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THE EFFECT OF TRAINING AND COMMUNICATION SKILLS ON EMPLOYEE WORK PRODUCTIVITY IN THE OPERATIONAL DEPARTMENT OF THE ZHM PREMIERE HOTEL PADANG

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ABSTRACT

This study analyzes how training programs and communication competencies shape the work productivity of operational staff at The ZHM Premiere Hotel Padang. Despite being recognized as critical drivers of hotel service performance, the simultaneous role of both variables among operational personnel has received limited scholarly attention. A quantitative causal-associative design was employed, with all 89 operational employees serving as the study sample through total sampling. Data were gathered via Likert-scale questionnaires and analyzed using SEM-PLS through SmartPLS 4 software. Descriptive results placed training (M = 4.53), communication skills (M = 4.58), and work productivity (M = 4.51) in the "very good" category. Statistical testing confirmed that training positively and significantly affects work productivity (O = 0.201; t = 1.910; p = 0.028), and communication skills similarly exert a positive and significant effect (O = 0.576; t = 5.626; p = 0.000). With an R-square of 0.503, the two predictors jointly explain 50.3% of the variance in work productivity. These results affirm that developing both training programs and communication skills is a key strategic lever for improving hotel operational staff productivity.

1. INTRODUCTION

Growth in Indonesia's hospitality sector has accelerated considerably over the past several years. Projections from the Badan Pusat Statistik, (2025) estimate an increase in the national count of star-rated hotels from 4,584 in 2024 to 4,790 in 2025, reflecting a trend of sustained industry expansion. As competition intensifies, hotel operators face mounting pressure to differentiate themselves through superior service quality, which in turn demands more deliberate and strategic approaches to managing human resources. Employee productivity stands as one of the most influential factors shaping hotel operational performance, given its direct bearing on the quality of service that guests receive. Rather than being reduced to a simple measure of task volume, productivity encompasses multiple dimensions - including the quality of completed work, the quantity of output, and the degree to which tasks are executed within set timeframes and organizational standards. According to Widodo et al., (2017), work productivity can be understood as an individual's demonstrated ability to accomplish responsibilities effectively and efficiently in support of organizational objectives.

As a four-star property in Padang with a high operational tempo, The ZHM Premiere Hotel Padang represents an ideal setting for examining workforce productivity. Based on HRD records from 2026, the operational division comprises 15 Front Office staff, 18 Housekeeping personnel, 20 Food and Beverage Service employee, 18 Food and Beverage Production staff, 13 Engineering technicians, and 5 Security officers. Occupancy data from the same period shows a declining trend over three consecutive years - 75.76% in 2023, 71.05% in 2024, and 63.23% in 2025 - underscoring the volatility of the hotel's operating environment and the corresponding need for a workforce that can sustain productivity across varying demand conditions.

Preliminary observations at the hotel site revealed a range of operational shortcomings, including recurring delays in guest service, inconsistent handling of complaints, interdepartmental communication gaps, and declining service quality during high-occupancy periods. Feedback compiled from guest reviews on Google Reviews and Traveloka provided additional evidence of these service gaps, reinforcing the conclusion that productivity levels among operational staff warrant improvement.

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Among the factors shaping employee productivity, training holds a particularly prominent position. As a purposefully designed learning process, training aims to build the knowledge base, sharpen technical skills, and improve the on-the-job performance of employee, ultimately enabling them to work with greater precision and efficiency. An examination of training frequency for operational staff between November 2025 and April 2026 revealed considerable inconsistency: 5 sessions in November, 4 in December, 11 in January, only 1 in February, 2 in March, and 4 in April. Such erratic scheduling raises concerns about whether employee receive the continuous skill reinforcement necessary to perform their duties to expected standards.

Communication skills constitute an equally significant contributor to productivity outcomes. As noted by Sihotang et al. (2024) the ability to communicate effectively facilitates the precise exchange of information within an organization, which in turn strengthens work coordination and reduces the risk of errors arising from misunderstandings. When employee are equipped with strong communication competencies, they can more reliably convey and interpret instructions while fostering productive collaboration across departments. Weak communication, by contrast, creates conditions for information distortion and operational disruption. This concern is especially pronounced in hotel operations, where employee must manage both direct guest interactions and internal coordination as integral parts of their daily responsibilities (Yahya 2024).

Research to date has affirmed that training contributes positively to hotel employee productivity (Muazin and Abrian 2023) and that communication skills similarly enhance performance outcomes (Allensky and Wulansari 2024). However, these two variables have largely been studied separately. A gap persists in the literature concerning their combined predictive value, particularly within hotel operational contexts where both technical task execution and interpersonal coordination are central to service delivery. This study seeks to address that gap.

2. METHODS

A quantitative research design with a causal-associative approach was employed in this study. This methodological orientation enables researchers to systematically test the directional relationships between variables by collecting numerical data from a defined sample and subjecting it to statistical procedures (Sugiyono, 2022). The causal-associative design was selected specifically to assess whether training and communication skills function as determinants of work productivity among operational staff at The ZHM Premiere Hotel Padang.

The study population consisted of all employee assigned to the hotel's operational departments, totaling 89 individuals across multiple units. Given the manageable population size, a total sampling approach was adopted whereby all population members were included as study participants. This technique ensures comprehensive data representation without the need for random selection (Sugiyono, 2022). Respondent profiles were documented across six attributes: gender, age, educational background, department, position, and tenure.

Data collection relied on two sources. Respondent-level data were obtained through a structured questionnaire administered via Google Forms, while supplementary data were drawn from hotel documentation and relevant academic literature. Each questionnaire item was anchored to a five-point Likert scale, allowing respondents to express varying degrees of agreement or disagreement with each statement, from strongly disagree (1) to strongly agree (5) (Sugiyono, 2022).

Measurement of the training construct (X1) drew upon four evaluation indicators reaction, learning, behavioral change, and results as formulated by (Noe, 2020). The communication skills construct (X2) was assessed across five dimensions: verbal, nonverbal, listening, written, and interpersonal communication (Yahya, 2024). Work productivity (Y) was gauged through indicators reflecting output quality, task quantity, and adherence to deadlines (Nainggolan et al. 2021). Before deployment in the main study, all instruments underwent a preliminary validity and reliability trial with 30 participants. Validity was assessed using corrected item-total correlations in IBM SPSS Statistics 25, with items retained when calculated r-values surpassed the corresponding r-table threshold. Reliability was evaluated via Cronbach's alpha, with values above 0.70 indicating acceptable internal consistency (Ghozali, 2023).

The primary analytical method was PLS-SEM, executed through SmartPLS 4. This procedure involved two stages: outer model evaluation, which examined convergent validity, discriminant validity, composite

reliability, and Cronbach's alpha; and inner model evaluation, which assessed the R-square coefficient and tested directional hypotheses using t-statistics and p-values generated through bootstrapping (Ghozali, 2023).

3. RESULTS AND DISCUSSIONS

Results

Respondent demographic data were compiled to describe the background characteristics of the study sample. The distribution of respondents across gender, age, education, department, position, and length of service is summarized in Table 1.

Table 1. Characteristics of Research Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	73	82,02%
	Female	16	17,98%
Age	18 - 30 years	47	52,81%
	31 - 40 years	34	38,20%
	41 - 50 years	6	6,74%
	> 50 years	2	2,25%
Highest Level of Education	High School	24	26,97%
	Vocational High School	34	38,20%
	College	31	34,83%
Department	*FO*	15	16,85%
	HK	16	17,98%
	FBP	16	17,98%
	FBS	21	23,60%
	Eng	14	15,73%
	HR (security)	7	7,87%
Position	*Manager*	6	6,74%
	Supervisor	12	13,48%
	Captain	3	3,37%
	Staff	68	76,40%
Length of service	<1 years	18	20,22%
	1 - 3 years	35	39,33%
	3 - 5 years	21	23,60%
	>5 years	15	16,85%

Source: SPSS 25 Data Processing, (2026)

Table 1 reveals that male respondents constituted the dominant group at 82.02%, with females representing the remaining 17.98%. Age-wise, more than half of respondents (52.81%) belonged to the 18 – 30 years productive age group, suggesting a relatively young workforce. Vocational High School graduates formed the largest educational cohort at 38.20%, followed by college-educated staff at 34.83%. Among departments, Food and Beverage Service contributed the highest proportion of respondents (23.60%). Staff-level employee accounted for 76.40% of the sample, and the most common tenure bracket was 1–3 years (39.33%). Collectively, these characteristics confirm that respondents are directly engaged in frontline service delivery roles.

To assess employee perceptions of the training programs implemented by the hotel, a descriptive analysis was conducted on the training variable responses. The statistical outputs are shown in Table 2.

Table 2. Descriptive Statistics: Training Variable

Statistics		
Training		
N	Valid	89
	Missing	0
Mean		54.3596
Std. Error of Mean		.55615
Median		56.0000
Mode		60.00
Std. Deviation		5.24675
Variance		27.528
Range		21.00
Minimum		39.00
Maximum		60.00
Sum		4838.00

Source: SPSS 25 Data Processing, (2026)

The output in Table 2 shows that the training variable achieved a mean of 54.3596, a median of 56.0000, a mode of 60.00, a standard deviation of 5.24675, and a score range spanning from 39.00 to 60.00. These values place the training variable within the "Very Good" category, reflecting widespread employee acknowledgment that the training delivered by management has strengthened their operational knowledge, practical skills, and capacity to fulfill daily responsibilities in line with hotel standards. This is consistent with Kirkpatrick and Kirkpatrick, (2016) assertion that well-executed training produces tangible improvements in employee knowledge, behavior, and job performance.

A descriptive analysis was also performed on the communication skills variable to determine how operational employee evaluate their own communication competencies in the workplace. The findings are displayed in Table 3.

Table 3. Descriptive Statistics: Communication Skills Variable

Statistics		
Communication Skill		
N	Valid	89
	Missing	0
Mean		68.6292
Std. Error of Mean		.68386
Median		72.0000
Mode		75.00
Std. Deviation		6.45154
Variance		41.622
Range		23.00
Minimum		52.00
Maximum		75.00
Sum		6108.00

Source: SPSS 25 Data Processing, (2026)

As shown in Table 3, the communication skills variable recorded a mean of 68.6292, a median of 72.0000, a mode of 75.00, a standard deviation of 6.45154, and values ranging from 52.00 to 75.00. The variable falls into the "Very Good" category, indicating that employee generally demonstrate strong competencies in information delivery, comprehension of work directives, and interdepartmental coordination. As highlighted by Sihotang et al. (2024) well-developed communication skills contribute to minimizing operational errors and reinforcing work effectiveness within hotel settings.

Descriptive analysis was similarly conducted on the work productivity variable to evaluate how operational staff perceive their own performance in completing assigned tasks. The results are presented in Table 4.

Table 4. Descriptive Statistics: Work Productivity Variable

Statistics		
Work Productivity		
N	Valid	89
	Missing	0
Mean		40.5506
Std. Error of Mean		.38353
Median		40.0000
Mode		45.00
Std. Deviation		3.61817
Variance		13.091
Range		12.00
Minimum		33.00
Maximum		45.00
Sum		3609.00

Source: SPSS 25 Data Processing, (2026)

The data in Table 4 indicate that work productivity obtained a mean of 40.5506, a median of 40.0000, a mode of 45.00, a standard deviation of 3.61817, and a range from 33.00 to 45.00, placing the variable in the "Very Good" category. These figures suggest that operational staff at The ZHM Premiere Hotel Padang are capable of completing their duties with a high degree of responsibility in terms of quality, quantity, and timeliness, reflecting conformity with established operational benchmarks. This level of productivity indicates employee' readiness to support the hotel's daily service continuity (Sutrisno, 2019).

Prior to path analysis, the outer model was evaluated to verify whether the measurement indicators adequately represented their respective constructs. Outer loading values for all indicators across the three variables are presented in Table 5.

Table 5. Outer Loading Results

	Training	Communication Skill	Work Productivity
X1.01	0.725		
X1.02	0.781		
X1.03	0.810		
X1.04	0.819		
X1.05	0.817		
X1.07	0.826		
X1.08	0.726		
X1.10	0.889		
X1.12	0.823		
X2.01		0.813	
X2.02		0.902	
X2.03		0.802	
X2.05		0.861	
X2.06		0.776	
X2.08		0.797	
X2.09		0.829	
X2.10		0.822	
X2.11		0.794	
X2.12		0.810	
X2.13		0.790	
X2.14		0.850	
X2.15		0.837	
Y1			0.789
Y2			0.837
Y3			0.851
Y6			0.760
Y8			0.784
Y9			0.901

Source: SmartPLS 4 Data Processing, (2026)

The outer loading values displayed in Table 5 show that every indicator across the training, communication skills, and work productivity constructs exceeded the minimum threshold of 0.70. This outcome verifies that all measurement items are valid reflections of their respective constructs and meet the convergent validity requirement. According to Ghozali, (2023) an indicator is considered to have adequate validity when its outer loading value is greater than 0.70.

Beyond convergent validity, the reliability of each construct was assessed through internal consistency measures. The Cronbach's alpha, composite reliability, and AVE values for all constructs are compiled in Table 6.

Table 6. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Training	0.960	0.962	0.964	0.677
Communication Skill	0.931	0.933	0.942	0.645
Work Productivity	0.903	0.909	0.925	0.675

Source: SmartPLS 4 Data Processing, (2026)

The values in Table 6 confirm that all three constructs recorded AVE figures above 0.50 and reliability coefficients both Cronbach's alpha and composite reliability surpassing 0.70. These results demonstrate that each construct possesses strong internal consistency and is capable of capturing more than half of the variance embedded in its indicators. When AVE exceeds 0.50 and reliability indices surpass 0.70, the measurement model is considered reliable and valid for further structural analysis (Ghozali, 2023).

To ensure that the constructs were empirically distinguishable from one another, discriminant validity was examined using the Fornell-Larcker criterion. The resulting correlation matrix is presented in Table 7.

Table 7. Discriminat Validity (Fornell-Larcker Criterion)

	Training	Communication Skill	Work Productivity
Training	0,803		
Communication Skill	0,566	0,823	
Work Productivity	0,527	0,690	0,822

Source: SmartPLS 4 Data Processing, (2026)

As shown in Table 7, the AVE square root for each construct exceeded its highest correlation with any other construct in the model. The training construct's AVE root (0.803) surpassed its correlations of 0.566 and 0.527; the communication skills construct's AVE root (0.823) was higher than its peak correlation of 0.690; and the work productivity construct's AVE root (0.822) exceeded correlations of 0.690 and 0.527. These results confirm that each construct in this study is empirically distinct, satisfying the discriminant validity criterion established by (Ghozali, 2023).

To evaluate the extent to which the independent variables collectively explain variance in work productivity, the coefficient of determination was calculated. The R-square output is reported in Table 8.

Table 8. R-Square Results

	R-Square	R-Square adjusted
Work Productivity	0,503	0,491

Source: SmartPLS 4 Data Processing, (2026)

The R-square value of 0.503 in Table 8 indicates that training and communication skills together account for 50.3% of the variation in work productivity observed among operational employee at The ZHM Premiere Hotel Padang. The remaining 49.7% is attributable to other variables not examined in this study. An adjusted R-square of 0.491 corroborates the model's explanatory strength even after correcting for the number of predictors included in the equation.

The final stage of the analysis involved testing the two directional hypotheses through a bootstrapping procedure. The path coefficients, t-statistics, and p-values are presented in Table 9.

Table 9. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T statistic (|O/STDEV|)	P values
Training – Work Productivity	0.201	0.211	0.105	1.910	0.028
Communication Skill – Work Productivity	0.576	0.574	0.102	5.626	0.000

Source: SmartPLS 4 Data Processing, (2026)

The bootstrapping results in Table 9 show that training has a statistically significant positive effect on work productivity, with a t-statistic of 1.910 exceeding the critical value of 1.66 and a p-value of 0.028 below the 0.05 threshold. Communication skills likewise demonstrate a significant positive effect, with a t-statistic of 5.626 and a p-value of 0.000. Both hypotheses in this study are therefore accepted, confirming that each predictor meaningfully contributes to work productivity outcomes (Ghozali, 2023).

Discussion

The finding that training positively and significantly influences work productivity at The ZHM Premiere Hotel Padang is consistent with the study's descriptive outcomes, where the training variable was rated in the "very good" category by operational employee. This suggests that the hotel's training activities have successfully equipped staff with the operational knowledge, procedural understanding, and service skills required to carry out their daily responsibilities with greater competence. When employee receive well-structured training, they are better positioned to perform tasks accurately, reduce service errors, and meet the quality standards expected by hotel guests.

This result is theoretically grounded in Kirkpatrick's four-level evaluation model, which holds that effective training produces observable improvements across the dimensions of reaction, learning, behavioral change, and tangible results (Kirkpatrick and Kirkpatrick 2016). Mangkunegara, (2017) similarly argues that training represents a systematic organizational effort to build employee competencies in ways that advance institutional goals. In the hotel operational context, the implications are clear: consistent and well-targeted training programs can directly elevate output quality, reduce error rates, and strengthen compliance with service protocols.

The equally strong finding that communication skills significantly predict work productivity adds an important dimension to the study's conclusions. Employee who demonstrate high communication proficiency are more capable of transmitting task-related information accurately, interpreting supervisory instructions correctly, and maintaining fluid coordination with colleagues across departments. The descriptive data confirmed this, with communication skills rated as "very good" by respondents, reflecting a workforce that is generally adept at the relational demands of hotel operations.

Sihotang et al., (2024) provide relevant theoretical grounding here, arguing that the ability to communicate clearly within an organization creates the shared understanding necessary for effective collective action. In hotel operations specifically, communication serves a dual function: it governs how employee interact with guests and how they coordinate internally. When these channels function well, operational workflows become more efficient, service quality improves, and productivity rises. Conversely, breakdowns in communication as observed in the researcher's preliminary findings translate directly into service failures and reduced performance.

Considered together, the findings make a compelling case for an integrated approach to human resource development that treats training and communication skills as complementary investments. Training builds the technical and procedural foundation that employee need to execute their roles; communication skills enable them to apply that foundation effectively in dynamic, interaction-intensive environments. Hotel management at The ZHM Premiere would therefore benefit from embedding both elements into a cohesive HR strategy one in which training is conducted consistently and aligned with operational needs, while communication development addresses practical hotel scenarios such as handling guest complaints, coordinating across departments, and managing service communication under pressure.

4. CONCLUSION

This study demonstrates that training and communication skills are each significant positive predictors of work productivity among operational employee at The ZHM Premiere Hotel Padang. Descriptive analysis placed training at a mean of 4.53, communication skills at 4.58, and work productivity

at 4.51 - all within the "very good" classification - indicating that both the training programs provided by hotel management and the communication competencies of employee have contributed meaningfully to daily operational effectiveness.

SEM-PLS testing confirmed the positive and significant effect of training on work productivity (O = 0.201; t = 1.910; p = 0.028) and of communication skills on work productivity (O = 0.576; t = 5.626; p = 0.000). Together, these two variables explain 50.3% of the variance in productivity (R^2 = 0.503), with the remaining 49.7% attributed to factors beyond this study's scope. Specifically, training advances employee' professional knowledge and technical capabilities, while communication skills support coordination effectiveness and the quality of information flow across hotel operations.

This study is subject to limitations, including its restriction to a single research site and the inclusion of only two independent variables. To deepen understanding of the factors governing employee productivity in hotel settings, future studies are encouraged to incorporate constructs such as work motivation, leadership quality, organizational climate, and job satisfaction, which may further illuminate the complex determinants of operational performance.

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