

The Influence Of Internal Communication On Employee Productivity At The Axana Hotel Padang

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ABSTRACT

This study aims to analyze the effect of internal communication on employee productivity at The Axana Hotel Padang. The research employs an associative quantitative approach with a population of 61 employees, using a total sampling technique. Data were collected through a Likert-scale questionnaire that had been tested for validity and reliability. The results of multiple linear regression analysis show that internal communication (regression coefficient = 0.401; $t = 3.892$; $p = 0.000$) has a positive and significant effect on employee productivity. Path analysis indicates that the direct influence of internal communication on employee productivity is 0.605, while the indirect effect through other variables is 0.088, resulting in a total effect of 0.693. These findings demonstrate that effective internal communication can significantly enhance employee productivity. The results of this research are expected to serve as a reference for hotel management in formulating more effective and productive human resource policies.

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1. INTRODUCTION

The hospitality industry is one of the service sectors that contributes significantly to economic growth and the development of the tourism sector in Indonesia. Hotels not only function as places to stay but also serve as representations of a region's image and as indicators of the quality of services offered by a tourist destination. In this context, human resources (HR) play a crucial role in determining operational success and customer satisfaction. Hotel employees do not merely serve as technical implementers but also as the primary representatives of the company's image. Prior evidence shows that dimensions of service quality such as responsiveness, assurance, and empathy have a significant effect on customer satisfaction in three-star hotels [1]. Subsequent studies emphasize that good service quality can increase customer loyalty through satisfaction [2]. Meanwhile, other work indicates that improving service quality directly contributes to the reputation and competitiveness of hotels amidst increasingly intense industry competition [3].

To maintain optimal service quality, internal communication plays a very important role in ensuring that all operational processes run effectively and harmoniously. Good internal communication enables clear delivery of information, directions, and feedback between management and employees as well as among departments. Ineffective communication can lead to misunderstandings, decreased work morale, and slower completion of operational tasks [4]. In the hospitality industry—which demands fast coordination between departments such as front office, housekeeping, and food & beverage service—communication disruptions can directly affect the quality of service received by guests. Conversely, open and effective communication will enhance the sense of togetherness, clarify work instructions, and minimize the potential for internal conflict.

This phenomenon is also observed at The Axana Hotel Padang, one of the star-rated hotels in the city of Padang, which serves as a primary destination for both tourists and business travelers. Based on preliminary observations and interviews with several employees, there were complaints related to the lack of interdepartmental communication, leading to misunderstandings in task execution and reducing the

effectiveness of work coordination. This condition indicates that a well-integrated internal communication system is essential to maintain employee performance and productivity at an optimal level.

Therefore, this study is important to determine the extent to which internal communication affects employee productivity at The Axana Hotel Padang. Through this research, it is expected to obtain empirical insights regarding how effectively internal communication can encourage improved performance and work productivity. The findings of this study are expected to serve as a reference for management in designing more effective, equitable, and service-quality-oriented human resource policies for the hotel's sustainable development.

2. METHOD

This study employs a quantitative approach with an associative research design to identify the relationship and influence between the independent and dependent variables; the quantitative approach was chosen because it focuses on processing numerical data analyzed statistically to test hypotheses and enables objective measurement and empirically verifiable findings [1]. The independent variable is internal communication (X) and the dependent variable is employee productivity (Y). The research was conducted at The Axana Hotel Padang beginning in July 2025 using a total sampling technique due to a population size of fewer than 100, resulting in all 61 employees being included as the sample. Data were collected via a closed-ended Likert-scale questionnaire; prior to distribution, the instrument's validity and reliability were examined through a pilot involving 30 employees of Pangeran Beach Hotel Padang with comparable job characteristics. Valid and reliable data were analyzed in SPSS v20.0 through descriptive analysis, normality testing, heteroscedasticity testing, and multicollinearity testing, while hypothesis testing used simple linear regression to assess the effect of internal communication on employee productivity; decisions were based on the significance value (Sig), with hypotheses accepted if $\text{Sig} \leq 0.05$ and rejected if $\text{Sig} > 0.05$.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Description of Data for the Internal Communication Variable (X)

Data regarding the internal communication variable were obtained through the distribution of research instruments to 61 respondents, and all questionnaires were successfully returned in complete form. Based on the results of the questionnaire responses, a descriptive summary was obtained that illustrates the respondents' perceptions of the effectiveness of internal communication within the work environment of The Axana Hotel Padang. This data serves as the foundation for further analysis to determine the extent of the influence of internal communication on employee productivity.

Table 1. Statistical Calculation Results for the Internal Communication Variable

Statistics	
TL	
N	Valid
	Missing
	0
	Mean
	39.84
	Median
	40.00
	Mode
	40
	Std. Deviation
	4.06
	Variance
	16.47
	Range
	15.00
	Minimum
	33.00
	Maximum
	48.00
	Sum
	2.430

Based on the table above, the average score of the internal communication variable is 39.84, which falls into the high category. The minimum value of 33 and maximum value of 48 indicate variations in respondents' perceptions. Meanwhile, the standard deviation of 4.06 shows that the respondents' answers are relatively homogeneous, suggesting a consistent view regarding internal communication practices within The Axana Hotel Padang.

3.1.2. Description of Data for the Employee Productivity Variable (Y)

The employee productivity variable was measured based on three main indicators, namely quantity of work output, quality of work output, and time efficiency. The research instrument was distributed to 61 respondents, all of whom are employees of The Axana Hotel Padang. The data obtained from the completed questionnaires were processed and analyzed descriptively to provide a general overview of the employees' productivity level. This descriptive analysis serves as the basis for assessing how well employees achieve work targets, maintain the quality of their work outcomes, and utilize their working time effectively and efficiently to support the hotel's operational performance.

Table 2. Statistical Calculation Results for the Employee Productivity Variable

Statistics		
TL		
N	Valid	61
	Missing	0
Mean		41.90
Median		42.00
Mode		42
Std. Deviation		3.85
Variance		14.82
Range		14.00
Minimum		34.00
Maximum		48.00
Sum		2.556

Based on the table above, the average score for the employee productivity variable is 41.90, which falls into the high category. The minimum value of 34 and the maximum value of 48 indicate differences in perception among respondents; however, overall, employee productivity tends to be good. The standard deviation of 3.85 shows that the distribution of respondents' answers is relatively homogeneous, indicating consistent perceptions regarding productivity levels among employees at The Axana Hotel Padang.

3.1.3. Normality Test

The normality test was conducted to determine whether the data used in this study were normally distributed or not. A normal data distribution is one of the key assumptions that must be met in multiple linear regression analysis, as a good regression model requires that the residual data be normally distributed. Data that follow a normal distribution will produce unbiased estimates and valid statistical testing results. The following are the results of the normality test for the variable Internal Communication (X) on Employee Productivity (Y).

Table 3. Results of the Normality Test for the Variables of Workload, Job Stress, and Internal Communication on Employee Productivity

One-Sample Kolmogorov-Smirnov Test		
	ABSRES_1	
N	61	
Normal Parameters	Mean	2.6845
	Std. Deviation	1.74213
Most Extreme Differences	Absolute	.087
	Positive	.072
	Negative	-.087
Test Statistic	.087	
Asymp. Sig. (2-tailed)	.200	

Based on the table above, it is known that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance threshold of 0.05. This indicates that the residual data are normally

distributed. Therefore, it can be concluded that the regression model used in this study meets the normality assumption. This result also reinforces that the data distribution for each variable, namely internal communication (X) and employee productivity (Y), does not show any significant deviation from a normal distribution. In other words, the research data obtained from 61 respondents can be used for regression analysis, as the data distribution meets the required statistical assumptions.

3.1.4. Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was inequality in the variance of residuals across observations. A good regression model is one that does not experience heteroscedasticity, as unequal residual variances may cause inefficiency and lead to errors in drawing conclusions.

In this study, the heteroscedasticity test was carried out using the Glejser test with the assistance of the SPSS version 29.00 software. This method was performed by regressing the absolute value of the residuals against the independent variable, namely internal communication (X). The test results showed no indication of heteroscedasticity, indicating that the regression model used in this study meets the classical assumption and is appropriate for further analysis.

Table 4. Heteroscedasticity Test Results (Glejser Test)

Model	Coefficients ^a					
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-2.951	1.823		-1.619	.111
	X	.081	.063	.226	1.286	.203

a. Dependent Variable: ABSRES_1

Based on the results of the heteroscedasticity test using the Glejser method presented in the table above, it is known that the significance value for the independent variable internal communication is 0.203, which is greater than 0.05. Therefore, it can be concluded that the regression model in this study does not exhibit symptoms of heteroscedasticity, meaning that the residual variances among respondents are homogeneous (homoscedastic).

This finding indicates that the regression model used in this study meets the classical assumption of homoscedasticity, thus it can be considered appropriate and valid for further regression analysis. Moreover, the absence of heteroscedasticity also implies that the data distribution within the regression model remains constant across all values of the independent variable. This condition ensures that the interpretation of the relationship between internal communication and employee productivity can be carried out with more accurate, efficient, and statistically reliable results.

3.1.5. Hypothesis Testing

Hypothesis testing in this study was conducted using simple linear regression analysis to determine the extent of the effect of internal communication on employee productivity at The Axana Hotel Padang. This analysis was chosen because it allows the researcher to measure the causal relationship between one independent variable and one dependent variable numerically and objectively, so that the results can be statistically tested.

The hypothesis testing process began with the formulation of a regression model, where employee productivity (Y) was designated as the dependent variable and internal communication (X) as the independent variable. The model was then analyzed using SPSS version 20.0, with steps including the calculation of regression coefficients, t-values (t-test), significance values (Sig.), and the coefficient of determination (R^2). A significance value of $\text{Sig.} \leq 0.05$ indicates that the independent variable has a significant effect on the dependent variable, whereas $\text{Sig.} > 0.05$ indicates that the effect is not significant.

The results of the regression analysis are expected to provide an empirical overview of the extent to which internal communication influences employee productivity. This information can be used by hotel management as a basis for formulating policies to improve communication effectiveness, interdepartmental coordination, and internal information systems. Consequently, managerial decisions

regarding human resource management can be made more effectively, efficiently, and based on data, while also being oriented toward the continuous improvement of hotel service quality.

Table 5. Regression Coefficient of Internal Communication Variable on Employee Productivity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.972	2.056		2.418	.018
	X	.401	.103	.331	3.892	.000

a. Dependent Variable: Y

Based on the table above, it is known that the regression coefficient of internal communication (X) is 0.401, with a t-value = 3.892 and a significance level of $0.000 < 0.05$. This indicates that internal communication has a positive and significant effect on employee productivity. In other words, the better the internal communication established within the work environment, the higher the level of employee productivity.

Effective internal communication can create harmonious working relationships among colleagues and with supervisors, facilitate the smooth delivery of information, and minimize misunderstandings in task execution. Thus, proper management of internal communication becomes a key factor in improving employee performance and work efficiency in the hotel

3.2. Discussion

The findings indicate that internal communication exerts a positive and significant effect on employee productivity at The Axana Hotel Padang. This resonates with prior evidence showing that clear and timely internal messaging is associated with higher work output in service organizations [3], [6]. In hospitality settings, strong communication routines are linked to attachment and disciplined service execution, which together sustain productive operations and guest satisfaction [5], [12].

Mechanistically, the effect can be understood through three complementary pathways. First, role clarity and aligned expectations reduce ambiguity and rework, which increases process throughput and on-time task completion [3], [9]. Second, cross functional coordination supported by standardized information flow ensures that critical task details travel without delay across front office, housekeeping, and food and beverage, thereby protecting responsiveness and reliability at the point of service [3], [5]. Third, an open two way communication climate strengthens trust and discretionary effort so that attention to service details accumulates into higher shift level productivity [10], [6].

The stress and workload literature provides an additional lens for interpreting these mechanisms. Poor or inconsistent communication often co occurs with elevated strain that depresses performance, whereas structured information flow can buffer the adverse effects of workload on output quality and speed [13], [14]. Evidence from public sector and manufacturing contexts further suggests that unmanaged stress undermines precision and persistence at work, which are fundamental to sustained productivity in hotels [16], [17]. Studies on public service employees also show that stress impairs performance through lower career satisfaction and motivational resources, highlighting the importance of communication routines that preempt uncertainty and reduce cognitive load [15], [16].

Taken together, these strands imply that communication quality is not merely a soft outcome but an upstream operational capability that enables service productivity. Communication routines translate into better queue discipline, faster recovery from disruptions, and more reliable handovers between units, all of which are measurable as efficiency and timeliness indicators in daily hotel operations [3], [5]. In organizations with frequent task interdependence, such as four star hotels, small reductions in miscommunication can generate nonlinear productivity gains by limiting bottlenecks at service peaks [5], [12].

Managerial implications follow directly from these results. First, institutionalize structured briefings at the start and end of each shift that cover occupancy forecasts, special requests, and escalations, with succinct minutes circulated to all affected units [3], [9]. Second, implement a clear escalation map and closed loop communication scripts so that message senders confirm receipt and

understanding, reducing errors at handover points [4], [10]. Third, maintain a digital handover log that records pending tasks, time stamps, and responsible persons, enabling auditability and rapid course correction during high load periods [5], [6]. Fourth, integrate short feedback channels such as pulse surveys and after action reviews to surface coordination frictions before they accumulate into service failures [8], [10]. Finally, align these routines with stress management practices and workload balancing, since communication and strain interact to shape realized productivity [13], [14].

Theoretically, this study contributes to the hospitality communication–performance nexus by positioning internal communication as a proximal driver of productivity, not only as a correlate of satisfaction or loyalty. By bridging evidence on communication quality and studies on workload and stress, the results suggest a dual channel explanation in which communication improves task execution directly while also mitigating strain related performance losses [5], [13]. This layered perspective helps reconcile mixed findings in service settings where productivity depends simultaneously on coordination efficiency and human energy conservation [12], [14].

The results also speak to boundary conditions and scalability. Effects are likely stronger where task interdependence and variability are high, such as during peak occupancy and banquet events, because the marginal value of fast, accurate information rises with complexity [3], [5]. Conversely, in highly standardized back office tasks with low coupling, the productivity lift from communication quality may be smaller relative to technology or layout interventions [6], [12]. These contingencies suggest that managers should tailor the intensity of communication routines to the degree of interdependence and volatility present in each department [4], [8].

Limitations should be acknowledged to contextualize the evidence. The cross sectional design limits causal inference because unobserved factors such as leadership or incentive systems could co vary with communication and productivity [1], [2]. The single site focus constrains generalizability to hotels with different star ratings, ownership structures, or market segments [5], [12]. Self reported measures may also introduce common method bias despite instrument testing, which points to the value of complementing surveys with objective indicators such as room turnaround time and service lead time in future work [1], [2].

Future research can extend these insights along three lines. First, longitudinal or time lagged designs can better track how communication improvements translate into productivity during high and low demand cycles [1], [2]. Second, multi site studies can test heterogeneity by star classification and by the maturity of communication practices to clarify where returns are greatest [5], [12]. Third, experimental or quasi experimental interventions that introduce closed loop scripts or digital handover logs could estimate treatment effects on objective performance metrics with fewer measurement biases [3], [4].

In sum, the convergence between the present results and prior studies in hospitality and broader service contexts supports the conclusion that investing in internal communication capabilities is a practical and high leverage strategy for improving employee productivity. When reinforced with stress sensitive workload management, these routines form a coherent operating system that enhances reliability and speed in guest facing processes [5], [13].

4. CONCLUSION

The results show that internal communication has a positive and significant effect on employee productivity at The Axana Hotel Padang. This finding aligns with prior evidence that stronger internal communication is associated with higher work productivity in service settings and that communication practices that are clear, timely, and two way tend to raise performance outcomes [20], [23], [25]. In hotel contexts, communication quality has also been linked to stronger employee attachment and more consistent service delivery, both of which support operational productivity and guest outcomes [24], [26]. Conceptually, the effect can be understood through three complementary pathways. First, role clarity and aligned expectations reduce task ambiguity and rework, which increases process throughput and on time service [20], [23]. Second, cross functional coordination between front office, housekeeping, and food and beverage ensures that critical information about guest requests and service timing flows without delay, which protects responsiveness and reliability at the point of service [24], [26]. Third, an open communication climate supports trust and discretionary effort, which improves attention to service details and cumulative productivity across shifts [10], [23], [25]. The stress and workload literature provides an additional lens, since poor communication often co occurs with higher strain that depresses performance, while structured information flow can buffer the adverse effects of workload and stress on output quality and speed [13], [15], [21]. Managerially, the findings suggest standardizing shift briefings, using clear

escalation routes and logged handovers, and training closed loop communication and service recovery to ensure that productivity gains are sustained across departments [20], [23], [24]. Although the single site and cross sectional design limit external validity and causal inference, the convergence between these results and prior studies in both hotel and non hotel service contexts strengthens the conclusion that investing in internal communication capabilities is a practical lever for improving employee productivity [20], [26], [27].

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