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# Optimizing Employee Work Effectiveness through Communication and Coordination in the Room Division of the Savana Hotel and Convention Malang

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## Abstract.

Savana Hotel and Convention Malang is a four-star hotel equipped with supporting facilities. The purpose of this study is to determine and analyze the effect of communication and coordination on employee work effectiveness, both partially and simultaneously. This study is explanatory research. The population in this study comprised all 64 employees of the room division at the Savana Hotel and Convention, and the research sample was saturated, meaning all members of the population were included. The data analysis techniques used in this study included testing the research instrument, multiple linear regression, and hypothesis testing. The results of this study showed that communication did not affect employee work effectiveness, while coordination did. Communication and coordination jointly influenced employee work effectiveness. Of these two variables, coordination proved to be the dominant influence on employee work effectiveness. This indicates that in an organization, coordination between individuals and departments is necessary to improve employee work effectiveness. In conclusion, communication and coordination play an important role in improving employee work effectiveness, thereby advancing the Company's ultimate goal.

**Keywords:** Communication, Coordination, Employee Work Effectiveness

## 1 Introduction

The development of tourism in Indonesia is growing rapidly, along with the increase in the number of both domestic and foreign tourist visits. The construction of many star hotels in Indonesia follows this development of tourism. According to (Badan Pusat Statistik 2022), in 2023, there were 4,129 star-rated hotel units in Indonesia, and this number indicates an increase of 25 units compared to 2022. According to (Wicaksono and Leonandri 2019) In 2023, hotel growth will be dominated by four-star hotels, totaling 1,606 units, equivalent to 38.89% of the total national star-rated hotels. Hotels are a key industry in tourist destinations. Malang is a popular tourist destination in East Java Province, the second-largest city in East Java after Surabaya, and the 12th-largest city in Indonesia.

In tourism activities, hotels are an important tourism supporting industry and are needed by tourists, as stated by Wahyuni S (2020). Hotels offer a range of facilities, from bedrooms to food and beverage services, spas, gyms, and more. To ensure employee success, hotels require effective communication and coordination between employees and management to create a positive atmosphere and ensure the timely completion of work. Communication is the process



of creating, delivering, receiving, and processing messages within an individual (Wahyuni, S., 2020). Communication is important in a company because the better an employee's ability to convey a message, the better the employee's performance.

Not only communication, but coordination is also one of the functions of coordination management, as the achievement of group efforts in an orderly manner, and unity of action to achieve common goals (Anwar, Muhaimin, and Casilam 2023). According to (Fajrin et al. 2021) stated that coordination is a process of integrating the goals and activities of separate units in functional areas in an organization to achieve organizational goals efficiently. Meanwhile (Novika 2022) He stated that the factors influencing coordination are unity of action, communication, division of labor, and discipline, thereby influencing employee work effectiveness. Various problems currently faced require companies to find fast, precise, and accurate solutions, especially companies engaged in the service sector, such as hotels. Problems related to human resources in hotels and work-life balance (Sirgy and Lee 2018) Often unavoidable. Located in Malang City, Savana Hotel & Convention Malang is a top choice among several accommodation options for tourists. Savana Hotel & Convention is a 4-star hotel offering luxurious amenities and a range of supporting facilities. The hotel management staff is dedicated to meeting guests' needs.

Communication and coordination between management and employees are essential in hotel management to improve employee performance. Based on the background of the above problems, the author can formulate research problems, including: 1) Do communication and coordination have a partial effect on employee work effectiveness at the Savana Hotel & Convention Malang? 2) Do communication and coordination have a simultaneous effect on employee work effectiveness at the Savana Hotel & Convention Malang? 3) Which communication and coordination factors have a dominant effect on employee work effectiveness at the Savana Hotel & Convention Malang?

## **2 Literature review**

### **2.1 Hotel**

A hotel is a place where several people can enjoy various facilities, such as bedrooms and other amenities, as well as food and beverage services, spas, gyms, and so on. (Abdou, Hassan, and Dief 2020). In a hotel, there are several departments or sections whose duties and responsibilities are to carry out the hotel's operational activities. Another opinion was expressed by (Estikowati et al. 2022) that a hotel is a company owned by its owner, providing food and beverage services and sleeping room facilities to people traveling who can pay a reasonable amount for the services received, without any special agreement.

### **2.2 Communication**

Communication is the process of forming, delivering, receiving, and processing messages within a person and/or between two or more people to obtain information. (Estikowati 2016).



In addition, communication is a process of conveying messages from one person to another through certain channels to achieve the desired effect (Putri and Amalia 2020).

### 2.3 Coordination

Coordination is one of the functions of coordination management, as the achievement of group efforts in an orderly manner and unity of action in achieving common goals (Fajrin et al. 2021). The coordination process aims to maintain communication and relationships between leaders and their subordinates in coordination activities. In addition, coordination according to (Nainggolan, Johannes, and Rosita 2022) is a form of unification, alignment, and coordination of all activities within the organization to achieve desired goals efficiently and harmoniously.

### 2.4 Employee Work Effectiveness

Work effectiveness is a condition that indicates the level of success of management activities in achieving goals, including the quality, quantity, and timeliness of completed work. (Junita, Pentana, and Sitorus 2022). Another opinion regarding employee work effectiveness was conveyed by (Saputra Siregar 2021) which says that, with effective work, employees can ensure the extent of understanding among implementers by adjusting their tasks to achieve effective, efficient work.

### 2.5 Hypothesis

1. Communication is suspected to influence employee work effectiveness at the Savana Hotel and Convention Malang.
2. Coordination is suspected to influence employee work effectiveness at the Savana Hotel and Convention Malang.
3. Communication and coordination are suspected to influence employee work effectiveness at the Savana Hotel and Convention Malang.
4. Communication is suspected to have a dominant influence on employee work effectiveness at the Savana Hotel and Convention Malang.

Based on the description above, the concept of the conceptual framework in this research can be explained in Figure 1 below:

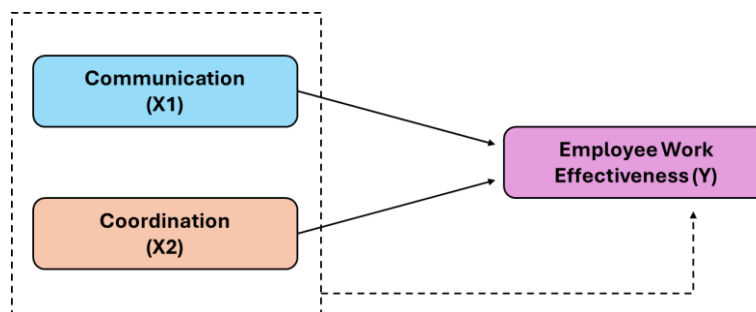


Figure 1. Conceptual Research Framework  
Source: Various articles, edited (2024)



### 3 Method

This research focuses on hotel management, particularly communication, coordination, and employee effectiveness. This research is explanatory, a type of research that explains the positions of the variables studied and the influence between them. (Hidayatullah et al. 2023). This research was conducted at the Savana Hotel and Convention Malang. The population consisted of all 64 employees in the hotel's room division. The sample used was a census sampling (Sugiyono 2018), where all members of the population serve as study participants. Data analysis techniques used include testing research instruments, multiple linear regression, and hypothesis testing.

#### 3.1 Operational Definitions of Variables

Table 1. Operational Definitions of Variables

No	Research Variables	Operational Definition	Indicator
1	Communication	Communication is the process of conveying information or meaning so that it can be understood, accepted, and acted upon by the recipient.	1. Understanding 2. Enjoyment 3. Influence on Attitude 4. Improved Relationships
2	Coordination	a collaborative effort between agencies, institutions, and units in carrying out certain tasks, so that there is mutual support, mutual assistance, and complementarity	1. Unity of action 2. Communication 3. Division of labor 4. Discipline
3	Employee Work Effectiveness	The ability to choose the right targets in accordance with the goals that have been set from the start.	1. Adaptability 2. Work performance 3. Job Satisfaction

Source: Various articles, edited (2024)

### 4 Result and Discussion

#### 4.1 Research Instrument Test

- 1) **Validity Test:** Validity can be assessed by comparing the correlation value of each question with the correlation value of the table ( $r$  table). The  $r$  value of the product-moment table at  $\alpha = 0.05$  and  $n = 64$  is 0.246. Based on the results of processing the 19 statement items tested, all question items have positive correlation coefficients greater than the  $r$  table, and the probability is less than  $\alpha = 0.05$ , so there is a significant relationship between each question item's score and the total score. A significant correlation indicates that the statement items can indeed be used to measure the variables; in other words, the instrument is valid and can be used in this study.
- 2) **Reliability Test:** The employee work effectiveness variable demonstrated a high level of reliability with a Cronbach's Alpha value of 0.825, exceeding the minimum limit of 0.60. This value indicates strong internal consistency among the three indicators. This consistency proves the instrument is capable of measuring changes



in employee work effectiveness. Thus, all indicators are declared reliable for evaluating the health of the work environment.

From the SPSS results, the following results were obtained:

Table 2. SPSS Calculation Results

Variabel	Information	Koefisien Regresi	T Count	Sig	Informa tion
X1	Communication	0,127	0,801	0,426	No Sig
X2	Coordination	0,705	4.691	0,000	Significant
Konstanta			0,638		
R			0,861		
Adjusted R-Square			0,733		
F hitung			87,562		
Sig F			0,000		
N			64		
Variabel Terikat	Employee Work Effectiveness				
F Tabel		3,15			
T Tabel		1,981			

Source: Primary Data, processed (2024)

It is known that the constant is 0.638, while the communication value (b/regression coefficient) is 0.127 and the coordination value (b/regression coefficient) is 0.705, so the regression equation becomes:

$$Y=a+b_1X_1+b_2X_2+e$$

$$Y= 0,638 + 0,127X_1 + 0,705X_2 +e$$

## 4.2 Hypothesis Test

Based on the results of the multiple regression test, it is known that the variables of communication and coordination, together or simultaneously, affect the effectiveness of employee work at the Savana Hotel and Convention in Malang City. To see this simultaneous influence, look at the results of the F test. The calculated F value is 87.562. Therefore, it can be concluded that the calculated F value (87.562) exceeds the F table value (3.15), indicating that communication and coordination, together or simultaneously, affect the effectiveness of employee work at the Savana Hotel and Convention, Malang City.

## 4.3 Communication Has No Impact on Employee Work Effectiveness at Savana Hotel and Convention, Malang City

The results of the study indicate that communication does not significantly influence employee work effectiveness at the Savana Hotel and Convention Malang. Based on the partial t-test results, the calculated t-value was 0.801, which was smaller than the t-table value of 1.981, and the significance value was 0.426, which was greater than 0.05. This indicates that the first hypothesis, which states that communication influences work effectiveness, is rejected because existing communication has not effectively improved employee performance in the hotel environment.



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This finding indicates that although communication between employees and between superiors and subordinates has been established, it has not yet fully enabled coordination, clear instructions, and collaboration that support improved performance. This research aligns with research conducted by (Fitri, Novalia, and Heryati 2023) which shows that open and interactive communication can increase work effectiveness by minimizing errors, speeding up coordination, and increasing a sense of ownership of the work. Conversely, the results of this study support the study (Swabawa et al. 2023) who found that less intensive and only formal communication did not have a significant impact on employee work effectiveness.

#### **4.4 Coordination Influences Employee Work Effectiveness at the Savana Hotel and Convention, Malang City**

The results of the study indicate that coordination has a positive and significant effect on employee work effectiveness at the Savana Hotel and Convention Malang. Based on the results of the partial test (t-test), the calculated t-value of 4.691 is greater than the t-table of 1.981, and the significance value of 0.000 is less than 0.05. This means that the hypothesis is accepted, so it can be concluded that the better the coordination between sections and individuals within the organization, the higher the employee work effectiveness. This finding strengthens the view that coordination is an important managerial function in ensuring that all elements of the organization move in harmony to achieve common goals. According to (Darmanah and Saputra 2022), Coordination is the process of integrating individual and group activities so that they can work harmoniously toward organizational goals. In the context of the Savana Hotel and Convention, effective coordination among the front office, housekeeping, food and beverage, and management has been proven to synchronize operations, reduce operational errors, and increase service speed for guests.

#### **4.5 Communication and Coordination Influence Employee Work Effectiveness at Savana Hotel and Convention, Malang City**

A simultaneous test (F-test) was conducted to determine whether the independent variables, namely communication and coordination, jointly have a significant influence on employee work effectiveness at the Savana Hotel and Convention in Malang City. Based on the SPSS analysis, the calculated F value was 87.562, with a significance level of 0.000. Because the significance value is smaller than 0.05,  $H_0$  is rejected, and  $H_3$  is accepted. This means that simultaneously, communication and coordination have a significant influence on employee work effectiveness. These results indicate that the combination of effective communication and coordination can create optimal synergy in a hotel organization. In the context of the Savana Hotel and Convention, communication plays an important role in conveying work instructions and operational information, and in maintaining relationships between departments, while coordination ensures that each department—such as front office, housekeeping, and food & beverage—works in harmony without overlapping work. Furthermore, the results of the coefficient of determination test show that the Adjusted R Square value is 0.733, which means that the two independent variables (communication and coordination) are able to explain 73.3% of the variation in employee work effectiveness, while the remaining 26.7% is explained by



other factors outside this research model, such as work motivation, leadership, work environment, and reward system.

These findings indicate that the better the communication and coordination within an organization, the more effective employees will be. This finding aligns with the opinion of (Robbins and Judge 2019) which states that the effectiveness of work in an organization is highly dependent on the extent to which coordination and communication run harmoniously among all team members. In addition, (Olansyah 2019) emphasizes that good coordination helps unify work direction across units, while effective communication is the primary means of building understanding and cooperation in the work environment. Thus, it can be concluded that communication and coordination are two managerial factors that complement each other and play an important role in increasing employee work effectiveness at the Savana Hotel and Convention. Hotel management is advised to continue strengthening the two-way communication system and maintaining cross-departmental coordination to more closely integrate workflows, increase productivity, and achieve organizational goals efficiently.

#### **4.6 Coordination is the Most Dominant Influence on Employee Work Effectiveness at the Savana Hotel and Convention, Malang City**

In the fourth hypothesis, it is assumed that communication ( $X_1$ ) is the variable that most dominantly influences employee work effectiveness ( $Y$ ) at the Savana Hotel and Convention in Malang City. However, based on the results of the multiple linear regression test, the regression coefficient for communication ( $X_1$ ) is 0.127, while that for coordination ( $X_2$ ) is 0.705. These results indicate that the regression coefficient for the coordination variable is greater than that for communication, so the fourth hypothesis is rejected. The variable with the greatest influence on employee work effectiveness is not communication but coordination ( $X_2$ ). This means that the level of employee work effectiveness at the Savana Hotel and Convention is determined more by the quality of coordination between departments and individuals than by communication alone. In the context of a hotel organization, effective coordination enables all divisions, such as the front office, housekeeping, kitchen, and food & beverage service, to work in an integrated manner, understand each other's workflows, and align on the direction for guest service. This finding supports the results of previous research by Nainggolan, Johannes, and Rosita (2022), which found that coordination is a dominant factor influencing employee work effectiveness because it unifies work activities, preventing overlapping tasks and wasted time. The results of this study also align with Olansyah's (2019) view that effective coordination connects all parts of the organization efficiently and harmoniously, enabling work to be completed on time with optimal results. Conversely, communication within a hotel organization that is one-way, without cross-departmental coordination, is not sufficient to significantly increase work effectiveness. In practice, the success of hotel operations is determined not only by how often employees communicate, but also by how effectively coordination is carried out to regulate the work rhythm between departments, ensuring services remain standardized and do not clash.

## **5 Conclusion**

From the analysis and discussion of the communication and coordination variables, it was found that both variables simultaneously had a significant effect on employee work



effectiveness at the Savana Hotel and Convention in Malang City. However, communication did not have a significant effect on employee work effectiveness, whereas coordination did. The results of this study indicate that employee work effectiveness at the Savana Hotel and Convention is more influenced by the organization's ability to build good coordination between departments and between individuals. Effective coordination creates synergy between departments such as the front office, housekeeping, kitchen, and food & beverage, so that task implementation becomes more focused, planned, and efficient. Through clear coordination, each employee understands their respective roles, avoids overlapping work, and can work together to achieve organizational goals.

Conversely, communication within the hotel environment has not fully improved work effectiveness. This indicates that although information has been conveyed, it has not been fully followed by a shared understanding or effective follow-up. Therefore, strong coordination is key to maintaining a smooth workflow, improving service quality, and encouraging integration among employees. The test results also revealed that coordination is the most dominant variable influencing employee work effectiveness, indicating that employee work effectiveness at the Savana Hotel and Convention is highly dependent on the quality of coordination in the work environment. Therefore, it can be concluded that the better the coordination between departments within the organization, the higher the employee work effectiveness. Hotel management needs to strengthen coordination mechanisms through regular meetings, daily briefings, and a more open cross-departmental communication system so that all operational activities run in harmony, efficiently, and support the continuous improvement of employee work productivity

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