

The Impact of Soft Skills Training on the Behavior of Multinational Technology Company Employees

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This research aims to evaluate the impact of soft skills training on the behaviour of multinational technology company employees - Intel Corporation. A survey questionnaire was designed to gather quantitative data regarding the employees' experiences with soft skills training at Intel Corporation Malaysia, covering various dimensions of communication, leadership, teamwork, and conflict resolution in the data collection. A sample of 150 employees of Intel Corporation in Malaysia responded to the study, providing diverse perspectives on how soft skills training can impact employees' behavior. The data analysis employed both descriptive and inferential statistics, including correlational and regression analyses. The results indicated that soft skills training significantly enhances employee cooperation, leadership acumen, and communication proficiency. The findings have significant implications for Intel Corporation. Enhanced interpersonal skills from such training contribute to better conflict resolution, improved collaboration, and increased employee satisfaction, ultimately boosting productivity and reducing turnover rates. In conclusion, the study underscores the necessity for continuous investment in soft skills training to cultivate a resilient and adaptive workforce, thereby ensuring sustained organizational success and competitive advantage.

Keywords: Communication Skill; Employee Behavior; Leadership; Soft Skills Training; Teamwork

INTRODUCTION

Intel Corporation is an American multinational technology company founded in 1968 (55 years ago). Intel Corporation was founded by Robert Noyce and Gordon Moore. The headquarters of the company is in Santa Clara, California. Intel Corporation has 124,800 employees in 2023. This company has been involved in the industry of semiconductors. Mobileye and Intel Ireland are the subsidiary companies controlled by Intel's company. The target of this company is to delight the customers, employees, and shareholders tirelessly delivering the platform and technological progress that become crucial to the way of working and living. The vision of them is "If it is smart and connected, it is best with Intel". Obviously, the products that they produce are based on excellence and perfection.

Intel Corporation is a leader in manufacturing and technological innovation for the global industry. The company emphasizes the development of soft skills among its employees. The purpose of this strategic focus is to enhance employee performance, ultimately leading to greater organizational effectiveness. Since Intel operates in a highly technical environment, crucial soft skills for employees include leadership, problem-solving, teamwork, and communication. Intel Corporation utilizes a variety of methods to deliver soft skills training, ensuring that the programs effectively reach their employee base. These methods include workshops and seminars, mentorship programs, and team-building activities. Workshops and seminars typically cater to employees seeking to develop specific soft skills, such as effective communication, leadership development, and conflict resolution. Mentorship programs connect employees with experienced mentors who can provide guidance and support for soft skill development. Mentors can share knowledge, offer advice, and support mentees in fostering leadership capabilities and increasing employee engagement. Team-building activities provide opportunities for employees to learn how to work effectively with others. These activities are designed to strengthen teamwork and collaboration among employees.

To face today's challenges and ever-changing business environment, employees must have both skills to increase their performance. Soft skills refer to communication, teamwork, and adaptability, often termed as transferable or interpersonal skills. Hard skills describe particular aptitudes, capacities, and skill sets that a person can have and objectively display. In the new era of generation, soft skills have become inevitable for employees to make sure they are performing in matters. Bush (2012) shows that soft skills can indeed be effective. Kirk Patrick's model can measure the effectiveness of soft skills training towards employees and transform their subsequent behavior and performance (Deshpande & Munshi, 2020).

Organizations in various departments are dedicating resources to improve their employees' abilities in terms of teamwork, conflict resolution, customer service, and adaptability through soft skills training programs. The reason for making these investments is a belief that having only technical skills is not enough for long-term success. It is also important to focus on developing soft skills to create a positive work environment and increase employee engagement and productivity.

Employees with soft skills have value for a company as they can determine the profit and break the reputation of the company. Employees are responsible for their commitment to work to make sure the works are done as they need to ensure the highest customer satisfaction and quality of the products. The company must provide soft skills training to its employees to develop the new skills that are crucial to accomplish their work with many skills and to avoid job errors and mistakes. In terms of soft skills in each employee, it can improve their communication to interact more effectively with not only internal

parties but also external parties such as clients and stakeholders. In order organization to conduct a training program, it can enable organizations to achieve a great performance culture. This is very important in terms of knowing how training and development programs have an impact on the company. The organizations of Intel corporation need to conduct a variety of activities or programs for their employees to develop and improve soft skills and also change the environment and culture among them.

This paper project gives us a chance for us to gain knowledge regarding the impact of soft skills training on employee behavior in Intel Corporation. The researchers used empirical research, survey questionnaires, and real-world examples to prove that implementing the training programs can be a benefit and have a big impact on the employees of the company. Through an analysis, the researchers have seen a few improvements in terms of interpersonal skills, emotional skills, and communication skills on individual and organizational results. Lastly, it is hoped that this study will offer insightful information about how important soft skills are in today's workforce that has a lot of challenges.

LITERATURE REVIEW

Communication Skills

As stated by Schulz (2008), communication skills is a basic soft skill that consists of both hard and soft components. Many graduates lack the ability to discern when to use formal language and the appropriate tone for different situations. Technical verbal and written abilities are examples of hard communication skills, whereas relationships, understanding, and clarity are examples of soft communication skills. A career's advancement depends on effective communication, which is demonstrated in the workplace by the appropriate use of language and tone in various contexts.

Hussain et al.'s (2020) findings showed that employee productivity is increased by training and education. Training and learning provide employees with the chance to acquire, create, and share knowledge, as well as develop problem-solving skills, enabling them to improve performance and access new opportunities. The results show that learning and training would help employees reinvent themselves in order to be able to adapt to the new working environments and technologies required to increase productivity. These activities are focused on communication skills. Good communication makes it easier for information to be shared, improves team problem-solving, and ensures that employees have the ability to adapt to new working conditions or technological developments.

Bush (2012) said that soft skills, including communication skills, have become inevitable to each of the workers to make sure their work is effective. To measure the effectiveness of soft skills training for the employees, Kirk Patrick's model can be applied to ensure that soft skills training is imparted to the employees and change the employee behavior and performance as well. This model has a quite detailed framework with four different levels which are Reaction, Learning, Behavior, and Results so the effectiveness of the training programs needs to be evaluated. At the reaction level, one deals with the assessment of the instant reactions of the employees to the training, meaning involvement and satisfaction level. The learning level measures knowledge or abilities, mainly by using pre- and post-training assessments. The behavior level identifies how these skills are practiced in the workplace and whether or not workers exhibit further cooperation, effective communication, and resolution of disputes. At the final end, the results level measures the more general impact on objectives relating to the organization: more output, better teamwork, and less employee turnover. Systematic use of

Kirkpatrick's methodology can ensure that organizations make sure soft skills training not only conveys the required skills and abilities but also is associated with significant behavior change and high performance in employees. For example, using Kirk Patrick's model, workers who undergo communication training are likely to show that the learning at the beginning is comprehended, applied in everyday life at the behavior stage through communication, and finally leads to results such as fewer misunderstandings and more teamwork.

Leadership Skill

Seetha (2014) defines leadership abilities as one of the most important career characteristics employees can have. These abilities include the capacity to lead, motivate, and inspire members of a team or organization (Sutanto et al., 2022). A truly responsive leader understands that a motivated and fulfilled team is a high-performing team (Permadi et al., 2022). By being attentive to their team members' needs and desires, they foster a sense of ownership and commitment that leads to better results. In the world of business, leadership abilities are essential for productive teamwork, a positive work environment, and an organization's overall success. These consist of skills like making decisions, solving problems, managing, and inspiring others to work towards the same goals.

Teoh et al. (2021) also emphasize the significance of leadership abilities in promoting the efficacy and efficiency of organizations. They argue that skilled individuals who communicate, collaborative problem solvers, and strategic decision-makers make major contributions to raising profitability and productivity. In order to ensure that leaders can set a positive example for their teams and motivate them to attain extraordinary outcomes, leadership development programs that prioritize the cultivation of these competencies are vital.

Conflict Resolution

According to Farooq and Khan's (2011) observations, a company's ability to resolve conflicts is essential to create a peaceful and productive work environment. The results of their study demonstrated a strong correlation between employee performance and effective conflict resolution, especially when soft skills training is provided. Workers who receive such training, as seen at Intel Corporation Malaysia, show significant improvements in their capacity to manage conflicts within teams as well as in their leadership and communication abilities. This development helps foster a more cooperative environment where disagreements are resolved amicably, which enhances teamwork and increases organizational effectiveness as a whole. Effective conflict resolution techniques are therefore crucial for reducing tensions and fostering an environment at work that is supportive of reaching common objectives.

Teamwork

Musembi et al. (2018) state that in order for a business to successfully integrate and utilize the variety of soft skills possessed by its workforce, collaboration is important. Their study highlights how transformational leadership, when combined with teamwork, creates a cooperative atmosphere where workers may maximize their distinct soft skills. This collaboration increases productivity and improves the overall performance of the project in addition to improving job satisfaction. Organizations may effectively reach strategic objectives and produce new solutions by using the collective problem-solving skills, energy, and collaboration of their workforce through the encouragement of teamwork.

Seetha (2014) also emphasizes the value of teamwork as a crucial soft skill in the business world. Effective cooperation is essential for businesses to maintain smooth operations and accomplish objectives efficiently. Teamwork helps organizations to leverage different viewpoints and abilities in today's competitive landscape when quick adaptability and innovation are critical. This creates an atmosphere that encourages creativity and ongoing progress. Companies can foster employee collaboration and improve performance by implementing training and development initiatives that foster a culture of teamwork. This approach can lead to sustained growth.

Furthermore, Ibrahim et al. (2017) emphasize that training in soft skills, such as collaboration, gives workers the interpersonal and collaborative capabilities necessary to succeed in their positions. Employees learn how to work well in teams in addition to improving their individual competencies through structured training methods like time-spaced learning, which increases the efficacy and adaptability of the organization as a whole. This emphasizes how important collaboration is to build a cohesive workforce that can overcome obstacles and promote an organization's success.

Maniscalco (2010) defines soft skills as a group of qualities, personality traits, attitudes, and habits. Soft skills are crucial to each employee in the world to exercise their work tasks and perform very well. These are the skills for working with others, negotiating social situations, and efficiently managing obstacles. Good soft skills, especially teamwork, will bring more opportunities for career development, stronger relationships in the workplace, and improved job performance. Soft skills are equally important in everyday life and in relating to people as they are in the workplace. They foster more harmonious and productive interpersonal relationships and increase community activities. Therefore, teamwork is important in career success and personal fulfillment since it ensures that people successfully fulfill their duties and objectives in life.

Hypotheses Development

The Influence of Communication Skills on Employees' Teamwork

Understanding the link between communication skills and employee teamwork is crucial in organizing how soft skills training can benefit employees. With the larger base and significant impact of employees, soft skills training is the main function to greatly enhance communication skills. Good communication can share information, brainstorm ideas, and seek input from others in the meeting. Hence, strong communication skills are necessary for creativity and teamwork. Apart from that communication skills play a very important role in the IT industry, where people have to cooperate and share sophisticated technical knowledge for project success. On the whole, cooperation, mutual understanding, and the development of a positive team environment all depend on having strong communication skills.

According to Agarwal et al. (2008), communication skills training in the IT sector improves group dynamics by facilitating employee interactions and idea exchanges that are clearer. Communication skills play a very important role in the IT industry, where people have to cooperate and share sophisticated technical knowledge for project success. Better communication among members with enhanced communication skills helps them understand each other's perspective, convey themselves in a better way, and provide constructive criticism. It will lead to a harmonious team atmosphere, where creative solutions may be generated and ideas can flow freely. Training will help bridge the technical proficiency gap and people skills in order to work together more effectively and amicably. The team is able to do things related to decision-making, solving problems, and executing projects, which ensure increased productivity and improvements in the quality of projects. Communication skill training not only helps in

the enhancement of individual performance but also lays the underlying foundation of group dynamism.

According to Hendarman and Tjakraatmadja (2012), strong communication skills are necessary for creativity and teamwork because workers will communicate their ideas among themselves and develop them, which enables them to work as a team efficiently. In that respect, organizations willing to provide training in communication skills, mainly specialized, enhance teamwork, productivity, and competitiveness. Social skills reflected in the workplace will help in developing one's career.

Therefore, cooperation, mutual understanding, and the development of a positive team environment all depend on having strong communication skills. The idea that communication skills have a favorable impact on employees' teamwork is supported by training programs that enhance communication skills. These programs also contribute to improve teamwork, more productivity, and a more harmonious workplace. Therefore, the hypothesis can be formulated as follows:

H1: Communication skills positively influence employees' teamwork.

The Influence of Leadership Skills on Employees' Teamwork

Leadership skills are widely recognized as valuable for employees in the workplace. Among the soft skills sought by employers, leadership plays a central role, in shaping team culture significantly. Leaders with strong problem-solving and decision-making abilities can effectively guide their teams through any situation. Furthermore, leaders can act as role models for their team members, fostering their skills and confidence. Leadership qualities like problem-solving, teamwork, and communication can lead to improved team performance. An increase in the number of employees with leadership skills can translate to a significant boost in the company's overall performance. In essence, leaders set the tone for how team members interact, resolve conflicts, and collaborate toward shared goals.

According to Ibrahim et al. (2017), developing leadership skills like problem-solving, teamwork, and communication can result in an improvement in performing the jobs. Workers who received training using "time-spaced learning" or occasional breaks showed improved recall and application of these abilities in the workplace. With practice and the internalization of the skills acquired, employee performance increased by 14.5% as a consequence of soft skills training and by 27.9% as a result of the time-space training methodology. In this way, workers trained in these areas remember and apply their skills better at work, hence providing a more cooperative and increased team atmosphere.

Hodges and Burchell (2003) highlighted that all the soft skills required by the industries and leadership skills come as a major factor. Leadership skills are not only crucial for personal development but also for creating an ideal and productive working environment. In this scenario, it can be included that leadership skill training programs for employees must focus on some prime key areas like goal orientation, motivation, values, and attitudes. With such elements in place, companies can then foster a cooperative and team-oriented culture. If workers put forward a positive attitude and great values, they are likely to show up to work with a sense of responsibility and honesty toward co-workers. Such a positive attitude could affect experiences, leading to more successful and respectful conversations.

In conclusion, effective leadership develops a collaborative atmosphere, improves problem-solving and conflict-resolution skills, and fosters improved communication among employees, all of which have a beneficial impact on teamwork. As the studies demonstrate, training programs that concentrate on cultivating these skills can result in significant enhancements in work performance, productivity, and overall team effectiveness. From this explanation, the hypothesis can be formulated as follows:

H2: Leadership skills positively influence employees' teamwork.

The Influence of Conflict Resolution on Employees' Teamwork

Employee skills can be improved through training and development, especially conflict resolution, which has a positive impact on teamwork. According to Guest (1997), these activities proved to positively influence employees' knowledge, skills, and abilities, and that means enhancing their job performance. Soft skills training is the one way to identify an employee's unmet needs and then increase their required competency level to give them to perform well and accomplish organizational goals.

Effective conflict resolution fosters teamwork by encouraging each member to take responsibility for their actions and behavior. Without this, maintaining a positive team culture and ensuring everyone contributes to a healthy work environment becomes more challenging. When conflicts are resolved effectively, the team experiences higher morale and greater engagement. Consequently, teams can maintain focus on their work and build trust. By handling conflict constructively, team members can work together harmoniously.

According to the findings of Sultana et al.'s (2012) study in Pakistan's telecom industry, the R² value is 0.501, meaning that training programs contribute to 50.1% of employee performance variance. Additionally, training is a good predictor of employee success, as indicated by the T-value of 8.58. It marks the need for training in conflict resolution, which will enable improvement in behavior, communication, and the development of greater cooperation and teamwork.

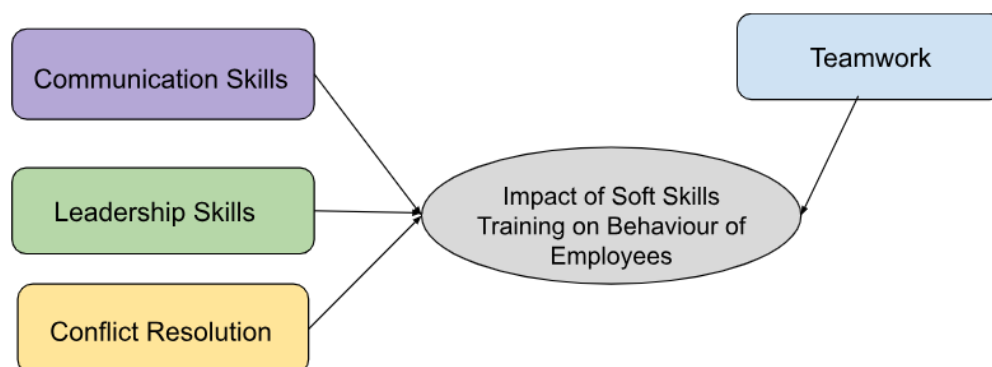
In a recent study, Khan et al. (2021) specifically examined Indian IT workers in order to examine the impact of training and development interventions on employee retention in the IT industry. The study found that by providing workers with current skills and information, well-designed training programs, such as conflict resolution dramatically increase employee retention rates. This would influence to increase workers' commitment towards the company and satisfaction with their work. This goes to prove that skilled workers who are good at resolving conflicts normally stay involved and helpful, hence promoting a good team atmosphere.

It is further shown that the studies prove the importance of conflict resolution in building teamwork. Other than improving individual performance, effective conflict resolution training fosters a more united and productive team atmosphere that eventually promotes organizational success. Hence, the hypothesis can be formulated as follows:

H3: Conflict resolution positively influences employees' teamwork.

According to the explained paragraphs above, the research framework of this study can be formulated as follows in Figure 1.

Figure 1. Research Framework



RESEARCH METHOD

This research is conducted using the quantitative approach to understand the role of soft skills training in influencing the behavior of Intel Corporation employees, particularly in Malaysia. The cross-sectional research design helps to collect data from a diverse sample of employees at once. A total of 150 employees from various departments and levels within Intel Corporation Malaysia participated in this study. The sample size guarantees representation, diversity, and variations across the respondents. An online survey questionnaire through Google Forms is used to collect the employee's experience in soft skills training. The survey questions are appropriately formulated to ensure a consistent response pattern and measurement.

The collected data are used to capture employees' quantitative experiences of soft skills training. The questionnaire is ratified through meticulous construction of the survey to guarantee uniformity and comprehensibility in phrasing and structuring the questioning process. The instrumental survey is then delivered online through electronic mail. The components of the survey used include various dimensions of communication, leadership, teamwork, and conflict resolution among others, and a collection of demographic information including age, gender, and positions. Furthermore, specific performance metrics such as productivity, employee satisfaction, and overall team dynamics are also measured to gauge the effectiveness of soft skills training.

Data analysis includes both descriptive and inferential statistics. Where descriptive statistics summarize the demographic characteristics of the sample and give a summary of the survey questionnaire. Inferential statistics are used to assess the relationship between soft skills training and employee behavior. Correlational and regression analysis are conducted using statistical packages, for example, in Software such as SPSS. Participants are informed that the research is meant for academic purposes and all responses are confidential. Also, questioning participants have the right to withdraw from the research at any time.

This research design is aimed to provide insights into the impact of soft skills training on the behavior of employees working at Intel Corporation Malaysia.

RESULTS

Table 1. Summary of Respondents' Profile (N=150)

Response	Frequency	Percentage %
Gender		
Female	81	54
Male	69	46
Age		
18-20 years old	29	19.3
21-30 years old	69	46
31-40 years old	36	24
41-50 years old	6	4
Above 50 years old	10	6.7
Ethnicity		
Malay	69	46
Chinese	46	30.7
Indian	34	22.7
Siamese	1	0.7
Highest Education Level		
Secondary School	25	16.7
Diploma	31	20.7
Bachelor's Degree	67	44.7
Masters	19	12.7
PhD	7	4.7
Certificate in Dental Surgery	1	0.7
Annual Income		
Below RM10,000	64	42.7
RM10,001- RM30,000	34	22.7
RM30,001- RM60,000	29	19.3
RM60,001- RM90,000	15	10
RM90,001- RM120,000	6	4
Above RM120,000	2	1.3

Table 1 summarizes the demographics of the research participants. The sample consisted of 150 respondents, with 81 females (54%) and 69 males (46%). The majority of respondents (46%) were between the ages of 21-30 years old. Following this age group were 36 respondents (24%) aged 31-40 years old. The remaining respondents fell into the following age categories: 18-20 years old (19.3%), above 50 years old (6.7%), and 41-50 years old (4%). In terms of ethnicity, 69 respondents (46%) identified as Malay, 46 respondents (30.7%) identified as Chinese, and 34 respondents (22.7%) identified as Indian. The "other" ethnicity category included only one respondent (0.7%) who identified as Siamese. The research revealed that the highest educational level for 67 respondents (44.7%) was a bachelor's degree. This was followed by 31 respondents (20.7%) with a diploma and 25 respondents (16.7%) with a secondary school education. Additionally, 19 respondents (12.7%) held a master's degree, 7 respondents (4.7%) held a PhD, and 1 respondent (0.7%) held a Certificate in Dental Surgery. Finally, nearly half of the respondents (64 people, or 42.7%) reported an annual income below RM10,000. The next income bracket included 34 respondents (22.7%) with an average annual income between RM10,001 and RM30,000. Another 29 respondents (19.3%) reported an average annual income between RM30,001 and RM60,000. Only 2 respondents (1.3%) reported an annual income exceeding RM120,000.

Table 2. Summary of Employees' Perceptions

Question		Response				
		1	2	3	4	5
1.	How confident do you feel in your ability to transfer the knowledge or skills learned in this training to your job responsibilities?	0 (0%)	2 (1.3%)	33 (22%)	82 (54.7%)	33 (22%)
2.	How would you rate the impact of soft skills training on your performance at Intel Corporation?	0 (0%)	2 (1.3%)	18 (12%)	68 (45.3%)	62 (41.3%)

According to data in Table 2, in terms of "How confident do you feel in your ability to transfer the knowledge or skills learned in this training to your job responsibilities?" frequency, 33 out of 150 of the responses (22%) were feeling confidence at level 5 (very high confidence), followed by most voted from respondents which are 82 (54.7%) from respondents who were feeling confident at level 4 and 33 (22%) were feeling confident at level 3. However, there are also 2 respondents (1.3%) who feel almost a very low level of confidence in their ability to transfer the knowledge or skills learned in this training to their job responsibilities. Apart from that, in terms of "How would you rate the impact of soft skills training on your performance at Intel Corporation?" frequency, the survey findings show that 62 respondents (41.3%) from 150 respondents thought that soft skills training gives a very high impact on their performance at Intel Corporation. However, most of the respondents (45.3%) voted level 4 of the impact scale, followed by 18 respondents who voted level 3 which is mid for the impact of soft skills training on their work performance. Nevertheless, there are 2 people with (1.3%) from 150 samples said that soft skills training gives almost a very low impact to their job performance.

Table 3. Descriptive Analysis, Cronbach's Coefficients Alpha, and Zero Order Correlations All Study Variables

Variables		1	2	3	4
1.	Conflict Resolution	0.874			
2.	Communication Skills	0.604***	0.909		
3.	Leadership Skills	0.629***	0.731***	0.814	
4.	Teamwork	0.648***	0.720***	0.729***	0.798
No. of Items		2	7	4	3
Mean		3.88	4.06	3.99	4.00
Standard Deviation		0.97	0.75	0.78	0.84

Note: N = 150; *p<0.05, **p<0.01, ***p<0.001 Diagonal entries in bold indicate Cronbach's Coefficient Alpha

Table 3 summarizes the descriptive statistics, reliability coefficients, and zero-order correlations for Conflict Resolution, Communication Skills, Leadership Skills, and Teamwork. The mean scores for these variables range from 3.88 to 4.06, with standard deviations between 0.75 and 0.97, indicating moderate variability in responses. The Cronbach's alpha values, which range from 0.795 to 0.909, demonstrate high internal consistency for the measures, ensuring a reliable assessment of each construct.

The zero-order correlations show significant positive relationships among all variables, with coefficients ranging from 0.604 to 0.731. This suggests that improvements in one area are associated with improvements in others. Notably, Leadership Skills and Communication Skills are strongly correlated with each other and with Teamwork, highlighting their critical role in fostering effective teamwork. These findings underscore the interconnectedness of these skills in enhancing overall team performance.

Table 4. Summary of Regression Analysis

Variables		Teamwork
1.	Conflict Resolution	0.234***
2.	Communication Skills	0.331***
3.	Leadership Skills	0.339***
R ²		0.637
F Value		85.495
Durbin-Watson Statistic		2.188

Note: N=150, *p<0.05, **p<0.01, ***p<0.001

A regression analysis in Table 4 summarizes the results of a regression model, displaying coefficients, standard errors, significance levels, and other relevant statistics for predictor variables. Its importance lies in providing quantitative insights into relationships between variables, particularly how changes in predictors (such as independent variables like Communication Skills or Leadership Skills) correlate with changes in the outcome variable (dependent variable like Teamwork). This table serves as a crucial tool in statistical analysis and research, helping researchers and analysts assess the strength and direction of these relationships, determine the significance of predictors, and evaluate the overall fit and reliability of the regression model. By interpreting the information presented in the regression analysis table, analysts can make informed decisions, draw conclusions, and derive actionable insights to inform strategies, policies, and interventions within various fields including economics, social sciences, and business.

The regression analysis table indicates that Conflict Resolution, Communication Skills, and Leadership Skills all positively contribute to Teamwork, with coefficients of 0.234, 0.331, and 0.339, respectively. Leadership Skills have the strongest impact on Teamwork. The R² value of 0.637 suggests that 63.7% of the variability in Teamwork can be explained by these three predictor variables, indicating a strong model fit. The F value of 85.495 shows that the model is statistically significant, meaning at least one predictor variable significantly relates to Teamwork. Additionally, the Durbin-Watson statistic of 2.188 indicates minimal autocorrelation in the residuals, implying that the model's assumptions are not violated. Overall, the analysis demonstrates that Leadership Skills, Communication Skills, and Conflict Resolution are important predictors of Teamwork, with the model explaining a substantial portion of the variance and showing robustness in its statistical properties.

DISCUSSION

Lahope et al. (2020) highlight that soft skills training significantly boosts a company's performance. Based on their findings, it is clear that soft skills training positively affects employee performance at Intel Corporation. Most respondents rated the impact highly, with 45.3% indicating a high impact and 41.3% indicating a very high impact. This suggests that employees perceive a strong correlation between soft skills training and their job performance improvements. Soft skills, such as communication, teamwork, problem-solving, and adaptability, are essential for creating a productive and harmonious workplace. These skills enable employees to navigate complex interpersonal dynamics and contribute to a more innovative and agile organization. The emphasis on soft skills training reflects a broader recognition of the need for well-rounded employees who can collaborate effectively and drive organizational success. Moreover, the high ratings from respondents indicate a widespread acknowledgment of the benefits, suggesting that such training initiatives can lead to significant improvements in overall job satisfaction and efficiency. This alignment between employee perceptions and organizational goals underscores the value of investing in comprehensive soft skills development programs.

One aspect of soft skills training highlighted in the study is the development of conflict resolution skills. The training appears to be effective, as reflected by Cronbach's alpha coefficient of 0.874, indicating high reliability. Improved conflict resolution skills contribute positively to teamwork and overall job performance. Employees equipped with these skills can manage and resolve workplace conflicts more effectively, leading to a more harmonious and productive work environment. This enhancement in conflict resolution is crucial as it reduces workplace tensions and fosters a collaborative atmosphere, allowing for smoother operations and better interpersonal relationships. Additionally, this aligns with findings from Kee et al. (2020), who emphasize the impact of transformational leadership on team performance, indicating that such skills are crucial for fostering innovation and efficiency within teams. By cultivating these skills, organizations can ensure that their teams are not only more efficient but also more resilient and adaptable, capable of navigating challenges and maintaining high-performance levels.

Communication skills training also has a significant impact, with a high-reliability score of 0.909. Effective communication is crucial in any organization as it facilitates clear information exchange, reduces misunderstandings, and enhances collaboration. Improved communication skills enable employees to convey their ideas more effectively and understand their colleagues better, fostering a more cohesive and efficient team. Additionally, strong communication skills contribute to conflict resolution, promoting a positive workplace culture and increasing overall productivity. This is supported by Farid et al. (2020), who discuss the role of leadership and leaders' behavioral characteristics in enhancing employee performance, underscoring the importance of communication in leadership roles. Effective leaders use communication to inspire and guide their teams, creating an environment where employees feel valued and understood. Consequently, investing in communication skills training can have a profound impact on organizational success, improving both individual and collective performance.

The study also highlights the importance of teamwork, which is positively influenced by the development of conflict resolution, communication, and leadership skills. The regression analysis indicates that these variables collectively explain a significant portion of the variance in teamwork ($R^2 = 0.637$), underscoring their combined importance in fostering effective team dynamics. This means that when employees are trained in these areas, they are more likely to work well together, communicate effectively, and lead initiatives successfully, thereby enhancing overall team performance. Recent literature supports these findings. For instance, a study by Fadhil et al. (2021) emphasizes that soft skills training significantly enhances job performance and employee satisfaction in technology firms. Their research shows that when employees receive training in soft skills, they can better navigate the complexities of the workplace, resulting in higher productivity and satisfaction. This is especially crucial in technology firms where the ability to adapt and work well in teams can drive innovation and efficiency. Similar to research by Jankelová and Joniaková (2021) which indicates that communication skills are directly linked to improved team performance and reduced turnover rates in organizations. Their findings suggest that effective communication helps in reducing misunderstandings and conflicts, which in turn leads to a more stable and cohesive workforce.

Furthermore, Fickry et al. (2020) illustrate the connection between leadership and organizational success in their case study on AirAsia, reinforcing the notion that leadership training is instrumental in achieving high performance and operational success in organizations. Based on their findings, leadership skills training has a notable impact with a reliability score of 0.814. Strong leadership skills are essential for guiding teams, making strategic decisions, and driving organizational success. Employees with

enhanced leadership skills are more likely to take initiative, inspire their colleagues, and contribute significantly to the organization's goals. Leadership development programs have been shown to have a profound impact on organizational success, as demonstrated by Purnaman et al. (2022), who state that leadership is the ability to influence a group toward goal achievement. Additionally, a meta-analysis by Lacerenza et al. (2018) found that leadership training leads to better team performance, increased organizational productivity, and higher employee satisfaction. This is further supported by John-Eke et al. and Akintokunbo (2020), who highlight that effective conflict resolution skills are crucial for maintaining a positive workplace environment, which in turn boosts overall job performance. The comprehensive nature of leadership training, which often includes conflict resolution and strategic decision-making, ensures that leaders are well-equipped to handle various challenges, thus fostering a productive and harmonious work environment that drives organizational success.

The studies collectively underscore the significant impact of soft skills, including communication, conflict resolution, teamwork, and leadership training, on organizational performance. These training initiatives not only enhance individual job performance and satisfaction but also contribute to improved teamwork, productivity, and employee retention. High-reliability scores across these programs confirm their effectiveness in fostering a positive and collaborative workplace culture. Effective communication and conflict resolution skills reduce misunderstandings and enhance cooperation between the team, while strong leadership inspires teams to achieve organizational goals effectively. Therefore, investing in comprehensive soft skills and leadership development programs is crucial for achieving sustained organizational growth, efficiency, and success in today's competitive business environment.

CONCLUSION

In conclusion, this research underscores the transformative impact of soft skills training on the behavior and performance of employees within Intel Corporation. By meticulously analyzing the collected data, it becomes evident that investing in the development of soft skills among Intel's workforce yields substantial benefits, not only in terms of individual competencies but also in shaping a positive organizational culture. The findings of this study highlight that employees who undergo soft skills training demonstrate enhanced cooperation, leadership acumen, and communication proficiency essential attributes for navigating the complexities of today's dynamic workplace.

Moreover, the research reveals that improved interpersonal skills stemming from such training contribute significantly to better conflict resolution, fostering a harmonious and productive work environment. Training is the act of providing individuals with skills, knowledge, and competencies aimed at improving their performance and productivity in their existing job responsibilities (Arulsamy et al., 2023). Employees who can effectively manage and resolve conflicts are more likely to maintain positive working relationships, which reduces stress and enhances morale. This, in turn, cultivates greater collaboration and synergy among team members at Intel Corporation, enabling them to work together more cohesively and efficiently. Enhanced communication skills ensure that team members can convey their ideas clearly and listen actively, further boosting team dynamics and project outcomes. Importantly, the positive behavioral changes observed post-training translate into tangible business advantages. These include higher productivity, as teams work more smoothly together, and improved innovation, as open communication channels foster creative problem-solving. Additionally, the cultivation of a supportive and collaborative workplace environment helps attract and retain top talent, reducing turnover rates and associated recruitment costs. All these factors collectively enhance Intel's overall business performance and position it favorably in the competitive

landscape, demonstrating that continuous investment in soft skills training is a strategic imperative for the company's sustained success and growth.

However, while investing in soft skills development is crucial, the study emphasizes the need for an organizational commitment to fostering a culture of continuous learning and growth for sustained success. According to Zeevi and Crețu (2020), identity creation is an ongoing process influenced by interactions and self-evaluation, which is crucial for professional growth and development. Continual evaluation and refinement of training techniques are essential to align with evolving business goals and employee needs. As noted by Urbancová et al. (2021), organizations that neglect ongoing employee training and development risk falling behind in today's competitive environment. This commitment to continuous improvement enhances the effectiveness of soft skills training, increases job satisfaction, and demonstrates the organization's dedication to employee growth, ultimately contributing to long-term success.

Given the compelling evidence from this research, it is recommended that Intel Corporation continues to prioritize and integrate soft skills training into its broader employee development strategies. This strategic focus not only empowers employees to thrive amidst rapid technological advancements but also stimulates innovation and long-term organizational resilience. By embedding soft skills training within the core framework of professional development, Intel can ensure that its workforce remains adaptable, collaborative, and capable of navigating the complexities of modern business environments. Such an approach fosters a culture of continuous improvement, where employees are encouraged to develop interpersonal and leadership skills alongside technical competencies. Ultimately, recognizing soft skills as integral to employee growth and organizational success remains paramount, positioning Intel and similar firms to effectively tackle the challenges of the 21st-century workplace landscape. This comprehensive commitment to soft skills development will enhance job satisfaction, reduce turnover rates, and build a robust foundation for sustained competitive advantage.

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DECLARATION OF CONFLICTING INTERESTS

The author(s) declare that there is no conflict of interest.

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