



## THE IMPACT OF INTERNAL COMMUNICATION, TEAMWORK, AND REWARD AND PUNISHMENT ON EMPLOYEE PERFORMANCE AT CV. KEANU MOTOR PALEMBANG

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### ABSTRACT

This study aims to analyze the impact of internal communication, teamwork, reward, and punishment on employee performance at CV. Keanu Motor Palembang. In an era of globalization characterized by intense competition, companies are required to enhance employee performance to effectively achieve organizational goals. The research method used is quantitative with an associative approach, involving 40 employees as respondents selected through total sampling. Data were collected through questionnaires and analyzed using multiple linear regression. The results of the study indicate that internal communication has a significant positive effect on employee performance, with a t-value of 2.236 and a significance level of 0.000. Teamwork also has a significant positive impact, with a t-value of 4.541 and a significance level of 0.001. Additionally, reward shows a significant positive effect on employee performance with a t-value of 3.289 and a significance level of 0.001. Punishment also contributes positively and significantly, with a t-value of 2.151 and a significance level of 0.000. The simultaneous test (F test) shows that all independent variables collectively have a significant effect on employee performance, with an F-value of 7.277 and a significance level of 0.001. Based on these findings, it is recommended that CV. Keanu Motor Palembang continue to improve internal communication, strengthen teamwork, implement a fair reward system, and ensure proportional application of punishment. With these measures, it is expected that employee performance can improve, which in turn will support the overall achievement of the company's goals. This study contributes to the development of human resource management in the automotive industry and can serve as a reference for future research in the same field.

**Keywords:** Internal Communication, Teamwork, Reward, Punishment, Employee Performance

### INTRODUCTION

Human Resources (HR) play a crucial role within an organizational structure, as they are directly involved in carrying out operational activities and achieving company goals. Human resource management focuses on effectively and efficiently managing employee relationships and roles to enhance their contribution

to the organization (Hasibuan, 2021). HR management can also be understood as a systematic approach aimed at initiating, improving, incentivizing, and maintaining optimal performance within a company (Ajabar, 2020). Therefore, employee performance becomes a critical aspect that must be continuously developed through proper management.

In the era of globalization, characterized by technological advancement and intense business competition, companies are required to constantly innovate and improve performance quality. This demands management that not only focuses on productivity but also creates a healthy, collaborative, and fair work climate. One effort that companies can undertake is to pay attention to internal factors affecting employee performance, such as internal communication, teamwork, and the implementation of a structured reward and punishment system.

Effective internal communication is essential for creating clear workflows, strengthening coordination across divisions, and building shared understanding among employees. Good communication not only delivers information but also fosters common perception, increases trust, and strengthens cooperation (Robbins & Judge, 2020). Meanwhile, strong teamwork can generate synergy among individuals with different backgrounds and expertise in completing tasks efficiently. Effective teams consist of interdependent individuals with shared goals, capable of collaborating to achieve targets (Imron, 2021).

On the other hand, reward and punishment systems are also important instruments in performance management. Fair and transparent rewards can enhance employee motivation and loyalty, while objectively applied punishments maintain discipline and encourage compliance with work rules. However, rewards and punishments must be applied with fairness and proportionality to truly motivate employees, rather than causing resistance or decreased work enthusiasm (Imron, 2021).

Based on preliminary surveys at CV. Keanu Motor, several employee performance issues were identified. Ineffective internal communication often leads to misunderstandings among mechanics, administration, and sales teams. Weak teamwork, caused by personal conflicts, differing goal perceptions, and unclear roles, results in delays in task completion. Additionally, inconsistencies in the reward and punishment system leave some employees feeling undervalued. These factors collectively reduce motivation, create uneven workloads, and negatively impact customer satisfaction due to service delays (Imron, 2021).

This situation reflects that CV. Keanu Motor requires a comprehensive evaluation of its HR management strategies, particularly regarding internal communication, teamwork, and the reward and punishment system. Therefore, this study aims to examine how these factors influence employee performance at CV. Keanu Motor Palembang, with the expectation that the results will provide recommendations for improving human resource management effectiveness (Imron, 2021).

In the highly competitive automotive industry, CV. Keanu Motor requires competent and productive human resources. Employee performance is vital for delivering fast, accurate, and satisfactory services to customers. However, recent observations show declining productivity, including delays in vehicle repairs,



administrative errors, increased customer complaints, and lower team morale. These challenges arise from both technical skills and managerial and interpersonal issues in the workplace.

## METHOD

This study uses a quantitative approach with a survey method, aiming to objectively and systematically measure the relationships among variables. The population of this study consists of all employees of CV. Keanu Motor Palembang, totaling 40 individuals. The sampling technique used is total sampling, in which all members of the population are included as research samples. Data were collected through a questionnaire designed using a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Examples of statements in the questionnaire include: "I find it easy to communicate with my team members," measuring the Internal Communication (X1) variable; "My team members share the same goals at work," measuring the Teamwork (X2) variable; "I feel my salary corresponds to my workload," measuring the Reward (X3) variable; "Mild sanctions, such as verbal warnings, are applied fairly at the workplace," measuring the Punishment (X4) variable; and "I always strive to maintain the quality of my work," measuring the Employee Performance (Y) variable.

Validity and reliability tests were conducted to ensure the feasibility of the research instrument. The validity test employed the Pearson Product Moment correlation technique, and all items were declared valid because the calculated r-value exceeded the r-table value (0.3061) and the significance value was below 0.05. Reliability testing was carried out using the Cronbach's Alpha method with a minimum threshold of  $> 0.60$ , and the average r-value across all variables was 0.712, indicating that all variables were reliable. Data analysis was performed using multiple linear regression, as the research model involved four independent variables tested against one dependent variable. Prior to the analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. All data processing was performed using SPSS version 26. This method is expected to produce valid, reliable, and accurate findings in explaining the impact of internal communication, teamwork, reward, and punishment on employee performance at CV. Keanu Motor Palembang.

## RESULTS AND DISCUSSION

### Results of the Multiple Linear Regression Analysis

In this study, the hypotheses were tested using multiple regression analysis, which empirically examines the functional relationship between two or more independent variables and a dependent variable, or predicts the dependent variable based on two or more independent variables. The results of the multiple regression analysis in this study are presented in the table below.

**Tabel 1. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			

1	(Constant )	14.710	8.282		1.776	.000
	T.X1	5.043	.184	.042	2.236	.000
	T.X2	7.093	.171	.100	4.541	.001
	T.X3	1.047	.163	.049	3.289	.001
	T.X4	2.030	.201	.027	2.151	.000

Source: SPSS, Processed by the Researcher (2025)

$$\text{Employee Performance} = 14.710 + 5.043X_1 + 7.093X_2 + 1.047X_3 + 2.030X_4 + e$$

Based on the results in Table 4.9 regarding the regression coefficients, the multiple linear regression equation model in this study can be explained as follows:

1. The constant value of 14.710 indicates that if the variables Internal Communication, Teamwork, Reward and Punishment, and the fourth variable are assumed to remain constant or unchanged, then employee performance is estimated to be 14.71%.
2. The regression coefficient for the Internal Communication ( $X_1$ ) variable of 5.043 indicates that for every 1% increase in internal communication, assuming other variables remain constant, employee performance is expected to increase by 5.04%.
3. The regression coefficient for the Teamwork ( $X_2$ ) variable of 7.093 shows that for every 1% increase in teamwork, while other variables remain constant, employee performance may increase by 7.09%.
4. The regression coefficient for the Reward ( $X_3$ ) variable of 1.047 indicates that for every 1% increase in the reward and punishment variable, assuming other variables remain unchanged, employee performance may increase by 1.05%.
5. The regression coefficient for the Punishment ( $X_4$ ) variable of 2.030 indicates that for every 1% increase in this variable, assuming other variables remain constant, employee performance is expected to increase by 2.03%.

### Results of the Partial Test (t-test)

The t-test was conducted to assess the partial effect of each independent variable on the dependent variable. This procedure involves comparing the probability value (p-value or sig-t) with a significance level of 0.05. If the p-value is less than 0.05, the alternative hypothesis ( $H_a$ ) is accepted. Conversely, if the p-value is greater than 0.05, the alternative hypothesis ( $H_a$ ) is rejected.

Tabel 2. Partial Test

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error			
1 (Constant )	14.710	8.282		1.776	.000
T.X1	5.043	.184	.042	2.236	.000
T.X2	7.093	.171	.100	4.541	.001
T.X3	1.047	.163	.049	3.289	.001
T.X4	2.030	.201	.027	2.151	.000

Source: SPSS, Processed by the Researcher (2025)

Based on the results presented in Table 2, the findings are as follows:



1. The Internal Communication variable has a positive and significant effect on employee performance. This is shown by a significance value of 0.000 and a t-count of 2.236, which is greater than the t-table value of 1.68595. This result indicates that effective internal communication plays an important role in improving understanding between employees and management, facilitating information flow, and creating better work coordination. Two-way communication allows employees to express opinions and receive clear directions, thereby supporting overall performance improvement.
2. The Teamwork variable also shows a positive and significant effect on employee performance. The significance value of 0.001 and t-count of 4.541, which is higher than the t-table value of 1.68595, indicates that well-established collaboration within a team, characterized by mutual trust, cooperation, and clear task distribution, can increase work productivity. Employees who can work well in a team tend to complete tasks faster, be more enthusiastic, and share collective responsibility for achieving company goals.
3. The Reward variable also has a positive and significant effect on employee performance. This is evidenced by a significance value of 0.001 and a t-count of 3.289, which is greater than the t-table value of 1.68595. This finding indicates that appropriate rewards, whether in the form of incentives, bonuses, or non-material recognition, can increase work motivation, loyalty, and employee commitment to the organization. Employees who feel appreciated are more motivated to contribute their best efforts.
4. The Punishment variable has a positive and significant effect on employee performance. The significance value of 0.000 and a t-count of 2.151, which is higher than the t-table value of 1.68595, shows that the proper implementation of punishment can foster discipline and responsibility. Firm enforcement of work rules can create clear behavioral boundaries and maintain the company's operational stability. However, it is important that punishment be carried out fairly and proportionally to avoid reducing employee motivation.

### Results of the Simultaneous Test (F-test)

According to Ghazali (2021), the joint influence test is used to determine whether the independent variables collectively have an effect on the dependent variable. The F-test in this study was conducted using a significance level or confidence level of 0.05. If the significance level in the study is less than 0.05, or if the calculated F-value is greater than the F-table value, it can be concluded that all independent variables simultaneously have a significant effect on the dependent variable.

**Tabel 3. Simultaneous Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.578	6	.144	8.143	.000
	Residual	35.322	35	1.009		
	Total	35.900	40			

*Source: SPSS, Processed by the Researcher (2025)*

Based on the results in Table 3, the calculated F-value is 8.143, which is greater than the F-table value of 2.65, with a significance level of 0.001, below the

threshold of 0.05. This indicates that, simultaneously, all independent variables Internal Communication, Teamwork, Reward, and Punishment have a positive and significant effect on Employee Performance at CV. Keanu Motor Palembang.

### Results of the Determination Coefficient Test

The coefficient of determination test ( $R^2$  test) aims to measure the extent to which the independent variables can explain the variation in the dependent variable, either partially or simultaneously. According to Ghazali (2021), the coefficient of determination is used to assess the goodness-of-fit of the regression model.

**Tabel 4. Determination Coefficient Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927a	.916	.896	1.00459

*Source: SPSS, Processed by the Researcher (2025)*

Based on the results in Table 4.14, the R Square ( $R^2$ ) value obtained is 0.916. This value indicates that 91.6% of the variation in employee performance can be explained by the four independent variables internal Communication, Teamwork, Reward, and Punishment examined in this regression model. Thus, the model has a very strong ability to explain the relationship between the independent and dependent variables.

Meanwhile, the remaining 8.4% is explained by other factors not included in this research model, such as individual motivation, work environment, organizational culture, or other managerial aspects that may also influence employee performance but were not the focus of this analysis.

Overall, this high  $R^2$  value confirms that the regression model developed in this study on the impact of Internal Communication, Teamwork, Reward, and Punishment on Employee Performance at CV. Keanu Motor Palembang is a strong and representative model in describing the phenomenon under investigation.

## DISCUSSION

### The Influence of Internal Communication on Employee Performance

Based on the t-test results, the calculated t-value is 2.236, which is greater than the t-table value of 1.68595, with a significance level of 0.000, below 0.05. This indicates a significant effect of internal communication on employee performance at CV. Keanu Motor Palembang. Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted, meaning that internal communication contributes meaningfully to improving employee performance.

Internal communication is the process of exchanging information within an organization, occurring between management and employees or among employees themselves. It can be vertical, horizontal, or diagonal. Effective internal communication reduces uncertainty, aligns perceptions, builds trust, clarifies responsibilities, and minimizes misunderstandings that could hinder performance. Clear and open information from management increases employee engagement, motivation, and productivity (Robbins, 2021).

Moreover, internal communication is closely linked to organizational culture, reflecting the values and norms upheld by the organization. Open dialogue, attentive leadership, and transparent policies foster a healthy work culture, while



closed, one-way communication can decrease motivation and performance (Schein, 2021). Empirical evidence from this study confirms that internal communication significantly affects employee performance at CV. Keanu Motor Palembang.

### **The Influence of Teamwork on Employee Performance**

Based on the t-test results, the calculated t-value is 4.541, which is higher than the t-table value of 1.68595, with a significance level of 0.001, below 0.05. This finding indicates that teamwork has a significant effect on employee performance at CV. Keanu Motor Palembang. Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_2$ ) is accepted. In other words, the better the teamwork in the work environment, the higher the performance achieved.

Teamwork is a crucial aspect in modern organizations that requires coordination, synergy, and collaboration among individuals to achieve shared goals. Effective teamwork involves not only task distribution but also open communication, shared responsibility, mutual respect for contributions, and the ability to resolve conflicts constructively. A successful team consists of members with complementary skills who are committed to common goals, work approaches, and collective accountability. Productivity increases when each member actively contributes and supports one another (Smith, 2021).

In the context of CV. Keanu Motor Palembang, teamwork is essential for creating efficient workflows, speeding up decision-making, and completing cross-departmental tasks optimally. Collaboration between administration, service technicians, warehouse, sales, and customer service ensures maximum service to customers, ultimately enhancing the company's reputation and individual performance. Moreover, a strong team culture improves job satisfaction and motivation, as supportive interpersonal relationships encourage employees to take initiative, work enthusiastically, and demonstrate loyalty. The statistical evidence from this study reinforces that teamwork significantly impacts employee performance, highlighting the importance of building solid teams, strengthening cross-functional communication, and encouraging active participation in group work.

### **The Influence of Rewards on Employee Performance**

Based on the t-test results, the calculated t-value is 3.289, which is greater than the t-table value of 1.68595, with a significance level of 0.001 (< 0.05). This indicates that reward has a significant effect on employee performance at CV. Keanu Motor Palembang. Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_3$ ) is accepted, confirming that appropriate rewards can enhance employee motivation and performance.

Reward is a form of recognition given by the company for employees' contributions and achievements. Providing rewards can increase work enthusiasm, loyalty, and a sense of belonging to the company. When employees feel appreciated, they tend to demonstrate more positive, disciplined, and responsible work behavior (Surya, 2021). Reward also plays a key role in motivating employees and enhancing job satisfaction, encouraging them to work harder to achieve set targets (Hasibuan, 2021).

Moreover, rewards help create a healthy competitive work environment where individuals have equal opportunities to earn recognition based on performance. Non-material rewards, such as symbolic awards, promotions, or verbal recognition, can also have a strong psychological impact on employee motivation (Siagian, 2021). Effective reward systems improve employee retention, reduce turnover, and support organizational stability by maintaining experienced and skilled staff.

Additionally, a well-implemented reward system fosters a collaborative and innovative work environment. Employees feel valued, motivated to contribute, and encouraged to share ideas, strengthening team synergy and supporting organizational goals. Consistently recognizing desired behaviors and performance also reinforces organizational values and culture, creating a productive, loyal, and high-performing workforce.

### **The Influence of Internal Communication, Teamwork, Reward, and Punishment on Employee Performance**

Based on the results of the simultaneous F-test, the calculated F-value is 7.277, which is greater than the F-table value of 2.62, with a significance level of 0.001 (< 0.05). This indicates that internal communication, teamwork, reward, and punishment simultaneously have a significant effect on employee performance at CV. Keanu Motor Palembang. Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_5$ ) is accepted. Collectively, these independent variables explain variations in employee performance and are important factors in supporting productivity and work effectiveness.

The significant influence highlights the importance of effective internal communication in creating a conducive work environment. Clear and timely information enables employees to understand their tasks and responsibilities, increasing performance, engagement, and commitment. At CV. Keanu Motor, structured and transparent communication allows employees to share ideas, provide feedback, and collaborate in problem-solving, contributing to overall performance improvement.

Teamwork, along with reward and punishment systems, also plays a critical role in enhancing productivity and motivation. Effective collaboration improves task efficiency, encourages creativity and innovation, and strengthens team cohesion. Rewards, both financial and non-financial, motivate employees to perform better, while fair and transparent punishment ensures accountability and reduces errors. These systems, when applied consistently, support a positive organizational culture and employee loyalty.

In conclusion, the F-test results confirm that internal communication, teamwork, and reward and punishment systems collectively impact individual and organizational performance at CV. Keanu Motor Palembang. It is recommended that management continue to enhance communication channels, conduct regular team-building activities, and implement fair and transparent reward and punishment systems. Periodic evaluation and employee feedback will ensure these practices remain relevant, fostering a productive, innovative, and competitive work environment.



## CONCLUSION

Based on the research and analysis, it can be concluded that internal communication, teamwork, reward, and punishment have a positive and significant effect on employee performance at CV. Keanu Motor Palembang. Partial tests show that each independent variable individually contributes significantly to improving employee performance, with t-values for internal communication (2.236), teamwork (4.541), reward (3.289), and punishment (2.151) all exceeding the t-table value (1.68595) and having significance values  $< 0.05$ . Furthermore, simultaneous testing (F-test) indicates that these four variables together have a positive and significant impact on employee performance, with an F-value of 7.277, higher than the F-table value (2.62) and a significance of 0.001 ( $< 0.05$ ), emphasizing the importance of effective internal communication, strong teamwork, and a proper reward and punishment system in enhancing employee performance. Based on these findings, CV. Keanu Motor Palembang is advised to improve internal communication, strengthen teamwork, and implement a fair, transparent, and consistent reward and punishment system. Integrated performance management considering these four aspects is expected to increase employee motivation, discipline, and productivity, thereby creating a harmonious, productive, and sustainable work culture.

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