

Research Article

From Dialogue to Synergy: Exploring the Role of Internal Communication Patterns in Building Effective Teamwork among Hotel Banquet Staff

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Abstract: Internal communication is a fundamental element in building effective teamwork, particularly in hotel banquet departments characterized by high coordination intensity and time pressure. This study aims to analyze internal communication patterns in building effective teamwork among banquet staff at Hotel Gumaya Semarang. A qualitative approach with case study design was employed to explore the phenomenon in-depth. Data were collected through in-depth interviews with 12 informants, participant observation, and document analysis, then analyzed using the interactive model of Miles, Huberman, and Saldaña. The findings reveal three dominant forms of internal communication: vertical communication (instructions and reports), horizontal communication (peer coordination), and diagonal communication (cross-departmental coordination). Factors supporting communication effectiveness include technology support, supportive leadership, openness culture, and briefing routines, while inhibiting factors comprise time pressure and shift differences. Internal communication patterns contribute to teamwork dimensions including team coordination, collaboration, and team cohesion. The practical implications suggest the importance of intensifying daily briefings, optimizing communication technology, and developing structured handover systems to enhance teamwork effectiveness in banquet departments.

Keywords: Banquet; Case Study; Hotel; Internal Communication; Teamwork

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1. Introduction

The hospitality industry is one of the sectors that heavily relies on the quality of human resources to deliver excellent service to guests. In a dynamic and high-pressure work environment, coordination among employees becomes a crucial element determining the success of hotel operations (Wu et al., 2021). The banquet department, as one of the strategic operational units within a hotel, possesses unique job characteristics, where each event requires intensive collaboration among staff with diverse yet interrelated roles and responsibilities. The complexity of banquet services ranging from venue preparation and food and beverage service to coordination with other departments positions internal communication as a fundamental foundation for delivering high-quality service.

Internal communication within hospitality organizations plays a vital role in building effective working relationships and enhancing team performance. According to Gomes et al. (2023), symmetric internal communication has a positive impact on organizational identification and individual performance among hotel employees in Portugal. Similar findings were reported by Ribeiro et al. (2023), who found that hotel employees' satisfaction with internal communication significantly influences perceived organizational support and job satisfaction, which in turn reduces turnover intention. In the context of the hospitality industry, which is

widely recognized for its high employee turnover rates, a deeper understanding of internal communication patterns becomes increasingly relevant.

Teamwork is a fundamental aspect of hotel operations that are oriented toward customer satisfaction. Kim et al. (2023), in their study on empathy and teamwork in the hospitality industry, revealed that teams consisting of two or more individuals are assigned to complete critical tasks and achieve shared goals through interpersonal communication. Effective teamwork provides significant benefits for organizations, including increased team member efficacy, improved performance, higher job satisfaction, reduced turnover intention, and enhanced customer satisfaction (Bradley et al., 2012; Gully et al., 2002; Octafian et al., 2025). Specifically within the banquet department, strong team coordination is essential given the nature of the work, which demands rapid responses and high precision when serving events with large numbers of guests.

Gumaya Hotel Semarang, as one of the star-rated hotels in the city of Semarang, is equipped with comprehensive banquet facilities and frequently hosts various events such as weddings, seminars, conferences, and corporate gatherings. The operational complexity of banquet services at Gumaya Hotel necessitates effective internal communication patterns among staff to ensure the smooth execution of each event. Heimerl et al. (2020) emphasize that relationships with colleagues and internal communication are critical factors influencing job satisfaction in the hospitality industry. This condition indicates the importance of an in-depth examination of how internal communication patterns are formed and how they contribute to teamwork effectiveness in the banquet department.

Internal organizational communication refers to the process of exchanging information, ideas, and messages among organizational members through both formal and informal channels. In the hotel context, Wu et al. (2021) identify that internal service quality is determined by three main categories: management systems (managerial processes, training, and compensation), social systems (collaborative culture, interdepartmental communication, and servant leadership), and personal characteristics (role stress, empathetic personality, and collegial relationships). Interdepartmental communication constitutes a vital component of the social system that influences the quality of internal services within hotels.

Communication patterns within organizations may manifest in various forms, including vertical communication (upward and downward), horizontal communication (among peers), and diagonal communication (across departments and hierarchical levels). De Vries et al. (2006) found that team communication styles affect job satisfaction and performance beliefs, which subsequently encourage knowledge-sharing behavior. Pahi et al. (2022) further noted that leadership styles and internal communication practices influence employees' commitment to service quality through knowledge-sharing mechanisms. These findings confirm that appropriate communication patterns can serve as a catalyst for building effective teams.

The effectiveness of teamwork in the hospitality industry has attracted considerable scholarly attention. Tsaur & Lin (2023) examined collaboration within hotel management teams using a design science research approach and found that structured facilitation of collaborative processes can enhance team collaboration performance. Kim et al. (2023) revealed that empathy particularly perspective-taking has a stronger influence on interpersonal relationships among team members than empathic concern, which subsequently has a positive impact on team performance. Karatepe (2013), in his study of the hotel industry, found that teamwork positively affects employee performance and represents one of the most valuable skills in the hospitality sector.

Despite the growing body of research on internal communication and teamwork in the hospitality industry, studies specifically examining internal communication patterns within the banquet department remain limited. Most previous studies have focused on the relationship between internal communication and individual outcomes such as job satisfaction, organizational commitment, and turnover intention, while fewer have explored in depth how internal communication patterns are formed and how they contribute to teamwork effectiveness within specific operational units such as banquet departments. Fernando and Wulansari (2021), as well as Alananzeh et al. (2018), emphasize that the ability to collaborate and coordinate effectively to achieve group objectives constitutes the essence of teamwork; however, the underlying communication mechanisms require further exploration.

Based on the identified research gap, this study aims to analyze the internal communication patterns formed among banquet staff at Gumaya Hotel Semarang and to explore how these patterns contribute to the development of effective teamwork. Specifically, this study seeks to: (1) identify the dominant forms of internal communication used among banquet staff; (2) analyze the factors influencing the effectiveness of internal communication within

the banquet team; and (3) describe the contribution of internal communication patterns to the formation of effective teamwork. This study is expected to provide a theoretical contribution to the development of hospitality management literature, particularly concerning communication dynamics and teamwork within hotel operational units.

To achieve these objectives, this study addresses the following research questions: (1) What internal communication patterns are formed among banquet staff at Gumaya Hotel Semarang? (2) What factors influence the effectiveness of internal communication in the banquet department? (3) How do internal communication patterns contribute to the development of effective teamwork? This study employs a qualitative descriptive approach to explore the phenomenon of internal communication in depth through the perspectives of practitioners in the field. The findings are expected to offer practical implications for the management of Gumaya Hotel in optimizing internal communication patterns to enhance teamwork effectiveness within the banquet department.

2. Literature Review

Internal Communication in Hotel Organizations

Internal communication constitutes a fundamental element in hotel operations and has a direct impact on employee performance and service quality. Tanković et al. (2022), in their study of the hospitality industry in Croatia, found that internal communication is positively correlated with employee satisfaction, with job feedback, the reliability of information from supervisors, and recognition of work outcomes serving as key indicators of communication satisfaction. Wu et al. (2021) identified interdepartmental communication as a vital component of the social system that determines internal service quality in hotels, alongside a collaborative culture and servant leadership. These findings confirm that the effectiveness of internal communication not only influences the work climate but also serves as a prerequisite for delivering high-quality service to guests.

Recent studies indicate that symmetric internal communication has a significant impact on various organizational outcomes. Gomes et al. (2023) demonstrated that symmetric internal communication positively influences organizational identification and individual employee performance in Portuguese hotels, with organizational identification acting as a partial mediator. Complementing these findings, Ribeiro et al. (2023) revealed that employees' satisfaction with internal communication reduces turnover intention through the mechanisms of perceived organizational support and job satisfaction. Khassawneh & Mohammad (2024) further emphasized that effective communication skills are critical in the hotel sector, both in interactions with guests and in collaboration among staff to deliver excellent service.

Communication Patterns and Team Coordination

Communication patterns within organizations may manifest in various forms that influence team dynamics. Vries et al. (2006) found that team communication styles affect job satisfaction and performance beliefs, which subsequently encourage knowledge-sharing behavior among team members. Pahi et al. (2022) confirmed that leadership styles and internal communication practices influence employees' commitment to service quality, with knowledge sharing acting as a mediating variable. Within the framework of hotel managerial competencies, Marneros et al. (2020) identified interpersonal communication and cultural diversity as one of six core competency dimensions, a finding later corroborated by Papageorgiou et al. (2024) in the context of the Cypriot hospitality industry.

Team coordination in the hospitality industry requires adaptive and responsive communication patterns. Tsaour & Lin (2020) employed a design science research approach to develop facilitation mechanisms for collaborative processes in hotel management teams and found that structured collaboration guidelines, strict time control, and encouragement of idea generation are key elements for successful collaboration. Chen et al. (2025), in their study on core competencies of hotel managers in Shanghai, reported that interpersonal relationships and communication achieved the highest F-value (11.229), indicating significant disparities in this competency based on managers' educational backgrounds.

Teamwork in the Hospitality Industry

Teamwork is a fundamental aspect of hotel operations oriented toward customer satisfaction. Kim et al. (2023), in their study on empathy and teamwork among hotel and restaurant employees, revealed that teams consist of two or more individuals assigned to complete tasks and achieve shared goals through interpersonal communication. Effective teamwork provides organizational benefits by enhancing team members' efficacy, performance, and job satisfaction, while reducing turnover intention and increasing customer satisfaction (Bradley

et al., 2012; Gully et al., 2002). Kim et al. (2023) specifically found that perspective-taking exerts a stronger influence on interpersonal relationships among team members than empathic concern, which subsequently has a positive effect on team performance.

In the context of food and beverage departments, including banquet operations, teamwork becomes increasingly critical due to high operational complexity. Raras et al. (2024), in their assessment of hospitality graduates' competencies in Malaysia, found that teamwork is perceived by human resource managers as the most crucial skill. Heimerl et al. (2020) emphasized that relationships with coworkers are a critical factor influencing job satisfaction in the hospitality industry, where exclusion by colleagues can lead to low satisfaction and emotional exhaustion. Costa et al. (2014) further noted that strong employee relationships are associated with higher motivation to help, inspire, and share constructive feedback, thereby fostering teamwork.

Research Gap and Study Novelty

The literature review indicates that although research on internal communication and teamwork in the hospitality industry has expanded, studies specifically examining internal communication patterns within the banquet department remain very limited. Most prior research has focused on the relationship between internal communication and individual outcomes such as job satisfaction (Tanković et al., 2022), organizational commitment (Gomes et al., 2023), and turnover intention (Ribeiro et al., 2023), while relatively few studies have explored in depth how internal communication patterns are formed and how they contribute to teamwork effectiveness within specific operational units such as banquet departments.

The novelty of this study lies in its analytical focus on internal communication patterns in building effective teamwork specifically within hotel banquet departments. Unlike previous studies that predominantly employed quantitative approaches to examine relationships among variables, this study adopts a qualitative descriptive approach to explore internal communication phenomena in depth from the perspectives of practitioners in the field. The context of Gumaya Hotel Semarang as the research setting provides distinctive value, given the operational characteristics of banquet services in star-rated hotels, which demand intensive coordination among staff to deliver various types of events while maintaining high-quality standards.

3. Research Method

Research Design

This study employs a qualitative approach using a case study design to analyze internal communication patterns in building effective teamwork among banquet staff at Gumaya Hotel Semarang. A qualitative approach was selected because the study focuses on processes and meanings that cannot be measured quantitatively (Creswell & Poth, 2018). The case study method is appropriate for investigating contemporary phenomena within real-life contexts, particularly when the boundaries between the phenomenon and its context are not clearly evident (Yin, 2018). Çakar and Aykol (2021) emphasize that case study methods are highly relevant in hospitality and tourism research, as they enable an in-depth exploration of specific phenomena within their natural settings.

Conceptual Framework

The conceptual framework of this study is developed through the integration of organizational communication theory and teamwork effectiveness literature. The conceptual model illustrates the relationship between internal communication patterns comprising vertical, horizontal, and diagonal communication and the dimensions of effective teamwork, including coordination, collaboration, and team cohesion. Contextual factors such as banquet job characteristics, organizational culture, and management support are positioned as elements that influence the dynamics of communication and teamwork. The conceptual research model is presented in Figure 1.

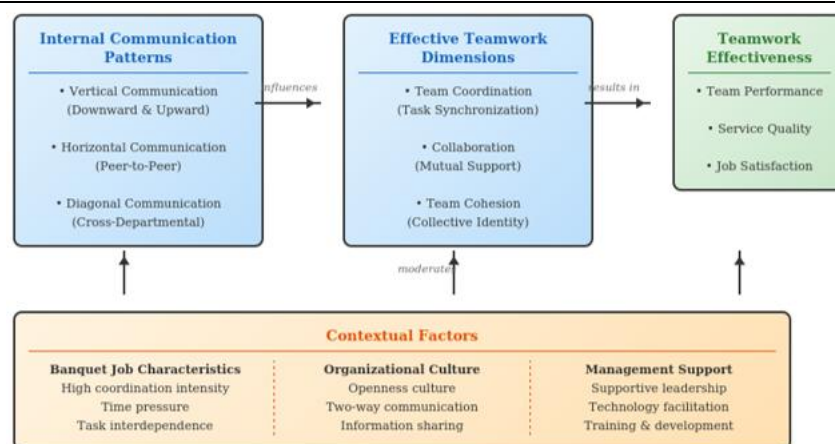


Figure 1. Conceptual Research Model

Participants and Research Setting

Research participants were selected using purposive sampling based on the following criteria: (1) banquet staff at Gumaya Hotel Semarang with a minimum of one year of tenure; (2) active involvement in banquet event operations; and (3) willingness to participate in the study. The number of participants was determined according to the principle of data saturation, whereby data collection was discontinued once no new significant information emerged (Creswell & Poth, 2018). Participants represented various positional levels, including the Banquet Manager, Banquet Supervisor, Banquet Captain, and Banquet Waiter/Waitress, to obtain comprehensive perspectives. Adhabi and Anozie (2017) emphasize the importance of participant diversity in qualitative interview research to generate rich and multidimensional data.

Data Collection Techniques

Data were collected using three primary techniques to ensure source triangulation. First, in-depth interviews were conducted using semi-structured interview guidelines, allowing flexibility to explore emerging themes during the interviews (Silverman, 2013). Second, participant observation was employed to examine communication activities and team coordination during banquet event operations. Third, document analysis was conducted on relevant materials, including standard operating procedures (SOPs) related to communication and coordination within the banquet department. Triangulation of data collection techniques enhances the credibility and trustworthiness of the research findings (Patton, 2015).

Data Analysis Techniques

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña (2014), which consists of three components: data condensation, data display, and conclusion drawing/verification. The analytical process began with data condensation through the coding of interview transcripts and observation notes to identify emerging themes. Naeem et al. (2023) explain that thematic analysis allows a balance between descriptive analysis that outlines patterns and interpretive analysis that offers subjective insights. Data were displayed in the form of matrices and networks to visualize relationships among themes. A flowchart illustrating the research process is presented in Figure 2.

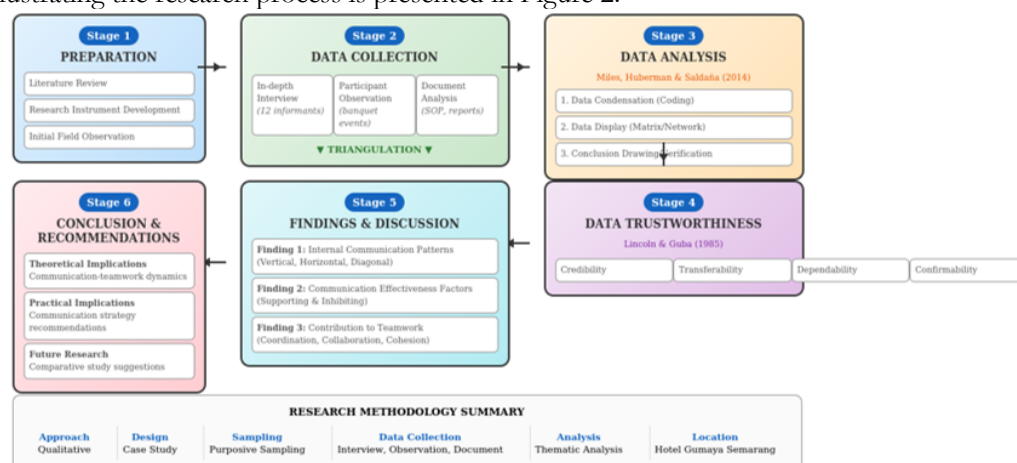


Figure 2. Research Process Flowchart

Trustworthiness of the Data

The trustworthiness of the data was ensured using the four criteria proposed by Lincoln and Guba (1985): credibility, transferability, dependability, and confirmability. Credibility was achieved through source and method triangulation, member checking with participants, and peer debriefing with fellow researchers (Creswell & Poth, 2018). Transferability was ensured through thick descriptions of the research context. Dependability and confirmability were established through an audit trail documenting the entire research process, from data collection to conclusion drawing. Bradley et al. (2007) assert that these validity techniques are essential for producing credible and accountable qualitative findings.

4. Results and Discussion

Research Findings

Characteristics of Research Informants

This study involved 12 informants from the banquet department of Gumaya Hotel Semarang, selected using purposive sampling. Informant selection was based on a minimum of one year of work experience and active involvement in banquet event operations. The composition of informants covered various positional levels to obtain comprehensive perspectives on internal communication patterns and teamwork. The demographic characteristics of the informants are presented in Table 1.

Table 1. Characteristics of Research Informants

No	Informant Code	Position	Length of Service	Age	Education
1	INF-01	Banquet Manager	8 years	42 years	Bachelor's Degree
2	INF-02	Assistant Banquet Manager	6 years	35 years	Bachelor's Degree
3	INF-03	Banquet Supervisor	5 years	32 years	Diploma
4	INF-04	Banquet Supervisor	4 years	30 years	Diploma
5	INF-05	Banquet Captain	5 years	29 years	Diploma
6	INF-06	Banquet Captain	4 years	28 years	Vocational High School
7	INF-07	Banquet Captain	3 years	27 years	Diploma
8	INF-08	Banquet Waiter	3 years	26 years	Vocational High School
9	INF-09	Banquet Waiter	2 years	25 years	Vocational High School
10	INF-10	Banquet Waiter	2 years	24 years	Vocational High School
11	INF-11	Banquet Waitress	1 year	23 years	Vocational High School
12	INF-12	Banquet Waitress	1 year	22 years	Diploma

Source: Processed primary data, 2025

Dominant Forms of Internal Communication among Banquet Staff

Based on in-depth interviews and participant observation, three dominant forms of internal communication were identified in the banquet department of Gumaya Hotel Semarang: vertical, horizontal, and diagonal communication. Thematic analysis indicates that each form of communication exhibits distinct characteristics and frequencies depending on the operational context. A summary of the findings is presented in Table 2.

Table 2. Forms of Internal Communication in the Banquet Department

Communication Form	Characteristics	Media/Channels	Frequency
Downward Vertical Communication	Work instructions, briefings, task allocation, performance evaluation	Face-to-face, WhatsApp Group, notice boards	Very High
Upward Vertical Communication	Progress reports, feedback, complaints, improvement suggestions	Face-to-face, written reports, WhatsApp	High
Horizontal Communication	Coordination among waiters/waitresses, information sharing, problem-solving	Direct face-to-face, personal WhatsApp	Very High
Diagonal Communication	Cross-departmental coordination (kitchen, F&B, housekeeping, engineering)	Handy talky, telephone, face-to-face	High

Source: Primary data analysis, 2025

a. Vertical Communication

Vertical communication represents the most structured communication pattern in banquet operations. Downward communication is dominated by work instructions related to events, task allocation, and service standards. INF-01 stated:

“Every morning before an event starts, we always conduct a briefing to ensure that all staff understand the event details, menu items, and their respective positions.”

Upward communication includes progress reports during events, guest feedback, and improvement suggestions from operational staff.

b. Horizontal Communication

Horizontal communication occurs intensively among waiters/waitresses and among captains during event execution. INF-08 explained:

“During an event, we communicate with each other to make sure no table is missed and to support one another if someone is overwhelmed.”

This pattern reflects spontaneous coordination that is essential to maintaining service continuity.

c. Diagonal Communication

Diagonal communication involves coordination with other departments such as the kitchen, food and beverage service, housekeeping, and engineering. INF-03 noted:

“We constantly coordinate with the kitchen about food serving timing, with housekeeping for room setup, and with engineering when there are technical issues such as air conditioning or sound systems.”

Cross-departmental coordination is particularly critical for large-scale events.

Factors Influencing the Effectiveness of Internal Communication

Thematic analysis identified six main factors influencing the effectiveness of internal communication in the banquet department. These factors were categorized into enabling and inhibiting factors, as presented in Table 3.

Table 3. Factors Influencing the Effectiveness of Internal Communication

Category	Factor	Description	Frequency
Enabling Factors	Communication technology support	WhatsApp Group, handy talky, hotel intercom system	12 informants (100%)
	Organizational openness culture	Work climate supporting two-way communication	10 informants (83%)
	Supportive leadership	Responsive and accessible supervisors	11 informants (92%)
	Daily briefing routines	Pre-shift meetings for event coordination	12 informants (100%)
Inhibiting Factors	Time pressure during events	Limited communication time during peak hours	9 informants (75%)
	Shift differences	Barriers in information transfer between shifts	7 informants (58%)

Source: Primary data analysis, 2025

Contribution of Internal Communication Patterns to Teamwork Effectiveness

The findings indicate that internal communication patterns significantly contribute to three dimensions of teamwork: team coordination, collaboration, and team cohesion. A summary of these contributions is presented in Table 4.

Table 4. Contribution of Communication Patterns to Teamwork Dimensions

Communication Pattern	Team Coordination	Collaboration	Team Cohesion
Vertical Communication	Clarity of tasks and responsibilities	Managerial direction and support	Trust in leadership
Horizontal Communication	Real-time task synchronization	Mutual support and backup	Interpersonal bonding
Diagonal Communication	Cross-departmental integration	Interdepartmental cooperation	Hotel team identity

Source: Primary data analysis, 2025

INF-05 described the contribution of communication to teamwork as follows:

“Good communication makes us feel like a single organism moving together. When problems arise, everyone knows immediately and can help. No one feels alone in facing challenges.”

This statement illustrates how effective internal communication creates strong team synergy in addressing operational challenges.

Discussion

Internal Communication Patterns in the Banquet Operational Context

The dominance of vertical and horizontal communication aligns with organizational communication theory proposed by Robbins and Judge (2019). In the banquet operational context, downward vertical communication plays a central role in ensuring clarity of

instructions and service standards. This finding is consistent with Čuić Tanković et al. (2022), who found that structured internal communication is positively associated with employee satisfaction in the Croatian hospitality industry.

The high intensity of horizontal communication among banquet staff reflects job characteristics requiring real-time coordination. Wu et al. (2021) emphasized that interdepartmental communication is a vital component of the social system that determines internal service quality in hotels. In banquet operations, horizontal communication facilitates the transfer of tacit knowledge regarding guest preferences and service techniques that cannot be formally codified (Kim & Lee, 2013; Yuliamir et al., 2022; Palupiningtyas et al., 2025).

Diagonal communication involving cross-departmental coordination emerged as a significant finding. Pahi et al. (2022) demonstrated that leadership and internal communication influence service quality commitment through knowledge sharing. In banquet operations, coordination with the kitchen, housekeeping, and engineering requires communication patterns that transcend traditional hierarchical boundaries. Tsaur and Lin (2020) found that structured collaboration facilitation enhances team performance in hospitality contexts.

Determinants of Communication Effectiveness

The prominent role of communication technology as an enabling factor aligns with recent developments in hotel communication management. Men and Bowen (2017) emphasized the importance of integrating technology into internal communication strategies. The intensive use of WhatsApp Groups and handy talkies at Gumaya Hotel reflects adaptation to real-time communication needs, consistent with Ewing et al. (2019) regarding social media use for employee engagement.

An organizational culture of openness, identified as a supporting factor, aligns with the concept of symmetric communication proposed by Gomes et al. (2023). Open two-way communication allows employees to share ideas and express challenges without fear, thereby enhancing organizational identification and individual performance. Ribeiro et al. (2023) further noted that communication satisfaction reduces turnover intention through perceived organizational support.

Supportive leadership as a determinant of effective communication confirms the findings of van der Voet and Steijn (2021), who argued that visionary leadership fosters innovation through team cohesion. In the banquet context, accessible and responsive leaders create psychological safety, enabling staff to communicate openly about operational challenges (Liang et al., 2017). Heimerl et al. (2020) similarly identified relationships with colleagues and supervisors as critical factors influencing hotel employees' job satisfaction.

Time pressure and shift differences as inhibiting factors confirm common communication challenges in the hospitality industry. Khassawneh and Mohammad (2024) emphasized that effective communication is crucial for guest interaction and staff collaboration, yet demanding work conditions may hinder communication processes. Park and Kim (2018) highlighted the role of leadership in facilitating knowledge sharing to overcome such barriers.

Mechanisms Linking Communication to Teamwork

The contribution of communication patterns to team coordination can be explained through team coordination theory proposed by Kozlowski and Ilgen (2006). Effective communication enables synchronization of interdependent tasks in banquet operations. Kim et al. (2023) found that perspective-taking has a stronger influence on interpersonal relationships than empathic concern, highlighting the importance of cognitive understanding through communication in building team coordination.

The collaboration dimension reinforced by internal communication reflects De Vries et al. (2006), who found that team communication styles influence job satisfaction and knowledge sharing. In the banquet context, effective collaboration manifests as mutual support and backup among staff during demanding situations. Kim and Lee (2013) confirmed that knowledge sharing in hospitality organizations contributes to innovative service behaviors.

The contribution of communication to team cohesion aligns with Costa et al. (2014), who linked the quality of employee relationships to motivation for helping behaviors and teamwork. Bradley et al. (2012) demonstrated that effective teamwork enhances efficacy, performance, and job satisfaction while reducing turnover. In this study, team cohesion fostered through intensive communication created a strong collective identity among banquet staff.

The findings also support the proposed conceptual model, wherein internal communication patterns function as antecedents to teamwork dimensions. Chen et al. (2025) found that interpersonal relationship and communication competencies exhibited the highest F-values among hotel managers in Shanghai, underscoring the significance of these variables in

hotel operations. Raras et al. (2024) further noted that teamwork is perceived as the most critical skill by HR managers in the Malaysian hospitality industry.

Theoretical and Practical Implications

Theoretically, this study contributes to the understanding of internal communication dynamics within specific hotel operational units. Unlike prior studies that focused primarily on individual outcomes such as job satisfaction or organizational commitment (Gully et al., 2002), this study explores communication patterns as processes that shape teamwork effectiveness. The qualitative approach provides depth of understanding that cannot be achieved through quantitative variable testing alone.

Practically, the findings offer implications for hotel management in designing effective internal communication strategies. First, the intensification of daily briefings and the continued use of communication technologies should be maintained and enhanced. Second, fostering an organizational culture of openness through communication training and supportive leadership development can strengthen teamwork effectiveness. Third, solutions to overcome communication barriers caused by shift differences may be developed through structured handover systems and digital documentation.

5. Comparison

Comparison with Prior Studies (State of the Art)

To provide a more measurable illustration of this study's contribution, a comparison with relevant prior studies (state of the art) in the field of internal communication and teamwork within the hospitality industry is presented. This comparison encompasses methodological approaches, research focus, context, and key findings, as summarized in Table 1.

Table 1. Comparison with Prior Studies (State of the Art)

Author (Year)	Context	Method	Focus & Key Findings	Differences / Novelty
Čuić Tanković et al. (2022)	Hotel chains, Croatia	Quantitative, PLS-SEM, n = 125	Internal communication → job satisfaction; communication with supervisors and colleagues has a positive effect	This study: qualitative approach; focus on communication patterns and processes
Ribeiro et al. (2023)	Hotels, Portugal	Quantitative, SEM, n = 380	Communication satisfaction → turnover intention via perceived organizational support and job satisfaction	This study: teamwork as the outcome, rather than turnover intention
Kim et al. (2023)	Hotels and restaurants, Korea	Quantitative, SEM, n = 418	Empathy (perspective-taking) → interpersonal relationships → team performance	This study: communication as the antecedent, not empathy
Pahi et al. (2022)	Hotels, Pakistan	Quantitative, PLS-SEM, n = 294	Leadership and internal communication → service quality commitment via knowledge sharing	This study: focus on a specific operational unit (banquet department)
Drozdova (2024)	Hotels, Latvia–Lithuania–Sweden	Qualitative, interviews, n = 12	Post-pandemic internal communication challenges: language barriers and technology	This study: Indonesian context; focus on teamwork
Achieng & Pelpela (2023)	Star-rated hotels, Kenya	Mixed methods, n = 182	Interpersonal communication → hotel performance; effective communication improves performance	This study: focus on internal team processes within the banquet department
This Study (2025)	Gumaya Hotel, Semarang, Indonesia	Qualitative, case study, n = 12	Internal communication patterns (vertical, horizontal, diagonal) → teamwork dimensions (coordination, collaboration, cohesion)	Exploration of communication patterns and processes in the banquet operational context

Source: Compiled from various sources, 2025

Comparative Discussion

Based on the comparison presented in Table 1, several specific contributions of this study to the state of the art can be identified. First, from a methodological perspective, the majority of prior studies employed quantitative approaches using SEM or PLS-SEM analyses (Tanković et al., 2022; Ribeiro et al., 2023; Kim et al., 2023; Pahi et al., 2022). In contrast, this study adopts a qualitative case study approach, enabling an in-depth exploration of communication processes and mechanisms rather than merely examining causal relationships among variables.

Second, in terms of research focus, previous studies predominantly examined individual-level outcomes such as job satisfaction (Tanković et al., 2022), turnover intention (Ribeiro et al., 2023), or service quality commitment (Pahi et al., 2022). This study extends the existing literature by focusing on teamwork effectiveness as a collective outcome, encompassing team coordination, collaboration, and cohesion critical determinants in banquet operations.

Third, regarding research context, this study contributes by exploring communication dynamics within a specific operational unit the banquet department which is characterized by high coordination intensity, time pressure, and complex task interdependence. This contrasts with earlier studies that tended to examine hotels in general without differentiating departmental characteristics (Achieng & Pepela, 2023; Drozdova, 2024).

Fourth, this study identifies three distinct communication patterns vertical, horizontal, and diagonal and elucidates their respective contributions to each dimension of teamwork. These findings enrich the theoretical understanding of the mechanisms through which internal communication shapes teamwork effectiveness, an area that remains underexplored in hospitality literature. While Kim et al. (2023) examined teamwork, their focus was on empathy as an antecedent rather than communication patterns.

Fifth, the Indonesian context employed in this study offers a novel perspective, as the majority of prior research has been conducted in European countries (e.g., Croatia, Portugal, Scandinavia) or East Asian contexts (e.g., Korea). Differences in organizational culture and communication practices may yield distinct insights into teamwork dynamics within the hospitality industry.

6. Conclusion

This study aimed to analyze internal communication patterns in building effective teamwork among banquet staff at Gumaya Hotel Semarang. Based on qualitative data analysis from 12 informants, several key findings were identified. First, three dominant forms of internal communication were observed: vertical communication (instructions, briefings, and reports), horizontal communication (coordination among peers), and diagonal communication (cross-departmental coordination). Second, enabling factors for communication effectiveness included technological support (100%), supportive leadership (92%), an organizational culture of openness (83%), and routine briefings (100%), while inhibiting factors consisted of time pressure during events (75%) and shift differences (58%). Third, internal communication patterns were found to contribute significantly to three dimensions of teamwork: team coordination, collaboration, and team cohesion.

These findings support the argument that structured and open internal communication serves as a critical antecedent to teamwork effectiveness within the banquet operational context. The synthesis of results demonstrates alignment with the study's objectives to explore the forms, determinants, and contributions of internal communication patterns to teamwork.

Theoretically, this study contributes to the development of a deeper understanding of communication dynamics within specific hotel operational units. Practically, the findings offer recommendations for hotel management to intensify daily briefings, optimize the use of communication technologies, and develop structured handover systems across shifts.

This study is subject to limitations, particularly its focus on a single hotel, which restricts the generalizability of the findings. Future research is encouraged to conduct comparative studies across hotels with different classifications, employ mixed-method approaches for methodological triangulation, and further explore the influence of organizational culture on internal communication patterns.

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