

**WHY THAI EMPLOYEES SHOULD DEVELOP SOFT SKILLS TO  
BE COMPETENT IN LOCAL AND REGIONAL WORKPLACE  
ENVIRONMENTS**



**PEACH RATANAMANEEPHAN**

**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2019**

**COPYRIGHT OF MAHIDOL UNIVERSITY**

Thematic paper  
entitled  
**WHY THAI EMPLOYEES SHOULD DEVELOP SOFT SKILLS TO  
BE COMPETENT IN LOCAL AND REGIONAL WORKPLACE  
ENVIRONMENTS**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management  
on  
September 7, 2019



Mr. Peach Ratanamaneephan  
Candidate

Asst. Prof. Randall Shannon,  
Ph.D.  
Advisor

Assoc. Prof. Astrid Kainzbauer,  
Ph.D.  
Chairperson

Duangporn Arbhasil,  
Ph.D.  
Dean  
College of Management  
Mahidol University

Ronald Surachai Thesenvitz,  
Ph.D.  
Committee member

## ACKNOWLEDGEMENTS

I would like to state my highest gratitude to my advisor, Dr. Ronald Surachai Vatananan – Thesenvitz, Ph.D. for all of this thematic paper guidance, motivation, advice, and encouragement throughout this academic research period. It is my valuable prestige to be mentored by an advisor who are greatly informative and supportive during my thematic research period.

Additionally, I would like to thank the committees on participating and reviewing my research result presentation, as well as the CMMU staff who constantly facilitate me on paper details and requirements.

Last but not least, I would like to express my gratitude to all 20C classmates throughout this master's degree at College of Management, Mahidol University who support and advise all the subjects that I attended with through the end of master's degree journey.

Peach Ratanamaneephan

## **WHY THAI EMPLOYEES SHOULD DEVELOP SOFT SKILLS TO BE COMPETENT IN LOCAL AND REGIONAL WORKPLACE ENVIRONMENTS**

PEACH RATANAMANEEPHAN 6049145

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. RANDALL SHANNON, Ph.D., ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., RONALD SURACHAI THESENVITZ, Ph.D.

### ABSTRACT

The purpose of this qualitative thematic research is to identify the importance of soft skills in Thailand workplace environment that affect employees in job performances, as well as their rewards and career development. The research result of this case study is derived from 5 respondents who are in managerial positions, vary by departments and involve in subordinates' performance evaluations to see the utilization of soft skills apart from the common key performance indicators in specific roles.

The key findings of this case study research portrait soft skills are not yet commonly determining employees' professional performance levels, however affect when there are the career advancement decision makings by their line managers. Also, the most commonly important soft skill traits are communication and interaction between departments and clients during business settings.

**KEY WORDS:** Soft Skill / Employee Advancement / Performance Evaluation / Rewards  
/ Benefit /

34 pages

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>vi</b>
<b>LIST OF FIGURES</b>	<b>vii</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
1.1 Problem Statement	2
1.2 Research Objectives	2
1.3 Research Question	2
1.4 Research Scope	3
<b>CHAPTER II LITERATURE REVIEW</b>	<b>4</b>
2.1 The Definition of Soft Skills	4
2.1.1 The Definition of Soft Skills	4
2.1.2 The Layer of Soft Skills	5
2.2 Role of Soft Skills in International Working Environments	6
2.3 The Undercurrent of Losing Competencies in Thai Workforce Labors	7
2.4 Conceptual Framework	8
2.4.1 Awareness of Soft Skills	8
2.4.2 Observation of Subordinates' Soft Skills	9
2.4.3 Usage of Soft Skills in Performance Evaluations	9
2.4.4 Soft Skills Involvement in Decision Making towards Employee Success	9

## **CONTENTS (Cont.)**

	<b>Page</b>
<b>CHAPTER III RESEARCH METHODOLOGY</b>	<b>11</b>
3.1 Research Design	11
3.2 Sampling	11
3.3 Data Collection	12
3.4 Research Instrument	12
3.5 Data Analysis	14
3.6 Reliability and Validity	14
<b>CHAPTER IV RESULTS AND DATA ANALYSIS</b>	<b>16</b>
4.1 Research Results	16
4.2 Key Findings	24
<b>CHAPTER V CONCLUSION AND RECOMMENDATIONS</b>	<b>26</b>
<b>REFERENCES</b>	<b>28</b>
<b>APPENDICES</b>	<b>31</b>
APPENDIX A: Qualitative Data Summary - Thematic Analysis	32
<b>BIOGRAPHY</b>	<b>34</b>

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
2.4	Table summaries of the Measurement Items of each Motivational Factor	10
4.1	Table Summary of Respondent 1: <i>Head of Media Strategy and Performance</i>	17
4.2	Table Summary of Respondent 2: <i>Director - Client Leadership</i>	19
4.3	Table Summary of Respondent 3: <i>Art Director - Head of Creative Services</i>	20
4.4	Table Summary of Respondent 4: <i>Senior Engineering Lead - Sales Operations</i>	22
4.5	Table Summary of Respondent 5: <i>Country Director, Thailand</i>	23

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
2.1	Definition and Layer of Soft Skills - Bryce Kingsley	5
2.2	Theory of Action and Job Performance - Boyatzis	6
2.3	The Managerial Considerations of Soft Skills for Employee Career Advancements	8



## CHAPTER I

### INTRODUCTION

In a glance on Thailand's labor market, it is common to see that Thailand is still one of the interesting hubs for expats to enter and be employed, especially in the middle and top management level. In comparison, regardless the family owned small enterprises and corporations, there are few Thai workers seen in top level seats, especially in international companies. In my personal career experiences, it is somehow obvious to see that many foreigners in executive levels are not efficient or keen on hard skills, comparing to Thais. However, why numerous companies, either big or small, still rely on expats? **One of the reasons which I believe is that they contain more soft skills than local employees.** Not only in the professional fields, employers in service and hospitalities also hire foreigners instead of Thais due to the soft skill of language communications, although Thai people are better on other required specific skills. This is the hidden overlooked issues among Thai labor markets, and many of them could not foresee the potential issues in owned career advancement in the near future. There are several internationally studies supporting this idea, such as "Leading toward new horizons with soft skills" by University of Oklahoma students and "The effect of soft skills and training methodology on employee performance" from University of Malaya, but instinctively I believe the required set of important soft skills vary in different countries and regions. Thus, this idea is perceived to be essential to study and find the answers for local employments.

## **1.1 Problem Statement**

In this age of digital transformation, where numerous organizations emphasize on transit many processes with automation, many job-related skills become less important. Soft skills, or human-related skills, become essential these days and expected to be more in the near future, leading to the high-quality labor force to support the unbounded global economy. As communication and interpersonal skills become more important to the business conversations in multi-national companies, candidates or current employees to develop those to further their career paths. In order to see the importance of soft skills among Thai employees, this qualitative research is needed to conduct, focusing on employers' point of view who contain decisions on subordinate career rewards and advancements.

## **1.2 Research Objective**

The research objective of this study is to explore and investigate the managerial considerations with Soft Skill involvement on Employees' career advancements.

## **1.3 Research Questions**

The study will cover:

1. From vast perspective of soft skills, do employers/ middle managers see the importance of soft skills in workplaces, as well as looking for those from their peers and subordinates?
2. To achieve career positive impacts of employees who contain those skills, do managers and employers also utilize employees' soft skill competencies to evaluate their performances before making decisions on their incentives or career promotions?

## 1.4 Research Scope

This research study involves a qualitative research, which consists of detailed interviews with multiple employers in a modern flat structured company with highly dynamic and versatile environment, such as a digital advertising agency. The scope of research will be held in Bangkok, which reflect the modern workplace environment. In addition, the research topic will emphasize on the usage of soft skills in employee performance evaluations and decision making on job promotions, and the respondents will be limited to middle managers. The required period of the research will be held during May to August 2019.



## **CHAPTER II**

### **LITERATURE REVIEW**

In this chapter, it contains the examination of previous research journals and articles related to various skills using in career development regardless the job industries, as well as to find validation for this study topic on the importance of soft skills in Thailand's workforces. Moreover, the chapter will further use the linkage of the past research information to develop the study's conceptual framework, along with the research processes and methodologies to find the Impact of Soft Skills in multi-national and modern-structured organization in Thailand.

#### **2.1 The Definition of Soft Skills**

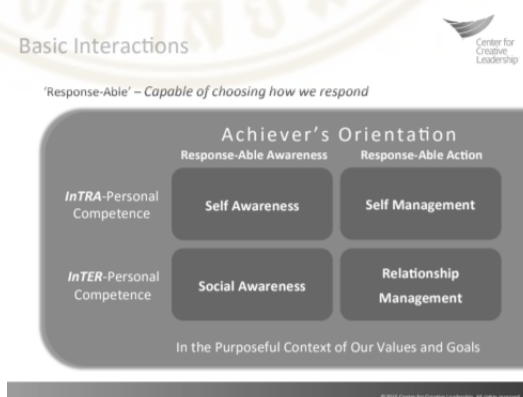
##### **2.1.1 The Definition of Soft Skills**

In the career world, it consists of two main types of skills, hard skills and soft skills. Hard skills are a skill set which is mandatory to perform specific jobs and can be transfer from ones to others, such as coding, accounting and so on (Doyle, The Hard Skills Employers Seek, 2019). While academic and professional environments are focusing on hard skills, or the specific skills required in each profession to create productivity, there are also soft skills which indirectly support employees' performances as well. Soft skills may not be distinctively noticeable by peers and surroundings, but the explanation is the subtle skills that usually for interpersonal communications, including personality traits and characteristics, for instance leadership, empathy and critical thinking (Doyle, The Hard Skills Employers Seek, 2019).

To clearly differentiate both types of skills, hard skills are abilities able to be taught either in classes, books, or on-the-job experiences. They can be taught in clear development steps from beginning to advance stages. Employers could see those skills through employees' resumes, such as linguistic certifications, designed related computer skills, speed of typing, and so on (Doyle, Hard Skills vs. Soft Skills: What's the Difference?, 2019). Thus, these kinds of skills are easily be seen from the experiences or prior to the interview sessions for employers to initially screen for the qualified prospect candidates.

In a contrary, soft skills, or known as passive skills and interpersonal skills, are intangible and rather be subtle to identify in each employee. Employers or colleagues are required to timely communicate or get to know a person to identify the possess of interpersonal skills in order to qualify the person (Doyle, The Hard Skills Employers Seek, 2019). The notable and well-known examples of soft skills that we would like to see from middle managers and upper positions are not only the problem solving and crisis resolution, but also team-player communication, work ethics, and courtesy (Robles, 2012).

### 2.1.2 The Layer of Soft Skills



**Figure 2.1: Definition and Layer of Soft Skills – Bryce Kingsley**

According to an academic research from a student of University of Bologna, Soft Skills can also categories in two main angles, Personal and Social-related skills. Personal skills (Cimatti, 2016). Personal Skills are related to themselves, such as the cognitive and analytical thinking capabilities. For Interpersonal skills, they will be ones developed for social situations, for instance persuasive communications (Cimatti, 2016). Therefore, soft skills are highly relevant to Emotional Intelligence where people can comprehend ones' professionalism in workplaces.

## 2.2 Role of Soft Skills in International Working Environments



**Figure 2.2: Theory of Action and Job Performance – Boyatzis**

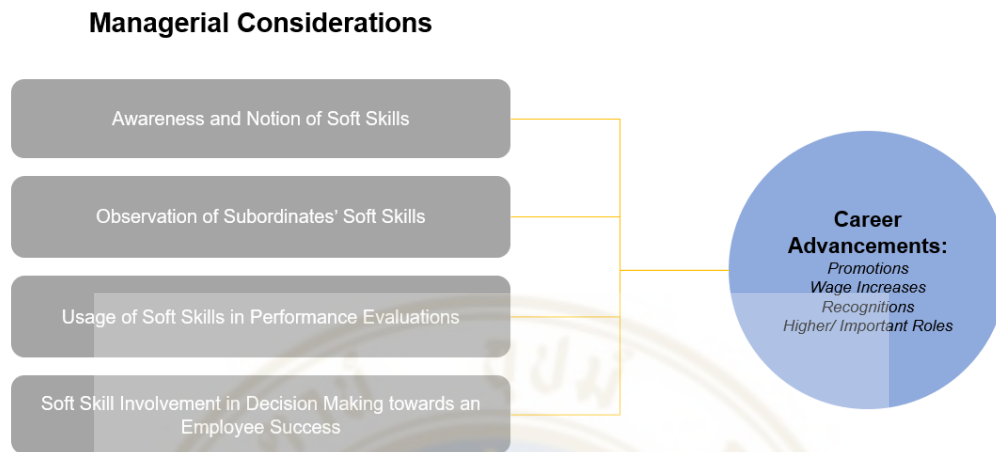
In a global business context, various nations pay more attentions to nontechnical skills from recruitments to career achievements. Scoping down to Asian context, business environments in multiple countries beside Thailand has acknowledged and emphasized on interpersonal skills, although technical and intellectual skills are still influentially contributing competitive edge among employees. The obvious case can be described in Malaysia, which recently contain economic growths with a new stream of international expats. Due to the rise of globalization and digitalization, not only

technological skills, but Malaysian employers also perceive soft skills like interpersonal and communication skills as one of the most important skill set beneficial to job performances in organizations (Salleh, Sulaiman, & Talib, 2010).

## **2.3 The Undercurrent of Losing Competencies in Thai Workforce Labors**

Glancing back to our country, for decades, one of the impacts determining career employment lies on educational system. Almost all academic structures force students to rely on “memorizing method” in studying in order to finish the educational funnel (Yanaranop, 2019). This is common for Thai people in the definition of studying, and many people view it as a common fashion. Also, in post graduate degrees and work environment, we could see students and employees laid back in silence during the discussion-required situations. This indirectly shows that critical and analytical thinking standard among Thais are greatly far below from an international par. In my opinion, due to the occupation of digital transformation, hundreds of jobs are rapidly replaced with tech platforms and automations more than a decade ago. Hard skills among employees, in the future, may be less important to achieve business competitiveness. So, what will define human competencies? Obviously, the soft skill set is becoming the key to secure and lift up quality employment. In this research, there will be a study on employers in modern multi-national organizations, which can reflect the global business scenarios. To summarize, hard skills are nowadays easier to learn and expertise from various online educational sources. People could learn specific skills and become advanced in a greatly shorter period comparing to twenty years ago. However, soft skills like problem solving and critical thinking are much more difficult to adopt and need experiences to contain.

## 2.4 Conceptual Framework



**Figure 2.3: The Managerial Considerations of Soft Skills for Employee Career Advancements**

For the last element in the chapter of Literature Review, from prior information, this study's conceptual framework is developed to identify the importance of soft skills for career development in Thai business societies. The research aims to answer all four variables in the framework with the hypothesis which the author believes link to career success in business areas. The research outcome is expected to clearer acknowledge that soft skills become as important as specific skills in workforce in Thailand, especially Bangkok.

### 2.4.1 Awareness of Soft Skills

Before perceiving soft skills as essential in job performance, it is needed to identify the existence of this intangible skill set among employers and human resource team mindsets to step forward in other research variables in the hypothetical framework (Feffer, 2016). The measurement of this element is how well the interviewees know about soft skills as well as and the level of passive skill awareness with examples.



### **2.4.2 Observation of Subordinates' Soft Skills**

Another point that the research wants to find out after the employers' awareness of soft skills is the observation of them. The study is objective to validate that the employers are really looking in subordinates to evaluate when it needs to provide career development to employees. The common ones will be communication intelligence, team player, cognitive thinking, and self-motivation (Reddy, n.d.).

### **2.4.3 Usage of Soft Skills in Performance Evaluations**

The third variable to study is that whether employers and human resources utilize the adoption and adaptation of subtle skills as one of the importance substances in performance evaluations or not, as mentioned above that nearby countries, such as Malaysia, has started to use those skill set seriously in human asset development and evaluation (Salleh, Sulaiman, & Talib, 2010). The interview sessions are to identify that employers, or managers, utilize the soft skill as one of the employee performance measurement related to given rewards, incentives, and positional promotions.

### **2.4.4 Soft Skills Involvement in Decision Making towards Employee Success**

Since soft skills are rather subtle and intangible, which make them difficult to identify for employees' performances, multiple companies conduct the HR and manager participation to create documented and quantitative evaluation approach when it comes to the worker evaluations for incentives and other benefits (Feffer, 2016). One of the purposes on this study is to validate and seek for evidence of leveraging soft skills into the decisions on giving each employee career growth or additional benefits, which linked to the element 2.4.3.

**Table 2.4: Table summaries of the measurement items of each Motivational Factor**

<b>Managerial Considerations</b>	<b>Measurement Items</b>	<b>References</b>
<b>Awareness and Notion of Soft Skills</b>	Able to identify soft skills	Owned Creation
	Able to explain the explanation of soft skills	Owned Creation
	Ability to give examples	Owned Creation
	Can rank key soft skills acc. to team roles	Owned Creation
	Evidence of soft skills seeking from subordinates	Owned Creation
<b>Observation of Subordinates' Soft Skills</b>	Able to provide examples/ stories on observations	Owned Creation
	Trackable records on employee's key soft skills which propel their role performance.	Owned Creation
<b>Usage of Soft Skills in Performance Evaluations</b>	Evidences on using soft skills in performance evaluation process	Owned Creation
	Able to show how to utilize soft skills in performance discussion with examples	Owned Creation
	Able to explain the rate/ score used on each employee evaluation	Owned Creation
<b>Soft Skills Involvement in Decision Making towards Employee Success</b>	Ability to explain to use same standards on every employee in similar positions	Owned Creation
	Identify different rewards/ incentives from soft skills evaluation results	Owned Creation

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This research study will be done with a qualitative research method to explore the involvement and importance of soft skills on employers to evaluate and make judgements on each employee or subordinate performance as a support tool to provide incentives, rewards, or job promotions within an organization. The chosen qualitative method is Phenomenological study, which is done by conducting interview sessions with selected participants with the research topic studies (Sauro, 2015). Additionally, the Case Study research method is also applied to this research design to narrow the research field down to one single company to save time and focus on extracting the essence of information from interview sessions more effectively (Shuttleworth, 2008). The case study method is selected to help finding some degrees on the importance of soft skills towards career development in modern company situations, which can achieve the research objective of this study clearly.

#### **3.2 Sampling**

Since the research is designed on an employer's perspective, the judgment sampling will be used to design the sample size and interviewees who are capable to contribute answers to the study regardless the nationalities and job departments (Explorable.com, 2009). The planned respondents are managerial positions of Senior Managers, Operational Team Lead, Account Directors and Country Manager who highly involve with employee performance evaluations and career growth decisions. Those respondents are located in a digital advertising company, which can be judgmentally manifest the modern work environments with less bureaucratic processes

and gaps between vertical positions. Since the method is Case Study Qualitative Research, 5 respondents are the sufficient sample size (Marshall, Cardon, Poddar, & Fontenot, 2013).

### **3.3 Data Collection**

Data collection will be assembled in a period of each interview session purposely to discover the soft skill awareness, comprehension, observation on subordinates, involvement and decision making towards employee performances. The true essence of this data is to also make a conclusion on the importance of those passive skills in Thailand's modernized working environment. The collection method will be a semi-structured interview which contain conversational manner with each interviewee. However, the researcher will contain question guidance to scope down the interviews within the conceptual framework elements in order to find most accurate and valuable insights related to the research goal. A set of questions will be prepared prior to the collection period to control the conversation and probing discussion. Due to the privacy concerns, upon note taking data collection, an audio recording will be used while interviewing, but may not if any interviewee rejects to do so.

### **3.4 Research Instrument**

The research instrument is a semi-structured interview, which contains a set of questions which will cover all the conceptual framework elements to validate the success in career development with soft skill involvement, as well as to imply that employees should develop soft skills as one of the competencies in their career developments.

The opening session will begin with an interviewee information in terms of career positions and scope of work roles in the organization to see difference between departments. After so, the research will begin in detailed conversations and probing

questions related to the 4 topics of Managerial Considerations in the research framework. Interviewees are required to provide answers to those related questions as well as elaborate on their rationales regarding the related topics on soft skills. Key main questions to control the interview conversation to gain findings regarding to those 4 topics as below:

**Awareness and Notion of Soft Skills:**

1. What is a Soft Skill in your opinion?
  - a. Explanation on soft skill in respondent perspective
  - b. Soft Skill notions and existence
  - c. Example of soft skills needed in an organization

**Observation of Subordinates' Soft Skills:**

1. Apart from tasks deliverables, have you also observed your teammates/ subordinates on their soft skill competency as well?
2. Do you also passively examine the level of soft skills in your current employees?
  - a. Validity on the importance of soft skills in workplace.
  - b. Consideration of using that skill set into future employee evaluation.

**Usage of Soft Skills in Performance Evaluations:**

1. Do you normally include the soft skills in employee performance discussions?
2. Do you set the same standard with every team member?

**Soft Skills Involvement in Decision Making towards Employee Success**

1. When you draft employee key performance indicators, do you plan to evaluate subordinates with specific soft skills related to their main roles?
  - a. Amount of soft skill list to measure team members
  - b. Explanation of why those skills are chosen over others

2. Do you also discuss with HR team/decide to provide rewards and incentives based on both specific KPI and soft skill competency?

### **3.5 Data Analysis**

After the data collection is done, the qualitative data analysis will be conducted in a simple proper manner way by applying a 'Thematic Analysis' method. The analysis is done by using an excel spreadsheet to summarize data, analyzing patterns or themes, and reporting the key findings (Bree & Gallagher, 2016). However, the method of thematic analysis will be slightly modified to be suitable to this case study research and data in order to effectively answer the research questions and discover important findings. Firstly, the interviewed data will be reviewed and laid down to the online spreadsheet for the better analyzing in order to find similarity and patterns among interviewees' data. By categorizing each interviewee's collected data into a spreadsheet based on conceptual framework elements and measurement items. After combining all data into the spreadsheet tables, then the similar answer will be scored and summed to discover important information and patterns in order to find a linkage between *Managerial Considerations* on subordinates' soft skill sets and their *Career Advancements* (Analyzing Qualitative Data , n.d.). Moreover, the list of soft skills will be derived from this thematic analysis with a spreadsheet as well to identify the types of soft skills sought out by manager levels. Lastly, the findings will be concluded to answer this case study's research objective on the importance of soft skills in Thailand (BHATIA, 2018).

### **3.6 Reliability and Validity**

Reliability and Validity are mandatory to all research activities regardless the types of them. In this case study, internal and external validity are applied to evaluate the research activity and to consider the usefulness of results.

Talking about internal validity, the concept is for testing the reliability of the research activity and the feasibility of outcomes (Cuncic, 2019). It can be analyzed by multiple factors. The first one is random selection, by unbiasedly select respondents regardless the owned preferences and relations in a blinding manner ((Cuncic, 2019). Although the case study set in one organization, interviewees are selected by the author with only the sampling criteria, which are the managerial positions and abilities to evaluate subordinate performance, including decide on both rewards and career progressions. Also, the study was conducted following the study protocol, which is to interview individuals one by one with designed research questions without data manipulation and or leading answer guidance (Cuncic, 2019). Thus, from the overall examination, this case study qualitative research perfectly aligns with the internal validity concept.

Looking at the external validity, which is the process to see whether the research outcomes are generalized to apply to all settings and scenarios (Cuncic, 2019). In terms of replication, the study was approved as all respondent responses contain similarities and patterns. Moreover, all interviewees obtain the psychological realism as every person experience in managing and evaluating subordinates. The only issue, which commonly in case study researches, is the calibration as there is no statistical activities to improve the level of data generalization.

To conclude, after processing both internal and external validity, it is believable that this research results and findings are trustworthy to all readers, however it may apply to only modern organizations with flatter structures and in more dynamic business industries, such as other advertising agencies, international brand companies and small and medium multi-national firms in Thailand.

## CHAPTER IV

### DATA ANALYSIS AND RESULTS

#### 4.1 Research Results

As this research paper lies on the scope of the case study to answer the qualitative research questions on the significance of soft skills and the resonated influence of such skill set to Thai employees' career developments, both tangible rewards, recognitions and job promotions, to gain success in modern workplace environments. The case study face-to-face interviewing involves 5 senior management employees who obtain multiple subordinates and contain decision marking towards teammates' performance evaluations and career advancements. After conducting data summary, the majority information is aligned with the initial assumption according to the mentioned Conceptual Framework stating that soft skills potentially impact employee performance evaluation resulting in rewards, recognition, and career growth.

Firstly, to answer the *Awareness and Notion of Soft Skills*, the data shows that all the 5 managers (100%) weight soft skills as the major quality traits to improve employees' performances and efficiency. The main ones that they seek for are communication, or interaction between colleagues and clients, and negotiation which is also related to internal task coordination and external business discussion. Thus, we can tell that at this age managers tend to value soft skills as essential apart from just typical job-related skills.

Secondly, according to the element of *Observation of Subordinates' Soft Skill*, all 5 respondents (100%) expressed that there is an observation on employees' interpersonal skill qualifications during business settings, such as interacting with company's colleagues or customers in business meetings. Thus, since conducting business activities highly contain verbal discussion, apparently such interpersonal traits play significant roles.



Moreover, focusing on *Usage of Soft Skills in Performance Evaluations*, 4 out of 5 interviewees (80%) agreed that such skills are included in performance evaluation discussions with subordinates. 2 of them (40%), especially high customer-touched teams also prefer to comment on ones' competencies if there is a chance for the sake of personal improvements. Only one respondent (20%) contains trackable documentation on soft skills list to cascade effectively to her teammates. Thus, there are multiple scenarios founded in the inclusion of soft skill sets in performance discussions.

Lastly, talking about *Soft Skills Involvement in Decision Making towards Employee Success*, all respondents (100%) admit that the quality of soft skills in each employee directly affect career development, for instance position promoting. However, 4 of them (80%) do not include in performance scoring procedures since the skills may not directly related to the role's deliverables. Only one (20%) states that there is a soft skill performance scoring method in order to make decisions on tangible incentives. To summarize, it may look like such skills are not directly applicable to employees' performance indicators, but indirectly impact the decision to provide career advancements.

**Table 4.1: Summary of Respondent 1(Head of Media Strategy and Performance)**

Interview Details	Measurement Topic	Research Categories
Soft skills are supremely essential skills nowadays to be in dynamic working scenarios to improve organizations performances and competencies.	Able to explain the explanation of soft skills	Awareness and Notion of Soft Skills
The commonly important skills are communication, interactions both internally and externally, and emotional intelligence.	Able to identify soft skills/ Give examples	Awareness and Notion of Soft Skills
For EQ, it is actually one of the most important skill traits that all employees must have. Although you are skillful, emotional intelligence is the one to differentiate u from others.	Able to identify soft skills/ Give examples	Awareness and Notion of Soft Skills

**Table 4.1: Summary of Respondent 1 (*Head of Media Strategy and Performance*)***(Cont.)*

Normally look for soft skills differently regarding the teammates' roles and seniority, such as junior and manager level.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
For example, she looks for how they take certain actions on work-related conversations, and observe how they react emotionally, such as when there is a work issue.	Able to provide examples/stories on observations	Observation of Subordinates' Soft Skills
For her team, there is a soft skills list documented in order to emphasize to individual in order to improve their skills for future career and performances.	Trackable records on employee's key soft skills which propel their role performance.	Observation of Subordinates' Soft Skills
When it comes to performance evaluation, apart from individual's KPIs, she will discuss about soft skill traits by probing with certain situations, not directly mentioning to each.	Evidences on using soft skills in performance evaluation process	Usage of Soft Skills in Performance Evaluations
She believes that, most of the time, soft skills could not be pointed out or asked directly, specially related to EQ, because some employees may feel offended.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
In each employee's evaluation criteria, there will be a list of soft skills. There will be a score to this section accordingly.	Able to explain the rate/score used on each employee evaluation	Soft Skills Involvement in Decision Making towards Employee Success
80% common skills regarding operational roles will apply to every subordinate and 20% tailored to each employee depends on the account types, level of involvement to communicate with other teams or which clients to work with.	Ability to explain to use same standards on every employee in similar positions	Soft Skills Involvement in Decision Making towards Employee Success
Also, each subordinate will need to conduct self-assessment evaluation to see how they perceive themselves in terms of both KPIs and soft skills.	Able to explain the rate/score used on each employee evaluation	Soft Skills Involvement in Decision Making towards Employee Success

**Table 4.1: Summary of Respondent 1 (Head of Media Strategy and Performance)***(Cont.)*

There will be an overall minimum score apart from traditional KPIs for employees to reach in order to provide tangible rewards or career promotion.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success
---	--	---

**Table 4.2: Summary of Respondent 2 (Director - Client Leadership)**

Interview Details	Measurement Topic	Research Categories
According to the soft skills, there is no doubt that it is mandatory in the client services department, which requires to coordinate with clients and other departments.	Able to identify soft skills	Awareness and Notion of Soft Skills
The main ones are effective communication, persuasion, and negotiation skills.	Able to explain the explanation of soft skills / Give example	Awareness and Notion of Soft Skills
One of the hardest skills to adopt is public speaking, which is the game changer to propel both business and career as we need to present to clients or colleagues regarding to campaign details.	Able to explain the explanation of soft skills / Give example	Awareness and Notion of Soft Skills
Constantly observe subordinates' behaviors on soft skills in a passive manner during day to day jobs or meetings.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
When it happens a chance, he will feedback or give advices to teammates for improvement purposes, such as after a client meeting.	Evidence of soft skills seeking from subordinates/ Able to provide examples/ stories on observations	Observation of Subordinates' Soft Skills
In his previous company, there was a measurement on specific soft skills related to the roles, such as presentation and interpersonal skills.	Trackable records on employee's key soft skills which propel their role performance.	Observation of Subordinates' Soft Skills
For now, there is no records on soft skill evaluation process as the company will have specific KPIs according to each role and seniority level.	Evidences on using soft skills in performance evaluation process	Usage of Soft Skills in Performance Evaluations

**Table 4.2: Summary of Respondent 2 (Director - Client Leadership) (Cont.)**

There are no scores or minimum bar to measure employees properly at the moment.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
There are no tangible incentives related to soft skills competencies.	Able to explain the rate/ score used on each employee evaluation	Soft Skills Involvement in Decision Making towards Employee Success
However, if he needs to promote any employees, soft skills will play the important role, apart from the actual KPIs, to decide who to provide career positional advancement. For example, if there are 2 employees score similar standard, soft skills will be the key to make decisions.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success

**Table 4.3: Summary of Respondent 3 (Art Director - Head of Creative Services)**

Interview Details	Measurement Topic	Research Categories
Soft skill such as interaction are the important competencies in employees are mainly for teamwork efficiency.	Able to identify soft skills	Awareness and Notion of Soft Skills
As a creative service, team members need to obtain communications and negotiation as priority in order to deliver messages to other teams or clients (sell/ convince ideas to client services department or clients).	Able to explain the explanation of soft skills / Give example	Awareness and Notion of Soft Skills
To progress career, employees also need leadership, decision making, and ability to simplify ideas for communications.	Able to explain the explanation of soft skills / Give example	Awareness and Notion of Soft Skills
It is also depending on subordinates' roles, if creative production persons, he may need just communication for internal purposes. If client-based teammates, they also need negotiation and decision-making to talk with clients.	Can rank key soft skills acc. to team roles	Awareness and Notion of Soft Skills

**Table 4.3: Summary of Respondent 3 (Art Director - Head of Creative Services)***(Cont.)*

He usually observes each employee and give chances to utilize their soft skills, such as selling creative concepts to project owners.	Evidence of soft skills seeking from subordinates/ Provide examples	Observation of Subordinates' Soft Skills
He also observes reactions and interactions on 2-way communication during coordinate with client services or other departments.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
Observe and seek for soft skills on each subordinate differently based on client touch levels and work experiences.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
During performance evaluation periods, soft skills will be discussed casually with each employee based on owned observations.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
However, there are no records for soft skills for the sake of evaluations, just casually advising for improvement in the future.	Evidences on using soft skills in performance evaluation process	Usage of Soft Skills in Performance Evaluations
Not just during evaluation periods, but he also provides advises from time to time based on scenarios and projects.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
Normally putting soft skills into KPIs, however they are not included in score calculations. The performance will be based on tangible elements, and soft skills will not be included for rewarding tangible incentives.	Able to explain the rate/ score used on each employee evaluation	Soft Skills Involvement in Decision Making towards Employee Success
As each employee need different soft skills and various levels of focus, the same set of skills are not applicable to all subordinates.	Ability to explain to use same standards on every employee in similar positions	Soft Skills Involvement in Decision Making towards Employee Success
But for being senior or team leaders, soft skills such as leaderships and negotiations are key elements to provide job promotion to the chosen ones.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success

**Table 4.4: Summary of Respondent 4 (Senior Engineering Lead - Sales Operations)**

Interview Details	Measurement Topic	Research Categories
He mentioned that, for developer team, soft skills are the least competencies for subordinates to obtain since he started his career.	Able to explain the explanation of soft skills	Awareness and Notion of Soft Skills
However, nowadays he perceives that his teammates also need to have some soft skills to improve both personal and team efficiency, such as communication.	Able to explain the explanation of soft skills	Awareness and Notion of Soft Skills
from his experiences, he discovers that Time Management, Empathy, and negotiation are the most important skills for developer team. For time management, employees need to deliver outcomes within agreed time frame, for empathy, it is for knowing that which team needs to utilize those outcomes or results for improving efficiency. And negotiation is for the discussion on project details, requirements and deliverables.	Able to identify soft skills/ Give examples/ Can rank key soft skills acc. to team roles	Observation of Subordinates' Soft Skills
Trying to start observing each subordinate on soft skills, such as someone only say yes or no, while others ask back questions and able to explain the project details in simplified messages.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
He may not consider including soft skills into performance evaluation criteria, since the role of developers rely on technical skills and soft skills are hard to measure.	Trackable records on employee's key soft skills which propel their role performance.	Observation of Subordinates' Soft Skills
The discussion of soft skill sets is commonly including during employees' performance evaluations.	Evidences on using soft skills in performance evaluation process	Usage of Soft Skills in Performance Evaluations
However, since the skills are not highly required, and each subordinate contain different set, he believes that there shouldn't be a standard to measure those skills on teammates.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations

**Table 4.4: Summary of Respondent 4 (Senior Engineering Lead - Sales Operations)***(Cont.)*

There are no records or written documents on soft skills requirements for developer teams.	Able to explain the rate/ score used on each employee evaluation	Soft Skills Involvement in Decision Making towards Employee Success
Soft Skills will not affect the tangible rewards and incentives; however, they are critical when it comes to the decision towards employee career advancement.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success

**Table 4.5: Summary of Respondent 5 (Country Director, Thailand)**

Interview Details	Measurement Topic	Research Categories
He perceived that, apart from specific skills to deliver tasks, soft skills are the most important skill traits in business settings.	Able to explain the explanation of soft skills	Awareness and Notion of Soft Skills
The key skills are interpersonal skills and negotiation, which are for client pitching and proposals, as well as conversation with regional employers.	Can rank key soft skills acc. to team roles / Give examples	Awareness and Notion of Soft Skills
Other important soft skills are leadership, problem solving and adaptabilities to situations.	Can rank key soft skills acc. to team roles / Give examples	Awareness and Notion of Soft Skills
He constantly observes both team-leads and subordinates' soft skills competencies in order to cascade projects or clients properly.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
For working cross departments or with clients, soft skills in terms of communications are monitored and emphasized for best results.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
For specific tasks such as campaign reporting or proposal pitchings, problem-solving and time management are essential to make impact.	Able to provide examples/ stories on observations	Observation of Subordinates' Soft Skills

**Table 4.5: Summary of Respondent 5 (Country Director, Thailand) (Cont.)**

Also normally observe new candidates during interview sessions to see the competencies regarding the applied roles and seniority.	Evidence of soft skills seeking from subordinates	Observation of Subordinates' Soft Skills
He normally discusses on soft skills to specific subordinates whenever is possible, especially after the meeting, in order to improve those competencies based on the roles.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
Also applied the company values, such as act now or stay humble to encourage related competencies.	Able to show how to utilize soft skills in performance discussion with examples	Usage of Soft Skills in Performance Evaluations
However, for performance evaluation, the discussions will be only on KPIs and deliverables designed by the company.	Evidences on using soft skills in performance evaluation process	Usage of Soft Skills in Performance Evaluations
In terms of incentives and rewards, the consideration will be only there KPIs based on company performance evaluation criteria.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success
However, only exceptional performance level may include soft skills evaluation.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success
soft skills will be used as providing intangible benefits, such as recognitions, management team appraisals, or job promotion.	Identify different rewards/ incentives from soft skills evaluation results	Soft Skills Involvement in Decision Making towards Employee Success

## 4.2 Key Findings

After summarizing the collected information from all 5 respondents, according to the “Research Result” in section 4.1 of this research paper, it seems that this research supports the initial conceptual framework well that managerial considerations



on soft skills partially impact subordinates' career advancements. Every employer appreciates employees who portray soft skills competencies in their work performances, and there is high tendency to gain emotional rewards and job promotion when there comes to opportunities for them. Unfortunately, there are limited evidences whether those skills lead to higher tangible rewards such as wage increases.

Surprisingly, according to the author's thematic analysis on the raw data, there are multiple discoveries to point out. First of all, there are hardly evidences on trackable records or documentation on required soft skill lists in the majority of departments, only the operation team contains tangible records and measurement to those competencies. In addition, such competencies in employees are unpopularly not considered in performance scoring processes as they are not objectively involving in delivering company's tasks, which are perceived more important and directly linked to the organization business milestones.

Secondly, resulting from the data analysis, there are non-popular soft skills that could create big impacts to specific roles. The surprised one is emotional intelligence. The operation team manager values EQ as one of the most important competencies for her department, and it makes sense as her team deals with loads of assigned tasks in the pressured timeframe. Also, Time Management and Empathy unexpectedly appear on the computer engineering team who operate behind the spotlight and contain relatively less required communication situations. With those skills, the team leader claims that his subordinates will perceive a project's due date more valuable since other departments may need to work on it after. In addition, the last set of potential soft skills are Public Speaking, Problem Solving and Adaptability. The list is derived from client service-based respondents. Public speaking skill are required since the department greatly involves with presentations and pitching. Problem solving and adaptability play a key role when there are conflicts of interests between stakeholders, or when there is a sudden change in a project direction. Thus, some skills are not common, but they still contribute crucially to specific roles.

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATIONS**

In conclusion, according to the research outcome, it is notable that soft skills passively play big roles in the chosen international organization with a modern company structure and a dynamic environment. Despite the lack of proper measurement tools, all managers still value such skills, constant observe among employees, provide support and suggestions for improvement, and utilize them regarding the emotional benefits and career progress. In terms of recommendations from this research findings, there are two factors to mention, which are the emphasis on utilizing and developing soft skills to all employees for the more effective working productivity, and the application to all companies regarding industries and structures.

The obvious limitation of this result is the scaling and generalizing. Since the research is based on the case study method with small interviewees in only one company, the idea generalization may not be accurately applicable to the country-wide landscape. Also, it may plug-in to only some company structures, such as the modern, flat structural companies which to validate the horizontal application of the idea may need further quantitative researches to multiple company types and market segments.

Although this case study focusses on a single setting and environment, it is believable that every organization should adopt, utilize and develop soft skills as one of the employee growth plan elements. Many companies pay attentions to exploit digital transformation to operate more efficiently and gain greater business results (Shein, 2019). However, human touches and connections are still mandatory within all business settings since they create business relationships and be able to gain competitiveness to all firms across the globe (Goman, 2018). There should be solid programs tailored to markets and industries to train and develop soft skill among employees not only for business achievements, but also provide efficiency to workers for the long-term career

ladders to professional success. To end this research paper, no matter how the fast the world spins, or how sophisticated the technology to improve personal and professional well-being, it is undisputed that human interactions are critical and irreplaceable to every factor.



## REFERENCES

- Analyzing Qualitative Data* . (n.d.). Retrieved from Learning for Action:  
<http://learningforaction.com/analyzing-qualitative-data>
- BHATIA, M. (2018, September). *Your Guide to Qualitative and Quantitative Data Analysis Methods*. Retrieved from Humans of Data:  
<https://humansofdata.atlan.com/2018/09/qualitative-quantitative-data-analysis-methods/>
- Bree, R., & Gallagher, G. (2016). *Using Microsoft Excel to code and thematically analyse qualitative data*. Retrieved from Semantic Scholar:  
<https://www.semanticscholar.org/paper/Using-Microsoft-Excel-to-code-and-thematically-a-Bree-Gallagher/aa00affc6536e734614cf14e744b2b02174c4aec>
- Cimatti, B. (2016, February). *Definition, Development, Assessment of Soft Skills and Their Role for the Quality of Organizations and Enterprises*. Retrieved from International Journal for Quality Research: <http://ijqr.net/journal/v10-n1/5.pdf>
- Cuncic, A. (2019, June). *Understanding Internal and External Validity*. Retrieved from verywell mind: <https://www.verywellmind.com/internal-and-external-validity-4584479>
- Doyle, A. (2019, June). *Hard Skills vs. Soft Skills: What's the Difference?* Retrieved from the balance careers: <https://www.thebalancecareers.com/hard-skills-vs-soft-skills-2063780>
- Doyle, A. (2019, May). *The Hard Skills Employers Seek*. Retrieved from the balance careers: <https://www.thebalancecareers.com/what-are-hard-skills-2060829>

- Explorable.com. (2009, September). *Judgmental Sampling*. Retrieved from Explorable.com: <https://explorable.com/judgmental-sampling>
- Feffer, M. (2016, April). *HR's Hard Challenge: When Employees Lack Soft Skills*. Retrieved from SHRM: <https://www.shrm.org/hr-today/news/hr-magazine/0416/pages/hrs-hard-challenge-when-employees-lack-soft-skills.aspx>
- Goman, C. K. (2018, December). *THE IMPORTANCE OF HUMAN TOUCH IN A DIGITAL WORLD*. Retrieved from BBN Times: <https://www.bbntimes.com/en/companies/the-importance-of-human-touch-in-a-digital-world>
- Marshall, B., Cardon, P., Poddar, A., & Fontenot, R. (2013). *Does Sample Size Matter in Qualitative Research?: A Review of Qualitative Interviews in IS Research*. Retrieved from Semantic Scholar.
- Reddy, C. (n.d.). *Top 23 Soft Skills Employers Want and Looking For in You*. Retrieved from Wisestep: <https://content.wisestep.com/soft-skills-employers-want/>
- Robles, M. M. (2012, October). *Executive Perceptions of the Top 10 Soft Skills Needed in Today's Workplace*. Retrieved from Sage Journals: <https://journals.sagepub.com/doi/full/10.1177/1080569912460400>
- Salleh, K. M., Sulaiman, N., & Talib, K. N. (2010, November). *Globalization's Impact on Soft Skills Demand in the Malaysian*. Retrieved from academia.edu: [https://www.academia.edu/490093/Globalizations\\_Impact\\_on\\_Soft\\_Skills\\_Demand\\_in\\_the\\_Malaysian\\_Workforce\\_and\\_Organizations\\_What\\_makes\\_graduates\\_employable](https://www.academia.edu/490093/Globalizations_Impact_on_Soft_Skills_Demand_in_the_Malaysian_Workforce_and_Organizations_What_makes_graduates_employable)
- Sauro, J. (2015, October). *5 Types of Qualitative Methods*. Retrieved from Measuring U: <https://measuringu.com/qual-methods/>

- Shein, E. (2019, June). *4 hot digital transformation trends – and 4 going cold*. Retrieved from CIO ASEAN: <https://www.cio.com/article/3256045/digital-transformation-trends.html>
- Shuttleworth, M. (2008, April). *Case Study Research Design*. Retrieved from Explorable: <https://explorable.com/case-study-research-design>
- Yanaranop, P. (2019, March). *The soft skills that Thailand's employment market needs*. Retrieved from Michael Page: <https://www.michaelpage.co.th/advice/career-advice/career-progression/soft-skills-thailand-s-employment-market-needs>









## APPENDIX A: Qualitative Data Summary - Thematic Analysis (Cont.)

<p>Not just during evaluation periods, but he also provide advice from time to time based on scenarios and projects</p>	<p>Ability to show how to utilize soft skills in performance discussion with examples</p>	<p>Usage of Soft Skills in Performance Evaluations</p>							
<p>Normally putting soft skills into KPIs, however they are not included in calculations. The performance will be based on tangible elements, and soft skills will not be included for rewarding tangible incentives</p> <p>As each employees need different soft skills and various levels of focus, the same set of skills are not applicable to all subordinates. But for being senior or team leader, soft skills such as leadership and negotiations are key elements to provide job promotion to the chosen ones</p>	<p>Ability to explain the rate/ score used on each employee evaluation</p> <p>Ability to explain to use same standards on every employee in greater soft skills</p> <p>Identify different reward/ incentives from soft skills evaluation results</p>	<p>Soft Skills Involvement in Decision Making towards Employee Success</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p>	<p>1</p>						
<p>He recommends for developer team, soft skills are the least competencies for subordinates to obtain since he started his career</p> <p>However, nowadays he perceives that his team members need to have some soft skills to improve both personal and team efficiency such as communication</p> <p>From his experience, he documents that Time Management, Empathy, and negotiation are the most important skills for developer team. For time management, employees need to deliver outcomes within agreed time frame, for empathy, it is for knowing that which team needs to utilize those outcomes or results for improving efficiency, and negotiation is for the discussion on project details, requirements and deliverables</p> <p>Trying to start observing each subordinate on soft skills, such as someone only stays or no, while others ask back questions and able to capture the project details is simplified messages</p> <p>He may not consider to include soft skills into performance evaluation criteria, since the role of developer rely on technical skills and soft skills are hard to measure</p> <p>The discussion of soft skill sets are commonly includes during employee performance evaluations</p> <p>However, since the skills are not highly required, and each subordinate contain different set, he believes that these shouldn't be a standard to measure those skills on team members</p> <p>There are no needed or written documents on soft skills requirements for developer team</p> <p>Soft Skills will not affect the tangible rewards and incentives, however, they are critical when exposed to the decision towards employee career advancement</p>	<p>Ability to explain the explanation of soft skills</p> <p>Ability to explain the explanation of soft skills</p> <p>Ability to identify soft skills/ Give examples/ Can rank key soft skills acc. to team roles</p> <p>Evidence of soft skills seeking from subordinates</p> <p>Tradable records on employee key soft skills which proper their role performance</p> <p>Evidence on using soft skills in performance evaluation process</p> <p>Ability to show how to utilize soft skills in performance discussion with examples</p> <p>Ability to explain the rate/ score used on each employee evaluation</p> <p>Identify different reward/ incentives from soft skills evaluation results</p>	<p>Awareness and Notion of Soft Skills</p> <p>Awareness and Notion of Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p> <p>Usage of Soft Skills in Performance Evaluations</p> <p>Usage of Soft Skills in Performance Evaluations</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p>	<p>1</p> <p>1</p>						<p>1</p> <p>1</p>
<p>He perceived that, apart from specific skills to deliver tasks, soft skills are the most important skill traits in business settings</p> <p>The key skills are interpersonal skills and negotiation, which are for client pitching and proposals, as well as conversation with regional investors</p> <p>Other important soft skills are leadership, problem solving and adaptability to situations</p> <p>He do monitor observe both team leads and subordinates soft skills competencies in order to cascade projects or clients properly</p>	<p>Ability to explain the explanation of soft skills</p> <p>Can rank key soft skills acc. to team roles/ Give examples</p> <p>Can rank key soft skills acc. to team roles/ Give examples</p> <p>Evidence of soft skills seeking from subordinates</p>	<p>Awareness and Notion of Soft Skills</p> <p>Awareness and Notion of Soft Skills</p> <p>Awareness and Notion of Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p>	<p>1</p>						<p>1</p> <p>1</p> <p>1</p> <p>1</p>
<p>For working cross departments or with clients, soft skills in terms of communications are monitored and emphasized for best results</p> <p>For specific tasks such as campaign reporting or proposal pitching, problem solving and time management are essential to make impact</p> <p>Also normally observe new candidates during interview sessions to see the competencies regarding the applied roles and seniority</p>	<p>Evidence of soft skills seeking from subordinates</p> <p>Ability to provide examples/ stories on observations</p> <p>Evidence of soft skills seeking from subordinates</p>	<p>Observation of Subordinates' Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p> <p>Observation of Subordinates' Soft Skills</p>	<p>1</p> <p>1</p>						
<p>He normally discuss on soft skills to specific subordinates when ever it is possible, especially after the meeting, in order to improve those competencies based on the roles</p>	<p>Ability to show how to utilize soft skills in performance discussion with examples</p>	<p>Usage of Soft Skills in Performance Evaluations</p>	<p>1</p>						
<p>Also applied the company values, such as act now or stay humble to encourage related competencies</p> <p>However, for performance evaluation, the discussions will be only on KPIs and deliverables expected by the company</p>	<p>Ability to show how to utilize soft skills in performance discussion with examples</p> <p>Evidence on using soft skills in performance evaluation process</p>	<p>Usage of Soft Skills in Performance Evaluations</p> <p>Usage of Soft Skills in Performance Evaluations</p>	<p>1</p>						
<p>In terms of incentives and rewards, the consideration will be only their KPIs based on company performance evaluation criteria</p> <p>However, only exceptional performance level may include soft skills evaluation</p> <p>soft skills will be based as providing intangible benefits, such as recognitions, management team approvals, or job promotion</p>	<p>Identify different reward/ incentives from soft skills evaluation results</p> <p>Identify different reward/ incentives from soft skills evaluation results</p> <p>Identify different reward/ incentives from soft skills evaluation results</p>	<p>Soft Skills Involvement in Decision Making towards Employee Success</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p> <p>Soft Skills Involvement in Decision Making towards Employee Success</p>	<p>1</p>						