that they could be problem solvers in their team, because according to them in working together in teams they must show a quick attitude in dealing with problems and must always take the initiative to find solutions from problems encountered in the team so that their team's performance will improve. But there are also 3 informants who say that if they work in teams and get problems, they may not necessarily be a problem solver in the team because they have to see what problems are being faced because if the problem is severe, they may not necessarily be a problem solver because everything depends on what problems are faced. There is also one informant who said that the team does not have to be a problem solver because there are also other team members at work so if you get a problem it's good to discuss with other team members so that the problem can be more easily resolved and will support their team's performance. Problem solving is only one type of a larger category of thinking skills that are able to use teach employee how to think solution. Other means of developing thinking skills are problem-based learning, critical thinking skills, creative thinking skills, decision making, conceptualizing, and information processing Ellis (2005).

### **Purpose and Objectives**

From the results of interviews with the informants, the authors get the results that all informants agree that soft skills can support company goals and objectives. They said that if all employees worked to maximize the soft skills they had, it would have a good impact on their work, especially in team work, team performance would improve and if that happened, company goals and objectives would be achieved well. Soft skills play an important



role in supporting company goals and objectives because if employees do not have soft skills, it will be difficult if faced with problems in the team and it is not good for employees and it might also be troublesome for other employees in their team and work will be like slow if there are members the team that doesn't maximize the soft skills they have.

### **Relationship**

From the results of interviews with informants, the authors get the results that all informants said that the soft skills of each employee can improve relations between people at work, for example if there are employees who have soft skills communication skills, good communication between employees can improve relations between fellow employees in team and make work more harmonious and with communication the work will be more coordinated with one another. The informants said that good communication will improve team performance. Therefore, Human Relations among all stakeholders in a company will get the work that falls under the individual or mutual responsibility done effectively, which eventually leads to increased job satisfaction felt by individuals who work in organizations (Hasibuan, 2012:193).

### **Leadership**

Yuki (2006:209) puts forward that leadership is a process to influence others to understand and agree about what needs to be done and how the task can be done effectively and the process of facilitating individuals and groups efforts in achieving a common goal". From interviews with informants almost all said that the soft skills of each employee will have an impact on the nature of leadership in the team and will affect the performance of the team. all informants said that good leadership will greatly affect the performance of employees in improving team performance, they say as leaders must set a good example for their employees in working if their leaders are lazy then employees will also become lazy like their leaders and that will adversely affect performance team. Northouse (2007:472), defines leadership as a process where individuals affect a group to achieve organizational goal. Tjiptono and Anastasia (2003:11) state that leadership is the process of social influence where the leader seeks voluntary participation of his subordinates in an effort to achieve organizational goal. Leadership is an important part of management, but different from management. Leadership is a ability possessed by a person to influence others to work towards achieving aims and objectives. Management does not only include leadership but also other functions such as planning, organizing, supervising and evaluation. Leadership in general definition indicates a process of activities with respect to leading, guiding, controlling attitude, feelings, and behavior to others under his supervision.

### **Productivity**

From the interviews with informants all said that the soft skills of employees can help improve company productivity because if all employees maximize the soft skills that are available to them then the work will feel easy and that greatly supports team performance. With the increase in team performance, company productivity in this case PT Bank Negara Indonesia (Persero), Tbk Manado branch office will also increase because employees can work faster and coordinate well and work will be completed on time and the team's target will be achieved even beyond target.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on research that has been done, all informants gave positive results about the use of soft skills for team performance. there are many differences of opinion about soft skills described by all informants, but the most important thing is that all informants in team work rely heavily on their respective soft skills. Based on interviews conducted, most informants use their soft skills at work and they have no problem using soft skills, this proves that soft skills are very important role for employees in helping to get the job done and improve their team's performance. there are also informants who have soft skills through experience during their work.

### **Recommendation**

This research are conducted in order to know how importance of soft skill for team performance in PT Bank Negara Indonesia (Persero), Tbk Manado branch office. As the result are gain. There are some recommendation proposed and found with this research to bank, bank employee, universities and the next researcher.

1. To bank. For all bank that aware of soft skill especially in PT Bank Negara Indonesia (Persero), Tbk Manado

branch office, it is really important to conducting and developing their employee soft skill for support their team performance because without proper training to increase soft skill, the company human resource cannot compete with another competitor and company will hard to expand the business, difficult to maintain customer and gain less profit.

2. For the employee, before competing with other bank employees and coworkers, you should learn more about the soft skills you have in advance and develop those abilities. in this era the ability obtained from school or college education is not enough to be able to compete in the work environment.
3. For university, especially economic and business should give much more information or education about how soft skills can improve team performance in the work environment of banks, as well as in other work environments. Work experience from employees is a good thing to learn before students enter the work environment.
4. For the next researcher, this study is expected to provide an overview for next researchers will do research with the same theme or research in wide areas of population, bigger sample and deep research about the importance of soft skill for team performance not just in PT Bank Negara Indonesia (Persero), Tbk Manado branch office but also in other company, cities or regency in North Sulawesi area.

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