

## The Impact of Communication on Employee Performance in F&B Service Department at PRA Hotel, Legian

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### ABSTRAK

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Penelitian ini bertujuan untuk mengkaji pengaruh komunikasi terhadap kinerja karyawan di departemen Layanan Makanan dan Minuman (F&B) di PRA Hotel, Legian. Penelitian ini melibatkan sampel sebanyak 55 karyawan, mulai dari tingkat kapten hingga peran supervisi dan di atasnya, yang secara rutin mengikuti sesi briefing sore. Penelitian ini menggunakan data kuantitatif dari Survei Pendapat Karyawan (Associate Opinion Survey) serta wawasan kualitatif yang diperoleh melalui wawancara tidak terstruktur dengan Manajer F&B, serta beberapa kapten dan supervisor. Data primer diperoleh melalui kuesioner yang dibagikan kepada responden terpilih menggunakan metode sampling purposif. Analisis data menggunakan model regresi linier sederhana dengan SPSS versi 30 untuk Windows. Temuan menunjukkan bahwa variabel komunikasi (X) memiliki pengaruh positif dan signifikan secara statistik terhadap kinerja karyawan (Y) di departemen Layanan Makanan dan Minuman di Hotel PRA, Legian.

**Kata Kunci:** Komunikasi, Kinerja Karyawan, Departemen Layanan Makanan dan Minuman, PRA Hotel, Legian

### ABSTRACT

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This study aims to examine the influence of communication on employee performance within the Food and Beverage Service department at PRA Hotel, Legian. The research involved a sample of 55 employees, ranging from captain level to supervisory roles and above, who regularly participated in afternoon briefing sessions. The study utilized both quantitative data from the Associate Opinion Survey and qualitative insights gathered through unstructured interviews with the Food and Beverage Manager, as well as several captains and supervisors. Primary data were obtained through questionnaires distributed to selected respondents using purposive sampling. The data analysis employed a simple linear regression model using SPSS version 30 for Windows. The findings indicate that the communication variable (X) has a positive and statistically significant impact on employee performance (Y) in the Food and Beverage Service department at PRA Hotel, Legian.

**Keywords:** Communication, Employee Performance, Food and Beverage Service Department, PRA Hotel, Legian

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### INTRODUCTION

Qualified and professional human resources focus on competence to enhance employee efficiency and quality in achieving corporate goals (Hia & Ndraha, 2023). Emphasizing the improvement of human resource competencies is crucial to support employee efficiency and quality, especially in the hospitality industry, which heavily relies on the quality of human resources to deliver excellent service and create memorable experiences for guests (Yosepa et al., 2020). Human resources are a key factor in achieving success in the hospitality industry. The success of the industry greatly depends on the performance of every employee involved (Widodo & Yandi, 2022). Employee performance reflects how effectively employees contribute to the organization's and company's objectives. Evaluating employee performance is essential to assess goal achievement, improve productivity, and identify areas for development. Employee performance has a significant impact on determining the company's success and growth (Zaky, 2023).

Performance assessments indicate that the total number of employees has fluctuated, with the majority consistently showing a percentage above 90% each year. However, the percentage of employees categorized as underperforming has fluctuated—from 6% in 2020, decreasing to 4% in 2021, increasing again to 5% in 2022, and rising further to 9% in 2024. Special attention must be given to this upward trend of underperforming employees, which has exceeded the standard threshold of fewer than five employees. The increase in underperforming employees from 5 (6%) in 2020 to 9 (9%) in 2024 signals potential performance issues within the Food and Beverage Service department.

Results from an unstructured interview with the Food and Beverage Manager suggest that one factor affecting employee performance in this department lies in communication issues. The lack of effective information delivery has caused recurring miscommunication among Food and Beverage Service staff. The Food and Beverage Service department at PRA Hotel, Legian has implemented several communication methods, including WhatsApp, email, and afternoon briefings. The afternoon briefing is a form of communication activity intended to discuss daily work outcomes before the end of the work shift.

## LITERATURE REVIEW

A trend analysis of employee communication rates in the Food and Beverage Service department over the past five years shows a decrease. In 2020, the communication rate was 96.4%, which declined to 96.0% in 2021. It slightly increased to 96.2% in 2022, then declined again to 94.7% in 2023, and reached its lowest point at 90.3% in 2024. Based on the above explanation, there is an indication of declining employee commitment to maintaining effective communication. The significant decrease over the past two years strongly suggests a communication-related issue. Communication barriers potentially affect employee performance and the overall work environment (Islami et al., 2021).

These explanations indicate that communication has a significantly positive impact and plays a vital role in determining employee performance success. This is also supported by previous research. Communication has a positive influence on employee performance (Sari & Asnur, 2023). Communication has a significant effect on employee performance (Putra & Haryadi, 2022). However, other studies by Najati & Susanto (2022) found that communication does not significantly affect employee performance. Similar results were found by Anandita et al. (2021), who concluded that communication does not have a positive and significant effect on employee performance. These contrasting findings indicate a potential research gap to be explored in further studies. This research aims to examine how communication affects employee performance in the Food and Beverage Service department at PRA Hotel, Legian.

## RESEARCH METHOD

This research is intended to assess the effectiveness of communication and employee performance in the Food and Beverage Service department, involving 55 employees as respondents (from captain level to supervisors, representing afternoon briefing activities). The research site is PRA Hotel, Legian, located at Legian. The study on the influence of communication on employee performance in the Food and Beverage Service department at PRA Hotel, Legian was conducted

over two months, from March to April. Data collection was carried out by distributing online questionnaires to 55 respondents via social media and WhatsApp during this period.

The types of data collected include quantitative data such as employee performance evaluation results and data from the Associate Opinion Survey. Qualitative data were also gathered through unstructured interviews with the Food and Beverage Manager and several captains and supervisors. Primary data in this study were obtained through questionnaires distributed via Google Forms to 55 respondents, while secondary data included performance assessment criteria, comparative performance data between departments, and records of afternoon briefing activities.

The data analysis techniques used in this study include validity and reliability tests to ensure the feasibility of the questionnaire as a research measurement tool. Classical assumption tests (normality and heteroscedasticity tests) were also employed. Simple linear regression analysis was used to understand and predict the relationship between the independent and dependent variables mathematically. The t-test was conducted to determine whether the independent variable has a significant partial effect on the dependent variable, along with the coefficient of determination analysis using SPSS.

## RESULT AND DISCUSSION

The Asymp. Sig (2-tailed) significance value of 0.200 exceeds the standard threshold of 0.05, indicating that the data follows a normal distribution, as confirmed by the Kolmogorov-Smirnov normality test and the decision-making criteria applied. Simple linear regression is the most basic form of regression analysis, involving only one independent variable (X) and one dependent variable (Y) (Rahmawati et al., 2022). Based on the simple linear regression analysis conducted using SPSS version 30 for Windows, the constant value is 10.441, and the coefficient for Communication (X) is 0.525. This yields the following regression equation:

$$Y = 10.441 + 0.525X$$

From the formula  $Y = a + bX$ , this regression equation suggests the following interpretations:

1. **Constant = 10.441.** This means that if the Communication variable (X) is absent, the Employee Performance of the Food and Beverage Service department is estimated at 10.441.
2. **Communication (X) = 0.525.** The regression coefficient of 0.525 for the Communication variable indicates a positive relationship between Communication (X) and Employee Performance, meaning that an increase in communication corresponds to an increase in performance.

The t-test value for Communication (X) is 9.665, with a significance level of 0.000, which is below  $\alpha = 0.05$ . This indicates a statistically significant and positive influence of Communication (X) on the performance of employees in the Food and Beverage Service department at PRA Hotel, Legian.

The R square value of 0.638 implies that 63.8% of the variance in the dependent variable (Employee Performance) can be explained by the independent variable (Communication), while the remaining 36.2% is influenced by other variables not considered in this study. This strong coefficient

of determination supports the conclusion that communication plays a substantial role in employee performance in this context.

### Discussion

The demographic profile of respondents reveals that the majority are male (60%), with most holding a diploma-level education (65.5%) and aged between 31 and 40 years (40%). Almost half (49.1%) have more than five years of work experience. These demographic aspects—gender, education level, and age—not only serve as background data but also influence communication styles and workplace performance.

Gender differences affect communication patterns: female employees often use emotional and relationship-building approaches, whereas male employees tend to be more direct and solution-focused. These different styles impact job performance. For instance, overly cautious communication can slow down decision-making, while a more straightforward approach, often seen in males, may accelerate task completion and productivity. Organizations should therefore foster inclusive communication strategies that value diverse styles, regardless of gender, to optimize employee contributions.

From the communication variable (X), the highest mean score (4.18) was recorded for the statement: *"I feel that management always prioritizes customer satisfaction."* This reflects a strong commitment from management to maintain service quality and customer trust. Conversely, the lowest score (2.98) was found for: *"I feel that communication among employees is well established,"* highlighting a need for improved internal communication and coordination.

Regarding performance (Y), the highest-rated item (4.18) was: *"I can understand instructions given by the leader,"* indicating effective clarity in leadership communication. However, the lowest score (3.56) pertained to: *"I am able to develop alternative solutions to problems,"* suggesting that employees still lack strong problem-solving capabilities in operational settings.

Overall, communication and employee performance in the Food and Beverage Service department are in a generally good category. Nonetheless, improvements are needed in inter-employee communication and in equipping employees with stronger problem-solving skills to enhance productivity and service quality.

The simple regression equation  $Y = 10.441 + 0.525X$  further supports this: the constant (10.441) represents the baseline performance without communication, while the positive coefficient (0.525) confirms that improved communication directly contributes to better employee performance. The significance of this relationship is validated by the t-value ( $9.665 > 1.674$ ) and a p-value below 0.05. The  $R^2$  value (0.638) confirms that communication accounts for 63.8% of the performance variance.

These findings are consistent with prior research. Dewanto et al. (2024) emphasize that communication significantly and positively impacts employee performance. Similarly, Sari & Asnur (2023) stress the importance of maintaining effective communication to avoid misunderstandings in task execution. Semara et al. (2023) also concluded that communication partially but significantly influences performance.

In the context of PRA Hotel, Legian, effective communication enhances coordination and reduces misunderstandings, which are common sources of conflict. Weak communication fosters individualism and reduces teamwork, as observed in this study, where internal communication

among employees remains underdeveloped. Strengthening this aspect could lead to greater openness, collaboration, and mutual understanding—critical for long-term performance.

Poor communication can decrease employee morale and engagement. Thus, communication plays a vital role not only among employees but also in their interactions with management and customers (Sari & Asnur, 2023). Improvements can be made by fostering open dialogue, delivering constructive feedback, and leveraging digital tools like WhatsApp and email. Strong internal communication within the department is essential for fostering efficiency, productivity, and service excellence (Wicaksono et al., 2024).

The statistically significant positive effect of communication on employee performance suggests that improving internal and external communication within the Food and Beverage Service department at PRA Hotel, Legian will directly enhance performance outcomes.

## CONCLUSION

This study concludes that the Communication variable has a significant and positive impact on the performance of employees in the Food and Beverage Service department, supported by a t-value of 9.665, which exceeds the t-table value of 1.674. The regression coefficient ( $\beta$ ) of 0.525 confirms that improvements in communication lead to higher performance. Communication accounts for 63.8% of the variation in performance, categorized as a strong influence, while the remaining 36.2% is influenced by other factors not included in this study.

The results highlight the need to strengthen internal communication, especially given the lowest-scoring item: *"I feel that communication among employees is well established."* Management of the Food and Beverage Service department should consider implementing effective communication training and organizing regular coordination meetings, supported by written reports and evaluation discussions. Moreover, the lowest-rated item in the performance variable was the ability to develop alternative solutions. It is therefore recommended that the department conduct monthly problem-solving workshops to foster employee independence and creative thinking without over-reliance on supervisors.

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