



Analysis of Human Resource Capability in Mastering Soft Skills for Performance Improvement

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ABSTRACT

Human resources are one of the most valuable company assets compared to other assets because they are the primary driving force behind the organization's operations. Human resources must be managed optimally and continuously, given extra attention and their rights fulfilled. Furthermore, human resources are a vital partner for the business in achieving organizational goals. Companies must also improve their human resources competencies in line with globalization. The purpose of this research is to analyze human resources capability in mastering soft skills for performance improvement. To present the analysis in this study, literature research was used. This literature research uses secondary sources such as books and related research journals for a deep analysis. The results of the research analysis summarize that mastering soft skills in human resources capability is crucial for performance improvement because they influence how individuals interact, solve problems, and adapt, driving efficiency, productivity, collaboration, achieving organizational goals, and making employees include communication, teamwork, emotional intelligence, problem-solving, time management, and leadership.

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INTRODUCTION

To achieve organizational or company goals, every organization requires resources. These resources include natural resources, scientific and technological resources, financial resources, and most importantly human resources. A business organization's human resources department is crucial when faced with the challenge of developing a qualified workforce. Therefore, human resources play a strategic role in developing and planning a truly qualified workforce. An

organization striving to build high-quality performance will not achieve this without the support of its employees.

Human resources are one of the most valuable company assets compared to other assets because they are the primary driving force behind the organization's operations. Human resources must be managed optimally and continuously, given extra attention and their rights fulfilled. Furthermore, human resources are a vital partner for the business in achieving organizational goals. Companies must also improve their human resources competencies in line with globalization. To compete in the business world, companies or organizations are required to acquire and develop human resources (Larasati, 2018). Human resources, as the driving force of an organization, are heavily influenced by the actors involved, and their roles and functions significantly contribute to the success of an organization or company.

Quality human resources tailored to job requirements will improve employee effectiveness. With quality human resources, work effectiveness can be enhanced; effective job execution will improve employee performance and, ultimately, company performance. Therefore, every company continually strives to improve the quality of its human resources. This is expected to improve employee performance in the company or organization.

The principle of human resource capability is the foundation for managing talent to align with business objectives. This encompasses strategic recruitment, competency development through training and performance reviews, motivation, effective performance management through discipline and work quality, succession planning, and creating a positive culture through communication, collaboration, and leadership to achieve optimal efficiency and productivity (Mangkuprawira and Hubeis, 2007). Implementing these principles helps organizations build a competent, adaptive workforce and drive sustainable business growth. Sustainable business growth is a company's ability to grow and generate long-term profits by balancing economic, social, and environmental objectives, ensuring its operations do not deplete natural resources or the well-being of society for future generations, and building strong and resilient long-term value. This encompasses operational efficiency, innovation, customer retention, regulatory compliance, and a positive brand reputation, making it a resilient and attractive business model for investors and modern consumers.

Soft skills for performance are non-technical skills such as communication, teamwork, leadership, adaptability, problem-solving, time management, and emotional intelligence, which enable individuals to interact effectively, complete tasks, and adapt to the work environment to enhance overall performance and career success. These abilities differentiate professionals who are solely

technically proficient from those who are able to collaborate, innovate, and lead interpersonally. To achieve performance goals, key soft skills include communication, leadership, teamwork, emotional intelligence, time management, problem-solving, creativity, and adaptability, as they help you interact effectively, manage yourself and others, and generate innovative solutions to efficiently achieve shared goals. Soft skills are crucial for a career because they enhance the ability to interact, solve problems, and adapt, making them a significant asset in a competitive workplace and helping you succeed in teamwork, leadership, and achieving company goals. These skills include communication, problem-solving, critical thinking, time management, empathy, and collaboration, which help build a positive work environment and open up promotion opportunities.

The purpose of this research is to analyze human resources capability in mastering soft skills for performance improvement.

RESEARCH METHODE

To present the analysis in this study, literature research was used. Literature research is a research method conducted by collecting, reading, analyzing, and synthesizing information from existing written sources to build a theoretical foundation, identify research gaps, understand topic developments, and support or strengthen ongoing research, without collecting primary data directly from the field (Kurdhi et al., 2023). The goal is to gain an in-depth understanding of a topic, identify relevant theories, and ensure new research is novel.

This literature research uses secondary sources such as books and related research journals for a deep analysis. Deep analysis is the process of investigating data or issues in great detail to discover hidden patterns, relationships, and new insights, going beyond surface understanding by breaking down its parts to gain deeper meaning, often using qualitative or quantitative methods to solve complex problems or make intelligent decisions, both in academic research and business (Kurdhi et al., 2023).

RESULT AND DISCUSSION

Human Resource Capability

Human resource capability is the combination of knowledge, technical, interpersonal, managerial, and digital skills, attitudes, and behaviors possessed by individuals to work effectively, achieve organizational goals, and adapt. These capabilities demonstrate superior human resource characteristics such as intelligence, adaptability, creativity, innovation, and skill (Ratnasari, 2019).

These capabilities encompass both physical and non-physical aspects and are crucial for human resources to become productive and competitive assets. Competent human resources are a key organizational asset for achieving competitive advantage, enhancing the company's reputation, motivating teams, and driving innovation, making the company more effective in achieving its goals. The objectives of human resource capability are as follows:

1. Achieving Organizational Goals

Ensuring human resources possess the skills needed to directly contribute to company goals.

2. Increased Productivity and Efficiency

Skilled and motivated employees perform better, reduce errors, and complete tasks faster.

3. Employee Potential Development

Through training and development, human resources become a continuously growing asset that adds value.

4. Competitive Advantage

Quality human resources are a source of sustainable competitive advantage for the organization.

5. Employee Retention and Motivation

Creating a positive work environment, providing fair compensation, and career paths to retain top talent.

Soft Skills

Soft skills are non-technical skills related to personal attributes, behaviors, and interpersonal skills that determine how a person interacts, collaborates, and solves problems. These skills, such as effective communication, leadership, adaptability, and teamwork, are crucial for success in the workplace and daily life. This differs from measurable and specific hard skills, such as computer skills (Larasati, 2018). The primary goal of soft skills is to enhance personal quality and professional success by strengthening the ability to interact, communicate, adapt, and solve problems. This ultimately supports career advancement, effective teamwork, leadership, and the achievement of personal and corporate goals. Soft skills complement hard technical skills, making individuals more valuable and able to overcome challenges in the dynamic workplace, build relationships, and increase productivity.

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Mastering soft skills in human resources capability is crucial for performance improvement because they influence how individuals interact,

solve problems, and adapt, driving efficiency, productivity, collaboration, achieving organizational goals, and making employees include:

1) Communication

Communication as a soft skills is the ability to convey messages effectively, listen well, understand others, and use verbal and non-verbal language such as body language and intonation to build positive relationships and achieve common goals in various situations, both verbally and in writing (Nusantoro, 2020). This ability is crucial for teamwork, leadership, problem-solving, and career success because it ensures clear understanding, reduces miscommunication, and enhances collaboration. The purpose of communication as a soft skills is to achieve mutual understanding, build positive relationships, enhance team collaboration, and effectively resolve problems. All of these are crucial for personal and professional success by clarifying ideas, motivating others, and creating a harmonious and productive work environment. Overall, communication as a soft skills is the foundation for interacting effectively in a variety of situations, making it highly sought after by companies due to its direct impact on performance and work atmosphere (Kadarisman, 2017).

2) Teamwork

Teamwork is a fundamental soft skills that involves harmonious collaboration, mutual trust, effective communication, and positive contributions to achieve common goals, making it key to efficiency, innovation, and a productive work environment by sharing the burden and reducing stress among team members (Batjo and Shaleh, 2018). This soft skills synergizes with other abilities such as leadership, adaptability, and emotional intelligence for project and individual success. The main purpose of teamwork as a soft skills is to achieve common goals more effectively and efficiently by building collaboration, communication, and trust among members, resulting in innovative solutions, a lighter workload, a positive environment, and better and more productive team performance (Hasibuan, 2016).

3) Emotional Intelligence

Emotional intelligence is a crucial core soft skills, namely the ability to understand and manage one's own emotions and those of others. It forms the basis of many other soft skills such as empathy, communication, leadership, and conflict resolution, which help build strong relationships and create a positive work environment, even in the digital age (Hamzah et al., 2025). Emotional intelligence enables

professionals to communicate effectively, solve problems wisely, and lead with positive influence, making it key to success in the modern workplace. Emotional intelligence is the foundation of soft skills that aims to help individuals understand and manage their own emotions and those of others, leading to better relationships, more informed decision-making, effective leadership, and resilience to stress, making it crucial for success in both the workplace and personal life (Priansa, 2018). Its goals include improving communication, teamwork, conflict resolution, adaptability, and motivation, creating more balanced and productive individuals.

4) Problem-Solving

Problem solving is a key soft skills that involves identifying, analyzing, and implementing effective solutions to challenges, involving critical thinking, creativity, and emotional intelligence (Busro, 2018). Ways to develop it include being active in organizations, participating in group projects, attending seminars and workshops, reading extensively and engaging in discussions, exploring new experiences, and practicing emotional intelligence and time management. The process involves defining the problem, brainstorming alternative solutions, selecting the best one, then implementing and evaluating it. The goal of problem solving as a soft skills is to find effective and innovative solutions to challenges, increase productivity, strengthen team collaboration, and facilitate adaptation and coping with stress in the workplace. This allows one to grow professionally and personally by identifying the root of problems and implementing structured and creative solutions (Notoatmodjo, 2009).

5) Time Management

Time management is a fundamental soft skills that helps individuals prioritize, focus, and complete tasks efficiently (Tambunan et al., 2024). It is crucial in the workplace because it demonstrates responsibility and increases productivity and work-life balance. It involves self-discipline, organization, decision-making, and adaptability to manage tasks and avoid procrastination. Time management as a soft skills aims to increase productivity, reduce stress, achieve work-life balance, boost self-confidence, and build a positive professional image by organizing tasks, prioritizing, and allocating time effectively to complete work on time and efficiently. It is not just about creating schedules, but also managing energy and focus to achieve personal and professional goals (Sutrisno, 2017).

6) Leadership

Soft leadership skills are personal and interpersonal skills such as communication, empathy, problem-solving, and emotional intelligence that are crucial for leaders to effectively manage teams, build positive relationships, motivate, and create a productive work environment. They complement technical skills for successful leadership (Purnaya, 2016). Soft skills enable leaders to understand, inspire, and guide teams, rather than simply give orders, thereby increasing employee loyalty, satisfaction, and productivity. The goal of soft leadership skills is to build a solid team, create a positive work environment, encourage motivation and productivity, and achieve organizational goals through effective interpersonal relationships, good communication, empathy, and problem-solving skills to deal with change, all of which improve employee performance and retention (Pandiangan et al., 2025).

CONCLUSION

The results of the research analysis summarize that mastering soft skills in human resources capability is crucial for performance improvement because they influence how individuals interact, solve problems, and adapt, driving efficiency, productivity, collaboration, achieving organizational goals, and making employees include communication, teamwork, emotional intelligence, problem-solving, time management, and leadership.

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