

The Influence of Internal Communication and Teamwork on Employee Performance at Natra Bintan A Tribute Portfolio Resort

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ABSTRACT

The hospitality industry plays a vital role in tourism by providing accommodation and high-quality service experiences that influence guest satisfaction. This study examines the influence of internal communication and teamwork on employee performance at Natra Bintan, a Tribute Portfolio Resort. Using a quantitative descriptive design with a causal–associative approach, the research involved all 90 employees across various departments, applying a total sampling method. Data were collected via a structured questionnaire tested for validity and reliability, and analyzed with SPSS version 26.0 using descriptive statistics, classical assumption tests, and multiple linear regression. The results show that internal communication (mean = 4.30) and teamwork (mean = 4.38) were rated “very good,” while employee performance achieved an “excellent” rating (mean = 4.53). Regression analysis revealed that teamwork had a strong positive and significant effect ($\beta = 0.868$, $p < 0.05$), whereas internal communication, despite its high score, had no statistically significant effect ($\beta = 0.140$, $p > 0.05$). The model explained 76.6% of the variance in employee performance. These findings highlight teamwork as the primary driver of performance in the hospitality sector, suggesting that management should strengthen collaboration, trust, and psychological safety, while sustaining structured and inclusive communication systems.

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1. INTRODUCTION

The hospitality industry constitutes a strategic pillar in advancing the tourism sector, functioning not only as a provider of accommodation but also as a creator of memorable and high-quality service experiences. Hotels represent multifaceted business entities that integrate physical comfort, aesthetic appeal, and social interaction to shape guest satisfaction [1]. Natra Bintan, a Tribute Portfolio Resort located on Bintan Island, Riau Islands, exemplifies the integration of modern comfort with natural charm through its glamping (glamorous camping) concept. Offering views of the Crystal Lagoon—the largest artificial lagoon in Southeast Asia—and luxury safari tents with premium amenities, the resort positions itself as a unique player in Indonesia’s premium tourism market.

With 90 employees distributed across departments such as Food & Beverage (F&B) Service, Front Office, and Housekeeping, human resources play a crucial role in ensuring operational excellence. In hospitality, employee performance serves as a key determinant of competitive advantage, influenced not only by work outcomes but also by motivation, responsibility, and adherence to legal and ethical standards [2], [3]. However, operational observations at Natra Bintan reveal challenges in internal communication and teamwork. For instance, failures in voucher verification during the check-in process, despite existing standard operating procedures, have caused delays and guest dissatisfaction. Negative online reviews highlight issues with room facilities, service inconsistency, and environmental comfort, indicating gaps in cross-departmental coordination.

The employee turnover rate, recorded at 36.67%, significantly exceeds the ideal threshold of 10% [4], potentially stemming from unclear communication, lack of recognition, and workload imbalances due

to weak teamwork. Existing literature underscores the critical role of open, transparent, and two-way communication in enhancing employee engagement and organizational effectiveness [5]–[7]. Similarly, effective teamwork—characterized by trust, coordination, and participatory leadership—has been identified as a driving force in improving productivity and service quality [8].

Employee performance in hospitality is multidimensional, encompassing quality, quantity, timeliness, effectiveness, and independence [9]. Effective internal communication facilitates accurate information exchange between superiors and subordinates (vertical) as well as among peers (horizontal), while also fostering politeness, clarity, and openness to feedback [10], [11]. In parallel, teamwork enables workload distribution, fosters productivity, and promotes efficiency, provided there is mutual trust and shared objectives [12], [13].

Given these theoretical underpinnings and preliminary observations, this study aims to examine the influence of internal communication and teamwork on employee performance at Natra Bintan, a Tribute Portfolio Resort. The novelty of this research lies in contextualizing these variables within a glamping-based hospitality environment—an emerging niche in Indonesia’s tourism sector. By adopting a quantitative approach, this study seeks to provide actionable insights for strengthening human resource strategies, emphasizing that while technology and infrastructure are vital, service excellence in hospitality ultimately depends on effective communication systems and synergistic teamwork.

2. METHOD

This study employed a quantitative descriptive research design with a causal–associative approach to analyze the influence of internal communication and teamwork on employee performance at Natra Bintan, a Tribute Portfolio Resort. The research was conducted from June to July 2025, involving the entire population of 90 employees across various departments using a total sampling (census) technique to ensure comprehensive data coverage [14]. The research variables consisted of internal communication (X_1), teamwork (X_2), and employee performance (Y), each operationalized based on validated theoretical constructs, where internal communication included vertical and horizontal communication as well as communication ethics and clarity of task-related information [15], teamwork comprised cooperation, trust, and cohesiveness [16], and employee performance encompassed quality, quantity, effectiveness, and independence [17]. Data were collected using a structured questionnaire consisting of 30 positively worded items rated on a five-point Likert scale, adapted from prior empirical studies in the hospitality and organizational behavior domains [18]. Instrument validity was tested using Corrected Item–Total Correlation with a threshold of $r > 0.30$, while reliability was assessed using Cronbach’s Alpha with all constructs exceeding the 0.60 threshold, indicating acceptable internal consistency [19]. The data analysis process utilized SPSS version 26.0, including descriptive statistics to summarize respondent characteristics, classical assumption tests (Kolmogorov–Smirnov normality test, Glejser heteroscedasticity test, and multicollinearity diagnostics using Tolerance and VIF), and multiple linear regression to examine the partial and simultaneous effects of the independent variables on employee performance. Hypothesis testing was performed using t-tests and F-tests with a significance level of 5% ($\alpha = 0.05$), and the coefficient of determination (Adjusted R^2) was calculated to determine the proportion of variance in employee performance explained by internal communication and teamwork [20].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Description of Respondent Characteristics

The demographic profile of respondents indicates that male employees dominate the workforce (76%), while female employees represent 24%, reflecting a gender distribution potentially influenced by the physical demands and shift-based nature of hospitality operations [21]. Departmental composition shows that the majority of respondents work in F&B Service (20%), followed by F&B Product (17%) and Front Office (17%), with the lowest representation in Information & Technology (1%). Regarding tenure, 53.3% of employees have worked for less than one year, suggesting a relatively high proportion of new staff members [22].

Table 1. Respondent Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	68	76.0
	Female	22	24.0

Variable	Category	Frequency	Percentage (%)
Department	F&B Service	18	20.0
	F&B Product	15	17.0
	Front Office	15	17.0
	Housekeeping	10	11.0
	Engineering	9	10.0
	Others	23	25.0
Tenure	< 1 year	48	53.3
	1–3 years	27	30.0
	4–6 years	15	16.7

3.1.2. Validity and Reliability Tests

The instrument validity test used Corrected Item–Total Correlation with a threshold of $r > 0.30$. All questionnaire items for internal communication, teamwork, and employee performance met this criterion, confirming construct validity. The reliability test, conducted using Cronbach's Alpha, showed values above 0.60 for all variables, indicating acceptable internal consistency for social science research [23].

Table 2. Validity and Reliability Summary

Variable	No. of Items	r-count > 0.30	Cronbach's Alpha	Status
Internal Communication	12	Yes	0.869	Reliable
Teamwork	9	Yes	0.873	Reliable
Employee Performance	12	Yes	0.891	Reliable

3.1.3. Assumption Testing

The normality test using the Kolmogorov–Smirnov method produced a significance value of 0.200 (> 0.05), indicating that the data were normally distributed. Multicollinearity testing yielded Tolerance values of 0.294 (> 0.10) and VIF values of 3.397 (< 10) for both independent variables, confirming the absence of multicollinearity. The heteroscedasticity test using the Glejser method showed that internal communication had a significance value of 0.000 (< 0.05), indicating heteroscedasticity, while teamwork had a significance value of 0.407 (> 0.05), indicating no heteroscedasticity [24].

Table 3. Classical Assumption Tests Summary

Test Type	Variable	Value / Sig.	Criteria	Result
Normality (K–S)	All variables	0.200	> 0.05	Normal
Multicollinearity	Internal Communication	Tolerance=0.294, VIF=3.397	T>0.10, VIF<10	No Multicollinearity
	Teamwork	Tolerance=0.294, VIF=3.397	T>0.10, VIF<10	No Multicollinearity
Heteroscedasticity	Internal Communication	0.000	< 0.05	Heteroscedasticity
	Teamwork	0.407	> 0.05	No Heteroscedasticity

3.1.4. Hypothesis Test

The coefficient of determination (Adjusted R^2) was 0.766, indicating that internal communication and teamwork together explained 76.6% of the variance in employee performance, while 23.4% was influenced by other factors. The simultaneous effect test (F-test) produced an F-value of 146.515 ($p < 0.05$), confirming that internal communication and teamwork significantly affected employee performance collectively. Partial effect testing (t-test) revealed that teamwork had a positive and

significant effect ($\beta = 0.868$, $t = 7.962$, $p < 0.05$), whereas internal communication had a positive but non-significant effect ($\beta = 0.140$, $t = 1.534$, $p > 0.05$) [25].

Table 4. Regression and Hypothesis Test Results

Variable	Beta	t-value	Sig.	Result
Internal Communication	0.140	1.534	0.129	Not Significant
Teamwork	0.868	7.962	0.000	Significant
Adjusted R ²	0.766			
F-test	146.515		0.000	Significant

3.2. Discussion

The findings of this study underscore the pivotal role of teamwork in enhancing employee performance within the hospitality sector, particularly in the context of Natra Bintan, a Tribute Portfolio Resort. The regression analysis revealed that teamwork exerted a strong positive and statistically significant influence on employee performance ($\beta = 0.868$, $p < 0.05$), aligning with prior studies indicating that cohesive collaboration, mutual trust, and effective coordination among team members are critical for achieving service excellence in high-contact service environments [26], [27]. This outcome is consistent with the assertion of West [28] that team effectiveness is not merely a function of individual competence but also of the collective synergy developed through shared goals and interpersonal trust. However, the relatively lower score for openness in expressing opinions (mean = 3.96) suggests that psychological safety remains an area for improvement, as limited freedom to voice ideas may restrict creativity and collaborative problem-solving [29].

In contrast, internal communication, despite being rated “very good” (mean = 4.30), did not show a statistically significant effect on employee performance ($\beta = 0.140$, $p > 0.05$). This finding may be explained by the “ceiling effect” phenomenon, wherein communication quality is already optimal and thus exhibits limited variability in influencing performance outcomes [30]. Nevertheless, the lower dimension score in valuing others’ opinions (mean = 4.05) signals potential gaps in feedback responsiveness and empathy from managerial staff, which, if addressed, could further strengthen employee engagement and service delivery [31]. This resonates with the view of Suwanto et al. [32] that effective internal communication is not solely defined by information exchange but also by the degree of inclusiveness and participatory decision-making.

The observed employee performance levels, particularly in quality (mean = 4.63) and independence (mean = 4.62), indicate that the workforce demonstrates high professional competence and self-reliance, which are essential in a dynamic hospitality environment where immediate, autonomous decision-making is often required [33]. However, the lower score in handling high workloads (mean = 4.11) reveals a performance vulnerability under operational pressure, echoing findings by Yulianto [34] that workload management is critical for maintaining service consistency in peak operational periods.

The high explanatory power of the regression model (Adjusted R² = 0.766) confirms that teamwork and internal communication together account for a substantial proportion of performance variance, consistent with previous empirical evidence in hospitality and service industries [35], [36]. However, the remaining 23.4% of unexplained variance points to the influence of other factors such as leadership style, work motivation, and organizational culture, as suggested by Hermanto [37] and Wulandari et al. [38].

From a managerial perspective, these results emphasize the need for targeted interventions aimed at fostering psychological safety within teams, enhancing cross-departmental trust, and maintaining structured yet participatory communication systems. Furthermore, practical measures such as cross-functional training, regular feedback sessions, and team-building initiatives could enhance both teamwork quality and communication efficacy. Strategically, hospitality managers should integrate these soft-skill enhancement programs into broader human resource development frameworks to sustain competitive advantage in service quality.

4. CONCLUSION

Based on the analysis, this study concludes that Teamwork and Internal Communication jointly have a positive influence on Employee Performance at Natra Bintan, a Tribute Portfolio Resort, accounting for 76.6% of the variance in performance. Teamwork—encompassing cooperation, trust, and

cohesiveness—was found to have a strong and significant effect, underscoring its role as the primary driver of performance in the hospitality sector, where service delivery and operational coordination are critical success factors. In contrast, Internal Communication—covering vertical and horizontal communication, communication ethics, and task clarity—while rated in the “very good” category, showed no statistically significant effect, suggesting that when communication systems are already functioning optimally, their marginal impact on performance may be limited. The practical implications of these findings highlight the importance of strengthening teamwork through cross-departmental collaboration, trust-building initiatives, and psychological safety programs, while maintaining structured and inclusive communication processes to sustain service quality. As 23.4% of performance variance remains unexplained, future research should incorporate additional factors such as leadership style, employee motivation, workload management, and organizational culture to provide a more comprehensive understanding of performance determinants in the hospitality industry.

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