

Assessing the Impact of Communication and Motivation on Employee Productivity: A Case Study of Turi Beach Resort, Batam

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ABSTRACT

This study investigates the effect of communication and motivation on employee productivity within the hospitality industry, using Turi Beach Resort in Batam, Indonesia, as a case context. The research was driven by the operational challenges faced in resort environments, particularly those related to internal coordination and fluctuating work intensity. A quantitative approach with a causal-associative design was adopted, and data were collected through structured questionnaires from a sample of 147 employees. Multiple linear regression analysis was employed to examine the individual and combined effects of the variables. The results indicate that both communication ($\beta = 0.307, p = 0.001$) and motivation ($\beta = 0.438, p = 0.000$) significantly and positively influence employee productivity. Moreover, the model passed all classical assumption tests, confirming its statistical robustness. These findings highlight the strategic importance of internal communication in fostering clarity and coordination, and of intrinsic motivation in driving consistent employee performance. The study contributes to the human resource management literature by emphasizing the dual role of communication and motivation as complementary drivers of productivity in high-contact service industries. Managerial implications suggest the need for structured communication systems and motivation-enhancing policies to improve organizational outcomes.

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1. INTRODUCTION

The hospitality industry represents a rapidly evolving and labor-intensive sector that significantly contributes to global tourism and economic sustainability. In Indonesia, this sector has demonstrated substantial recovery post-pandemic. According to data from the Central Bureau of Statistics (BPS), international tourist arrivals reached approximately 1.24 million in December 2024, marking an 8.72% increase from the previous year, and signaling renewed growth momentum in the tourism industry.

The Riau Islands, due to their strategic geographical proximity to Singapore and Malaysia, have emerged as one of Indonesia's leading hospitality hubs. Batam, in particular, hosts a wide range of accommodation options, including upscale resorts such as Turi Beach Resort. These establishments are expected to maintain high standards of service quality, which depend heavily on employee productivity.

Employee productivity, especially in the hospitality sector, is influenced not only by operational systems but also by human behavioral factors, including communication and motivation. Communication within organizations enables the transfer of critical information, coordination of tasks, and alignment of employee actions with managerial goals. Studies have shown that effective internal communication enhances job clarity, teamwork, and employee engagement [1], [2].

In addition, motivation—particularly intrinsic motivation—is a well-established predictor of employee performance in service-oriented industries. Motivated employees demonstrate greater job satisfaction, improved service delivery, and stronger organizational commitment [3]. Herzberg’s two-factor theory and Maslow’s hierarchy of needs further emphasize the role of psychological and emotional fulfillment in driving productivity outcomes [4].

Despite the significance of these variables, limited empirical research has been conducted in the Indonesian resort context to examine how communication and motivation jointly influence employee productivity. To address this gap, this study investigates the impact of communication and motivation on employee productivity at Turi Beach Resort Batam. The findings are expected to provide practical insights for hospitality managers and contribute to the development of human resource strategies in emerging tourism economies.

2. METHOD

This study employed a quantitative approach with a causal associative design to analyze the influence of communication and motivation on employee productivity at Turi Beach Resort, Batam. A survey method was utilized for primary data collection, wherein structured questionnaires were distributed to selected respondents. The total population comprised 233 employees, and using Slovin’s formula with a 5% margin of error, a sample of 147 employees was determined. All variables—communication, motivation, and productivity—were measured using Likert-scale instruments adapted from previous validated studies. Instrument reliability and construct clarity were ensured through standard procedures in quantitative behavioral research [5]. Data were processed and analyzed using SPSS version 26. To evaluate the relationships between the independent and dependent variables, multiple linear regression analysis was conducted. Furthermore, classical assumption tests were performed to verify the suitability of the regression model, including the Kolmogorov–Smirnov test for normality, the Glejser test for heteroscedasticity, and multicollinearity diagnostics via tolerance and Variance Inflation Factor (VIF) values [6], [7]. This methodology is consistent with prior empirical studies in hospitality and organizational behavior that utilize regression modeling to assess how communication and motivation influence workplace outcomes [8], [9].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Descriptive Analysis

Descriptive statistics were used to summarize respondent demographics. The gender distribution revealed that 68.03% of the participants were male ($n = 100$), and 31.97% were female ($n = 47$), indicating a gender imbalance in the operational workforce. This trend aligns with prior hospitality workforce studies in Southeast Asia, which report male dominance in physically intensive roles [10].

Table 1. Respondent Demographics by Gender

Gender	Frequency (n)	Percentage (%)
Male	100	68.03%
Female	47	31.97%
Total	147	100.00%

Source: Primary data processed by authors, 2025

3.1.2. Classical Assumption Testing

Prior to conducting hypothesis testing using multiple linear regression, a series of classical assumption tests were performed to ensure the statistical validity and robustness of the model. These included tests for normality, heteroscedasticity, and multicollinearity—each of which is a fundamental assumption of Ordinary Least Squares (OLS) regression. The normality of residuals was assessed using the Kolmogorov–Smirnov test, which yielded significance values of 0.200 for communication, motivation, and productivity. As shown in Table 2, these values exceed the 0.05 threshold, indicating that the data are normally distributed and thus suitable for parametric analysis [11]. To examine the presence of heteroscedasticity, the Glejser test was conducted. Table 3 displays the results, showing significance values of 0.737 for communication and 0.232 for motivation, both of which are above the 0.05 cutoff. This confirms that the variance of residuals is homogeneous and that the model does not suffer from

heteroscedasticity issues [12]. Lastly, to test for multicollinearity, tolerance and Variance Inflation Factor (VIF) values were analyzed. As shown in Table 4, both independent variables recorded tolerance values of 0.761 and VIF values of 1.315, which fall within acceptable thresholds (tolerance > 0.10; VIF < 10.00), suggesting no multicollinearity exists between the predictors [13]. Together, these tests affirm that the dataset satisfies all critical assumptions required for valid and reliable regression analysis.

Table 2. Kolmogorov–Smirnov Normality Test Results

Variable	Sig. (p-value)
Communication	0.200
Motivation	0.200
Productivity	0.200

Table 3. Glejser Test for Heteroscedasticity

Independent Variable	Sig. (p-value)
Communication	0.737
Motivation	0.232

Table 4. Multicollinearity Test Results

Independent Variable	Tolerance	VIF
Communication	0.761	1.315
Motivation	0.761	1.315

3.1.3. Regression Analysis

The results of multiple linear regression analysis confirmed that both communication and motivation have a positive and statistically significant influence on employee productivity at Turi Beach Resort, Batam. As shown in Table 5, the partial effect (t-test) demonstrated that communication had a regression coefficient (β) of 0.307 with a p-value of 0.001, while motivation had a higher coefficient of 0.438 with a p-value of 0.000. These results indicate that both independent variables exert a significant individual effect on productivity, with motivation showing a relatively stronger influence. Furthermore, the simultaneous effect (F-test) yielded an F-statistic value of 36.632 with a significance level of $p < 0.000$, which exceeds the critical F-table value of 3.06. This confirms that communication and motivation jointly explain a significant portion of the variance in employee productivity. These findings align with prior research in the hospitality sector, which emphasizes the importance of interpersonal communication in clarifying tasks and goals [14], as well as the motivational factors that drive employee engagement and performance [15].

Table 5. Results of Multiple Linear Regression Analysis

Variable	Coefficient (β)	t-value	Sig. (p-value)
Constant	10.450	1.485	0.141
Communication	0.307	3.470	0.001
Motivation	0.438	6.215	0.000

Table 6. Simultaneous Test (ANOVA F-test)

Source	F-value	Sig. (p-value)
Regression Model	36.632	0.000

3.2. Discussion

The results of this study demonstrate that both communication and motivation significantly influence employee productivity in the hospitality context, specifically at Turi Beach Resort, Batam. These findings offer empirical validation for established theories in organizational behavior and hospitality management, which emphasize the importance of interpersonal and psychological factors in driving employee performance.

Effective communication was found to have a positive and significant impact on productivity, supporting previous literature which highlights its role in task clarity, performance feedback, and fostering a cooperative work environment [16]. In hospitality settings where service delivery is highly dynamic and customer-facing, internal communication ensures that employees understand expectations, policies, and real-time operational adjustments. According to Mazzei, internal communication serves not only to transmit information but also to build trust and commitment among staff, thereby reducing uncertainty and enhancing work engagement [17].

Motivation was identified as the stronger predictor of productivity between the two variables, which aligns with Herzberg's motivation-hygiene theory and Maslow's hierarchy of needs [18]. Intrinsically motivated employees—those who seek achievement, recognition, or self-fulfillment—are more likely to exhibit persistence, creativity, and resilience, particularly under the stressful and variable conditions of the hotel industry. This is consistent with studies by Guchait and Back [19], who found that motivational interventions lead to improved job satisfaction, reduced turnover intention, and increased service quality among hospitality employees.

The simultaneous influence of communication and motivation further reinforces the multidimensional nature of employee productivity. The regression model demonstrated that these two variables, when combined, significantly account for variations in productivity outcomes. This supports the view that organizational systems and human factors must be aligned to optimize performance [20]. Communication can be seen as a structural enabler, while motivation operates as a psychological driver. In high-contact service environments like resorts, the synergy between both is essential for sustaining service excellence, guest satisfaction, and operational efficiency.

In the context of Turi Beach Resort, the observed challenges such as irregular work schedules and fluctuating workloads can undermine consistency in employee output. However, structured communication mechanisms—such as regular briefings, two-way feedback, and open scheduling policies—may buffer these disruptions. Concurrently, motivational strategies—such as recognition programs, personal development opportunities, and job security—can enhance employees' emotional and cognitive engagement with their roles. These managerial implications are consistent with strategic human resource practices that aim to enhance organizational performance through people-centered interventions [21].

Therefore, this study not only confirms the relevance of communication and motivation in shaping employee productivity but also contributes to the hospitality management literature by emphasizing their combined effects in a real-world resort context in Indonesia. Future research may further explore the mediating roles of job satisfaction, employee engagement, or leadership style to refine the causal pathways between organizational practices and performance outcomes.

4. CONCLUSION

This study empirically examined the influence of communication and motivation on employee productivity within the context of the hospitality industry, specifically at Turi Beach Resort, Batam. The findings revealed that both communication and motivation significantly and positively affect productivity, both individually and simultaneously. Communication was shown to enhance clarity, coordination, and engagement in daily operations, while motivation emerged as a stronger predictor, driving internal commitment and performance consistency among employees. The regression analysis confirmed the statistical robustness of these relationships, with no violations of classical assumptions, thereby validating the model. These results support and extend previous research on the role of human behavioral factors in shaping organizational outcomes in the hospitality sector. Practically, the findings suggest that hotel managers should prioritize structured internal communication strategies and implement motivational programs tailored to employee needs to improve performance and service quality. Future research could explore mediating variables such as job satisfaction or organizational culture to further elaborate the mechanisms linking communication and motivation to productivity.

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