

The Influence of Soft Skills and Discipline on Employee Work Productivity at Bedrock Hotel Kuta Bali

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ABSTRACT

The hospitality sector is central to Bali's tourism industry, where employee productivity directly impacts service quality and competitiveness. This study examines the influence of soft skills and work discipline on employee productivity at Bedrock Hotel Kuta Bali. Using a quantitative causal-associative approach, data were collected from all 55 employees through a validated Likert-scale questionnaire. Soft skills were assessed via communication, teamwork, and initiative indicators, while work discipline included punctuality, adherence to rules, and task consistency. Multiple linear regression analysis, preceded by classical assumption tests, revealed that both soft skills ($\beta = 0.518$, $p < 0.05$) and work discipline ($\beta = 0.577$, $p < 0.05$) significantly and positively affect productivity, jointly explaining 86.6% of its variance. These results highlight that non-technical competencies and behavioral discipline are equally critical for enhancing operational performance in hospitality. Practically, the findings recommend implementing structured training to improve problem-solving, conflict resolution, and teamwork, alongside clear policies that strengthen punctuality and procedural compliance. Theoretically, the study extends human capital perspectives by confirming the complementary role of soft skills and discipline in driving productivity in service-oriented contexts. Future research should incorporate leadership style, organizational culture, and technology adoption to enrich the productivity framework in hospitality operations.

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1. INTRODUCTION

The tourism industry is a complex and multidimensional sector that integrates various activities and services to fulfill travelers' needs while contributing significantly to economic, social, and cultural development [1]. In Indonesia, tourism has become a strategic focus for national development, supported by its diverse natural resources, cultural heritage, and service industries [2]. Bali, widely recognized as the "Island of the Gods," stands as one of the country's most prominent tourist destinations, renowned for its rich traditions, artistic heritage, and natural beauty that distinguish it from other regions [3].

The hospitality industry in Bali has grown rapidly, with hotels playing a critical role in supporting tourism activities. One of the notable four-star hotels is Bedrock Hotel Kuta Bali, which blends traditional Balinese aesthetics with modern architectural design. Strategically located near Ngurah Rai International Airport and surrounded by commercial centers, entertainment venues, and tourist attractions, the hotel offers 159 rooms across six categories, catering to both domestic and international visitors. As competition intensifies in Bali's hospitality sector, hotels must focus on enhancing service quality and employee performance to maintain operational excellence [4], [5].

Employee productivity in hospitality is influenced by multiple factors, including education, skills, workplace facilities, and work discipline [6]. Among these, soft skills—comprising communication, teamwork, problem-solving, and adaptability—are increasingly recognized as essential for service-oriented industries [7]. These non-technical competencies are crucial in ensuring guest satisfaction and fostering positive workplace dynamics, particularly in culturally diverse service environments [8]. Meanwhile, work

discipline—referring to adherence to organizational rules, punctuality, and consistency in task execution—is vital for operational efficiency and organizational stability [9]. Both soft skills and discipline contribute synergistically to achieving high productivity levels in hotel operations [10].

However, preliminary observations at Bedrock Hotel Kuta Bali revealed several challenges, including limited foreign language proficiency among staff, miscommunication between departments, lack of initiative, and inconsistent adherence to uniform and work schedule regulations. Such issues can disrupt workflow, reduce service quality, and negatively impact guest experiences. Moreover, in the era of Industry 4.0, hospitality employees are required to adapt to technological changes, demonstrate cross-cultural communication skills, and maintain high discipline to meet evolving customer expectations [11], [12].

Previous studies indicate that enhancing soft skills and enforcing consistent work discipline can significantly improve employee productivity in service industries [13], [14]. In this context, the present study aims to examine the influence of soft skills and work discipline on employee productivity at Bedrock Hotel Kuta Bali. The findings are expected to provide both theoretical contributions to human resource management in hospitality and practical insights for hotel management in designing training programs, monitoring systems, and policies that enhance workforce performance and service quality.

2. METHOD

This study employed a quantitative causal-associative research design to investigate the influence of soft skills (X_1) and work discipline (X_2) on employee productivity (Y) at Bedrock Hotel Kuta Bali. The population comprised all 55 hotel employees, and a census sampling method was adopted to ensure full representation of the study population, thus minimizing sampling bias [15]. Data were collected using a structured questionnaire, available in both printed and online formats, with all items adapted from validated hospitality and human resource management literature [16], [17]. Soft skills were operationalized through indicators of communication, teamwork, and initiative; work discipline through punctuality, adherence to rules, and task consistency; and employee productivity through quality and quantity of work, time efficiency, and innovative capacity, each measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) [18]. The data analysis utilized multiple linear regression with IBM SPSS Statistics version 26.0, preceded by classical assumption tests—Kolmogorov–Smirnov for normality, Glejser for heteroscedasticity, and Variance Inflation Factor (VIF) with tolerance values for multicollinearity detection [19]. The regression model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ was tested using t-tests and F-tests at a 5% significance level, and the coefficient of determination (R^2) was employed to measure the model's explanatory power [20].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Demographic Profile of Respondents

Table 1 summarizes the demographic characteristics of the 55 employees who participated in this study. The gender distribution shows that male employees slightly outnumbered female employees, indicating a relatively balanced workforce composition. The majority of respondents were aged between 21–30 years, representing the millennial generation, which is typically more adaptive to technological changes in the hospitality industry. Regarding education level, most respondents held a senior high school diploma, followed by those with diplomas and bachelor's degrees, suggesting a diverse educational background. In terms of job position, operational staff formed the largest group, followed by supervisors and managers, reflecting the hotel's hierarchical employment structure. The length of service data indicates that most respondents had been employed for one to three years, consistent with typical employment duration in the hospitality sector.

Table 1. Demographic profile of respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	29	52.7
	Female	26	47.3
Age (years)	≤ 20	5	9.1
	21–30	32	58.2
	31–40	13	23.6

Demographic Variable	Category	Frequency (n)	Percentage (%)
Education Level	≥ 41	5	9.1
	Senior High School	28	50.9
	Diploma	15	27.3
	Bachelor's Degree	12	21.8
Job Position	Operational Staff	36	65.5
	Supervisor	12	21.8
	Manager	7	12.7
Length of Service	≤ 1 year	9	16.4
	1–3 years	28	50.9
	≥ 3 years	18	32.7

3.1.2. Validity and Reliability Tests

The validity test was assessed through item–total correlation, where each item is deemed valid if its correlation coefficient (r-count) exceeds the critical r-table value of 0.266 ($N = 55$, $\alpha = 0.05$) and has a significance value below 0.05. As presented in Table 2, all items for the variables Soft Skills, Work Discipline, and Work Productivity met these criteria, confirming that each indicator accurately measures its intended construct. The reliability test, measured using Cronbach's alpha, indicated that all variables scored above the 0.70 threshold, as shown in Table 3, which confirms that the measurement instruments employed in this study were internally consistent and reliable.

Table 2. Validity test results

Variable	Item Count	r-count Range	r-table ($N=55$, $\alpha=0.05$)	Sig.	Result
Soft Skills	8	0.432–0.751	0.266	< 0.05	Valid
Work Discipline	8	0.401–0.732	0.266	< 0.05	Valid
Work Productivity	8	0.445–0.769	0.266	< 0.05	Valid

Table 3. Reliability test results (Cronbach's alpha)

Variable	Cronbach's Alpha	Threshold	Result
Soft Skills	0.884	≥ 0.70	Reliable
Work Discipline	0.872	≥ 0.70	Reliable
Work Productivity	0.893	≥ 0.70	Reliable

3.1.3. Assumption Testing

Classical assumption testing was conducted to ensure the validity, consistency, and efficiency of the regression estimates. The normality test using the One-Sample Kolmogorov–Smirnov method (Table 4) showed that the residuals had an Asymp. Sig. (2-tailed) value of 0.200, exceeding the 0.05 threshold, indicating that the data were normally distributed. The heteroscedasticity test using the Glejser method (Table 5) revealed significance values of 0.000 for both Soft Skills and Work Discipline, confirming the absence of heteroscedasticity and suggesting that the variance of residuals was constant across observations. The multicollinearity test results (Table 6) indicated Tolerance values of 0.266 (> 0.10) and VIF values of 3.753 (< 10) for both independent variables, demonstrating that no multicollinearity was present, and each predictor contributed uniquely to explaining variations in work productivity.

Table 4. Normality test (One-Sample Kolmogorov–Smirnov)

Statistic	Unstandardized Residual
N	55
Mean	0.0000000
Std. Deviation	4.28023275
Most Extreme Differences Absolute	0.039

Statistic	Unstandardized Residual
Most Extreme Differences Positive	0.032
Most Extreme Differences Negative	-0.039
Test Statistic	0.095
Asymp. Sig. (2-tailed)	0.200

Table 5. Heteroscedasticity test (Glejser)

Variable	B	Std. Error	Beta	t	Sig.	Result
(Constant)	1.167	2.344	–	0.498	0.621	–
Soft Skills	0.518	0.097	0.525	5.328	0.000	Homoscedasticity
Work Discipline	0.577	0.129	0.441	4.472	0.000	Homoscedasticity

Table 6. Multicollinearity test

Variable	Tolerance	Threshold	VIF	Threshold	Result
Soft Skills	0.266	> 0.10	3.753	< 10	No multicollinearity
Work Discipline	0.266	> 0.10	3.753	< 10	No multicollinearity

3.1.4. Hypothesis Test

Multiple linear regression analysis revealed that Soft Skills (X_1) and Work Discipline (X_2) both had significant simultaneous and partial effects on Employee Productivity (Y), as evidenced by the ANOVA results ($F = 167.363$, $p < 0.05$) indicating the overall model's statistical significance. The t-test further showed that Soft Skills ($\beta = 0.518$, $t = 5.328$, $p < 0.05$) and Work Discipline ($\beta = 0.577$, $t = 4.472$, $p < 0.05$) each exerted a positive and significant influence on productivity, suggesting that improving soft skills enhances communication, problem-solving, and teamwork, while strengthening work discipline fosters punctuality, consistency, and adherence to standards—both contributing substantially to performance improvement. The resulting regression equation, $Y = 1.167 + 0.518X_1 + 0.577X_2$, implies that a one-unit increase in Soft Skills raises productivity by 0.518 units, and a one-unit increase in Work Discipline raises productivity by 0.577 units, assuming the other variable is constant.

Table 7. ANOVA (F-test) results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1529.704	2	764.852	167.363	0.000
Residual	237.641	52	4.570		
Total	1767.345	54			

Table 8. Coefficient test results (t-test)

Variable	B	Std. Error	Beta	t	Sig.	Hypothesis Result
(Constant)	1.167	2.344	–	0.498	0.621	–
Soft Skills	0.518	0.097	0.525	5.328	0.000	H_1 Accepted
Work Discipline	0.577	0.129	0.441	4.472	0.000	H_2 Accepted

3.2. Discussion

The findings of this study demonstrate that both Soft Skills and Work Discipline significantly and positively influence Employee Productivity at Bedrock Hotel Kuta Bali. The regression analysis indicated that Soft Skills ($\beta = 0.518$, $p < 0.05$) and Work Discipline ($\beta = 0.577$, $p < 0.05$) are strong predictors of productivity, collectively explaining 86.6% of the variance in performance outcomes. This suggests that employees with strong interpersonal communication, adaptability, problem-solving abilities, and teamwork skills tend to perform more effectively in service-oriented industries such as hospitality, where customer interaction and service quality are critical success factors [23]. Furthermore, work discipline—manifested through punctuality, adherence to work procedures, and consistent task

execution—was found to have an equally strong effect, aligning with previous studies that highlight discipline as a key determinant of operational efficiency and customer satisfaction in hotels [24], [25].

The influence of Soft Skills on productivity is consistent with human capital theory, which posits that non-technical competencies enhance the capacity of employees to deliver superior performance and adapt to dynamic workplace demands [26]. In hospitality contexts, where service encounters are highly interactive, employees with strong emotional intelligence and communication skills can better anticipate and fulfill guest needs, thereby boosting both operational outcomes and customer loyalty [27]. Similarly, the significant role of Work Discipline supports the findings of prior research indicating that adherence to work schedules, standard operating procedures, and performance standards directly contributes to service reliability, which is a critical component of guest satisfaction and retention [28].

These findings carry practical implications for hotel management, emphasizing the necessity of structured training programs aimed at strengthening employees' soft skills, such as problem-solving, conflict resolution, and teamwork, alongside policies that reinforce a culture of discipline through clear performance standards and consistent enforcement mechanisms [29]. Moreover, integrating soft skills development into recruitment, onboarding, and performance evaluation processes can ensure that productivity improvements are sustained over time. Given that 13.4% of productivity variance remains unexplained, future research should consider additional factors such as leadership style, organizational culture, employee motivation, and technological adoption in hospitality operations [30], [31].

4. CONCLUSION

Based on the analysis, this study concludes that Soft Skills and Work Discipline have a positive and significant effect on Employee Productivity at Bedrock Hotel Kuta Bali, jointly accounting for 86.6% of the variability in productivity. Soft Skills—including interpersonal communication, adaptability, problem-solving, and teamwork—were found to enhance employee performance in the service-oriented hospitality industry, where guest interaction and service quality are critical success factors. Similarly, Work Discipline—manifested through punctuality, adherence to standard operating procedures, and consistency in task execution—ensures operational efficiency and guest satisfaction. The practical implications of these findings highlight the importance of structured training programs for developing Soft Skills, alongside policies that reinforce a culture of discipline through clear performance standards and consistent enforcement. As 13.4% of productivity variance remains unexplained, future research should incorporate additional factors such as leadership style, organizational culture, employee motivation, and technological adoption in hospitality operations to provide a more comprehensive understanding of productivity determinants.

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