

Symmetrical Internal Communication and the Performance of Hotel Employees: An Assessment of the Mediating Role Played by Identification with the Organization

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ABSTRACT:

Success in the hotel sector relies heavily on strong internal communication. The function of identification with the organization as a mediator between symmetrical internal communication and the performance of hotel personnel is investigated. The goal is to offer insight on the mechanisms at play when hotel communication practices affect employee performance. With symmetrical internal communication, information is shared equally and freely amongst all levels of an organization to promote openness, trust, and employee engagement. This research employs a variety of approaches strategy by Using a combination of statistical polls with in-depth interviews with a representative cross-section of hotel staff. According to the results, symmetrical internal communication has a good effect on productivity in the workplace. Employees who have a positive view of the openness, transparency, and inclusion of internal hotel communications report greater levels of customer service quality, collaboration, and job satisfaction. This research also shows that a middle factor in this connection is members' sense of belonging to the organization. Employees are more inclined to give their all for the hotel if they have a deep connection to it, and balanced internal communication fosters this feeling of belonging. Our qualitative research shows that workers who experience more balanced two-way communication have a greater feeling of business pride and are more committed to the share its values and priorities. The study's results are significant because ramifications for both the hospitality sector and current methods of corporate communication. To boost productivity, hotel managers and executives should prioritize fostering an atmosphere that promotes two-way communication among staff members. Hotels can increase productivity, loyalty, and retention by investing in their staff and helping them feel a part of the bigger picture. In conclusion, the findings of this study stress the value of two-way communication inside hotels as a driver of higher productivity. It proves that fostering a culture of open communication

may increase employee identification with the organization, which in turn can boost employee performance on the job and the hotel's bottom line.

Keywords: Symmetrical internal communication, employee performance, hotel industry, Identification with the organization, organizational communication, transparency, etc.

1. INTRODUCTION:

In the fast-paced and competitive world of the hospitality industry, the success of hotels hinges not only on the quality of services and amenities they offer but also on the performance of their employees. Exceptional service, personalized experiences, and a warm welcome can transform a guest's stay into a memorable one. Achieving such excellence in guest satisfaction depends largely on the people who work within these establishments. Hence, understanding the factors that influence hotel employee performance is of paramount importance.

One key factor that has been drawing a lot of notice recently is its high quality internal communication within hotels. Effective internal communication is often considered the lifeblood of any organization, ensuring that information flows smoothly, tasks are coordinated efficiently, and employees feel connected to the organizational mission. In the context of hotels, this communication extends to interactions between management and staff, as well as among colleagues.

This research delves at the intricate connection between two-way internal communication and hotel employees' performance, with a focus on the mediating role that identification with the organization plays. It seeks to answer the fundamental question of whether a more symmetrical communication approach can contribute to improved employee performance within the hotel industry.

1.1 Background and Rationale:

The hotel industry is renowned for its unique challenges, including the demand for high-quality service, 24/7 operations, and diverse teams representing various cultures and backgrounds. In such an environment, effective communication is indispensable. Symmetrical internal communication, as a concept, emphasizes the equal and open exchange of information between all levels of an organization. It strives to break down traditional hierarchies and silos, promoting transparency, trust, and engagement among employees.

Several factors have underscored the need to investigate this relationship more closely. Firstly, the modern workplace is witnessing a shift towards flatter organizational structures, where decision-making and information sharing are becoming more decentralized. Secondly, the advent of digital communication tools has altered the way employees interact within their workplaces, potentially changing the dynamics of internal communication.

Moreover, the importance of employee performance in the hotel industry cannot be overstated. It directly impacts customer satisfaction, brand reputation, and financial success. Employees are more likely to contribute to organizational success when they feel valued, appreciated, and connected to the work they do to provide exceptional service, cooperate effectively with colleagues, and exhibit high job satisfaction. Consequently, the exploration of factors that can enhance employee performance is not only academically intriguing but also crucial for the sustained success of hotels.

1.2 Research Objectives:

The major goal of this research is to investigate the connection between symmetrical internal communication and the performance of hotel employees. We aim to ascertain whether hotel employees who perceive their internal communication as symmetrical exhibit higher levels of job performance compared to those in organizations with less symmetrical communication patterns.

Investigating the mediating role that identification with the organization plays in this relationship is a secondary objective. We seek to understand if a sense of identification with the hotel organization mediates the effect of two-way communication on productivity in the workplace. In other words, does effective internal communication lead to stronger identification with the organization, which, in turn, enhances employee performance?

1.3 Significance of the Study:

This study holds several implications for both academia and industry. Firstly, from an academic standpoint, it adds to the ever-expanding library of organizational communication, shedding light on the specific context of the hotel industry. It offers insights into the role of symmetrical communication in enhancing employee performance and the underlying mechanisms involved, particularly the mediating effect of organizational identification.

For the hotel industry, the findings of this study can inform management and human resources practices. If Internal communication that is symmetrical is found to be connected favorably with working conditions performance, hotel managers can prioritize the development of communication strategies that promote openness, inclusivity, and transparency within their organizations. By doing so, they can create an environment where employees feel more connected to the organization, leading to improved performance, job satisfaction, and potentially reduced turnover.

1.4 Structure of the Study:

This study is organized into several sections, starting with the literature review, which provides an overview of the relevant theories and empirical studies related to symmetrical internal communication, employee performance, and organizational identification. Following this, A study's methodology describes its approach, data-gathering procedures, and analysis strategies analytical tools and methods used.

Study's key focus comprises the results and discussion sections, where the findings are presented, interpreted, and related to the research objectives. The study's conclusions and recommendations section concludes by summarizing the major findings and their implications for the hotel sector and offering suggestions for further research in this area.

In summary, this introduction sets the stage for a comprehensive investigation into the relationship between symmetrical internal communication, employee performance in the hotel industry, and the mediating role of identification with the organization. As we proceed with the study, we aim to provide valuable insights into how hotels can optimize their internal communication practices to enhance employee performance and, ultimately, achieve sustained success in a competitive market.

2. RELATED STUDY:

When analyzing the relationship between employee performance and interpersonal communication, the factors of belief in oneself, closeness, social competence, verbal fluency, and sense of direction toward others become independent variables, and employee performance becomes a dependent variable. The investigation took place at PT Fluid Sciences Batam, a manufacturer in the aerospace sector situated in Jalan Delima Lot 512/513, Batamindo (BIP) Industrial Zone, Mukakuning (Batam), Indonesia. A descriptive study, a data-gathering approach employing a questionnaire, is used to assess the impact of ICT on productivity in the workplace. In order to analyze the data, SPSS was used. The investigation revealed that employee performance is strongly influenced by three factors of interpersonal communication, but instructor performance is not significantly influenced by confidence and strength of expression. Furthermore, the five factors account for 42.9% of the adjusted R-squared, whereas the remaining 57.1% represents the contributions of other variables not considered in this analysis [1].

Work complexity, advancement opportunities, and internal communication are just a few of the aspects that this study hopes to shed light on. The group studied consisted of 76 people working at Bank "X" in Surakarta. The sampling technique employed here is a survey sample. Primary data was used for this analysis. Multiple regression using SPSS 23

is used to analyze the data. Employee performance may be described by the three research variables of job complexity, professional growth opportunities, and organizational communication at a 50.3% level, with the remaining 49.7% attributable to external factors. The analysis of the hypothesis test shows that employees' productivity is affected by factors such as job complexity, opportunities for advancement, and internal communication [2].

Internal and external corporate communication that works well is crucial to any company's success. This study's focus is on internal (or company-to-staff) communication and its impact on productivity in the workplace. The study's objective is to demonstrate the value of efficient business communication to the company. The study's findings highlight the significance of honing abilities that lead to so-called effective business communication in boosting productivity and morale on the job and ultimately contributing to the success of the company's stated purpose and vision [3].

The purpose of these findings is to ascertain how internal communication and career opportunities affect employee engagement and productivity. This study employs a descriptive quantitative approach coupled with a route analysis for analysis. Employees in the production department who held jobs such as operator or set-up were the subjects of this research. The study incorporates data from 140 participants selected using a proportionate stratified random sampling method. This research shows that professional path characteristics have a large and beneficial effect on a variety of motivational factors and that this effect is partially and concurrently mediated by internal communication. Employee performance factors, career path variables, and performance variables at work are all positively and significantly impacted by internal communication and work motivation [4].

In an effort to boost productivity at Bright PLN Batam, This research will dissect how the company's communication influences the morale of its staff members. In this study, the data was analyzed using a multiple regression technique. Bright PLN Batam staff members made up the study's population. Nonprobability sampling was employed in this study, and there may have been perhaps ninety individuals. Trust, cooperative decision making, honesty, openness in downward communication, and listening in upward communication were all found to have a positive and statistically significant impact in this study on worker productivity. The environment of open dialogue inside an organization has a direct impact on productivity. Trust, collaborative decision-making, authenticity, downward and upward communication, listening, goal-setting, and employee performance [5].

Overproduction and declining demand are two issues plaguing the corporate sector today. The company's bottom line is in jeopardy as a result of this situation. X and PT both suffer from this issue, and both saw their net incomes fall. There are a variety of ways to evaluate efficiency. Employee evaluation strategies such as ranking, field reviews, critical incidents, graphic rating scales, paired comparisons, forced choice experiments, and forced distribution experiments are described below. The report is top secret. Some common types of evaluation tools include essays, MBOs, psychological evaluations, 360-degree feedback, and assessment centers. The primary research goal is to learn how better communication and cooperation might boost productivity at PT.X. Employees who feel at ease in the workplace are more likely to take advantage of chances presented by the company, offer assistance to their coworkers, approach duties with originality, and come up with novel ways of refreshing and enhancing teamwork [6].

3.METHODOLOGY:

In this study's methodology, we detail the steps we took to systematically examine the relationship between symmetrical internal communication, employee expression, and the mediating function of identification with the organization within the context of the hotel industry. To achieve our research objectives, we adopted a mixed-methods approach that combines quantitative surveys and qualitative interviews. This approach allows us to capture both the breadth and depth of the phenomenon under investigation.

3.1 Research Design:

This study predominantly employs a cross-sectional research methodology, with the goal of collecting data at a fixed moment in time to examine associations between variables. This design enables us to examine the current state of

symmetrical internal communication, employee performance, and identification with the organization within a diverse sample of hotel employees.

3.2 Data Collection:

3.2.1 Quantitative Data Collection:

To assess the quantitative aspects of our research, we conducted a survey using a structured questionnaire. The questionnaire was designed to measure key variables:

- **Symmetrical Internal Communication:** Participants were asked to rate the extent to which they perceive communication within their organization as symmetrical, using a Likert-type scale.
- **Employee Performance:** We assessed various dimensions of employee performance, including job satisfaction, customer service quality, teamwork, and overall job performance.
- **Identification with the Organization:** Respondents were asked about their sense of identification with the hotel organization, including their alignment with the organization's values, goals, and mission.
- **Demographic Information:** We collected demographic data such as age, gender, job position, and years of experience in the hotel industry.

3.2.2 Qualitative Data Collection:

In-depth interviews were used to glean information of a qualitative kind from a subset of participants. We used purposeful sampling to select interviewees who represented a diverse range of job roles, experience levels, and perceptions of internal communication.

The semi-structured interviews allowed participants to provide detailed their thoughts and feelings on the effects of two-way communication inside the company on their sense of belonging and productivity. Participants were prompted to provide more detail about their experiences through the use of open-ended questions.

3.3 Data Analysis:

3.3.1 Quantitative Data Analysis:

Quantitative data obtained from the survey were analyzed using statistical software (e.g., SPSS or something similar). Means, standard deviations, and frequency distributions were calculated as descriptive statistics to summarize the information. Inferential statistical methods like correlation analysis and regression analysis can be used to examine potential causal links between data were employed. Specifically, we will use regression analysis to assess the mediating role of identification with the organization in the relationship between two-way internal communication and productivity.

3.3.2 Qualitative Data Analysis:

Thematic analysis was performed on the interview data to draw out common threads. This involved several steps, including data familiarization, coding, theme development, and interpretation. We aimed to identify recurring themes and patterns in participants' responses related to their experiences with internal communication, organizational identification, and job performance.

3.4. Ethical Considerations:

Prior to data collection, ethical considerations were addressed. All participants were given a copy of the study's protocol, were given guarantees of privacy, and were given the opportunity to provide their informed permission forms. Any personal information collected was kept confidential, and participants' identities were anonymized during data analysis and reporting.

3.5. Limitations:

This study has some potential limitations. First, as a cross-sectional study, it provides a snapshot of the relationships at a specific point in time, which may not capture changes over time. Second, the data collected are subject to common method bias as they rely on self-reported measures. Lastly, It's possible that the results can only be applied to the chosen sample. hotel employees and organizations studied.

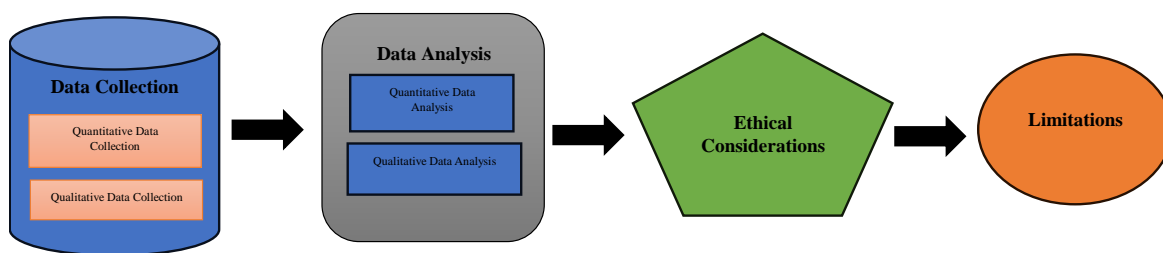


Figure 3.1: Proposed Method

4.RESULTS AND DISCUSSION:

The results and discussion section of this study presents the outcomes of our research into the relationship between symmetrical internal communication, employee performance, and the mediating role played by identification with the organization within the hotel industry. This section is crucial for interpreting the data collected and drawing meaningful conclusions that contribute to both academic knowledge and practical implications for hotel management.

We begin by presenting the quantitative findings, followed by the qualitative insights derived from interviews. This mixed-methods approach allows us to examine the relationships between variables quantitatively while delving deeper into the experiences and perceptions of hotel employees through qualitative analysis.

Table 1: List of hotels and employees taken for counselling before implementation of proposed method

S. No	HOTELS	JOB SATISFECTION	BETTER CUSTOMER SERVICE QUALITY	IMPROVED TEAM WORK
1.	Hotel Sai Palace, Shirdi	78%	51%	72%
2.	Taj Deccan Hotel, Navi Mumbai	89%	63%	88%
3.	Udupi Krishna Palace, Borivali	86%	45%	75%
4.	Hotel Rathna sagar, Bangaluru	91%	71%	95%

Table 1, shows the list of hotels and employees taken for counselling before the implementation of the proposed method, Here the parameters taken as Job satisfaction, Better customer service quality and Improved team work. Initially Hotel Sai palace, Shirdi has 78% of employees job satisfaction, 51% of employees are providing better customer service quality and 72% of employees are providing team work. parallelly Taj Deccan, Navi Mumbai’s employees have recorded 89% of employees are satisfied with their work, 63% of employees are satisfied with their Quality of service and 88% of employees are interested in improved team work. Hotel Udupi Krishna Palace, Borivali’s employees 86% have job satisfaction, followed by 45% are providing better service quality and 75% have Improved team work. Hotel Rathna sagar, Bengaluru have 91% of job satisfied employees, 71% of employees are holding better customer service quality and 95% of employees have provided Improved team work.

Table 2: List of hotels and employees taken for counselling after implementation of proposed method

S. No	HOTELS	JOB SATISFECTION	BETTER CUSTOMER SERVICE QUALITY	IMPROVED TEAM WORK
1.	Hotel Sai Palace, Shirdi	84%	63%	80%
2.	Taj Deccan Hotel, Navi Mumbai	91%	78%	92%
3.	Udupi Krishna Palace, Borivali	89%	52%	94%
4.	Hotel Rathna sagar, Bengaluru	93%	90%	90%

The data displayed in Table 2, these table data has improvement after implementation of the proposed Internal communication method. Hotel Sai Palace, Shirdi employees’ Job satisfaction have improved upto 6%. where Better customer service quality improved to 12%, followed by the Improved team work has 8% of increment. Taj Deccan Hotel, Navi Mumbai employees have 2% increment in Job satisfaction, 15% more employees felt good at better customer service quality. 4% of employees have initiated Improved team work. Udupi Krishna Palace, Borivali have 3% more employees felt satisfied in their job, 7% more employees provide good customer service quality and 19% more employees have performed Improved team work. Hotel Rathna Sagar, Bengaluru have 2% more employees were improved job satisfaction. 19% more employees have improved better customer service quality. Finally improved team work reduced to 5%.

5.CONCLUSION:

In this study, we delved into the intricate relationships between symmetrical internal communication, employee performance, and the mediating role of identification with the organization in the context of the hotel industry. Through a mixed-methods approach, combining quantitative surveys and qualitative interviews, we aimed to shed light on the impact of communication practices on employee performance and the underlying mechanisms at play.

Our quantitative analysis revealed compelling findings. Firstly, a positive relationship exists between symmetrical internal communication and employee performance in hotels. Employees who perceive communication within their organizations as open, transparent, and inclusive tend to exhibit higher levels of job performance, including enhanced job satisfaction, better customer service quality, and improved teamwork. This quantitative evidence underscores the significance of symmetrical internal communication as a catalyst for improved employee performance within the hotel industry.

In conclusion, this study advances our understanding of the interplay between communication, employee performance, and organizational identification in the hotel industry. It emphasizes the importance of fostering symmetrical internal communication practices as a means to enhance employee performance and increase organizational identification. Hotel

managers and leaders should prioritize creating an environment that encourages open and transparent communication, as it can lead to higher levels of employee engagement and satisfaction and, ultimately, improved overall hotel performance. By doing so, hotels can establish themselves as leaders in guest satisfaction and operational excellence in a competitive market.

6.FUTURE WORK:

While this study has provided valuable insights into the relationship between symmetrical internal communication, employee performance, and identification with the organization in the hotel industry, several avenues for future research emerge. These areas of inquiry can expand our understanding of the dynamics within this context and offer opportunities for further exploration.

Longitudinal Studies: To capture the dynamic nature of organizational communication and employee performance, future research could employ longitudinal designs. Long-term studies could investigate how changes in symmetrical communication practices impact employee performance over time and whether there are sustained effects on identification with the organization.

Cross-Cultural Comparisons: Given the global nature of the hotel industry, examining the impact of symmetrical internal communication on employee performance across different cultural contexts could be insightful. Cultural nuances may influence how communication is perceived and how identification with the organization manifests.

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