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# The Effect of Rewards, Communication and Teamwork on Employee Performance

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***Abstract***

*This study aims to examine the effect of rewards, communication, and teamwork on employee performance at the Makassar Region V Airport Authority Office. A quantitative explanatory approach was employed to test the relationship between the independent variables, namely rewards, communication, and teamwork, and the dependent variable, employee performance. The population consisted of 164 employees, while the sample included 63 respondents selected using purposive sampling. Data were collected through a structured questionnaire distributed via Google Forms and analyzed using SPSS. The analysis included validity and reliability tests, classical assumption tests, multiple linear regression, partial t-test, simultaneous F-test, and coefficient of determination. The results show that rewards do not have a significant effect on employee performance, as indicated by a significance value of 0.904. In contrast, communication has a positive and significant effect on employee performance with a significance value of <0.001, while teamwork also has a positive and significant effect with a significance value of 0.004. Simultaneously, rewards, communication, and teamwork significantly influence employee performance, with an F-value of 77.357 and a significance value of <0.001. The coefficient of determination shows that the three variables explain 79.7% of the variation in employee performance. These findings indicate that employee performance is more strongly supported by effective communication and teamwork than by rewards alone.*

## Introduction

Human Resources (HR) are a key factor in organizational operations. According to Matis and Jackson (2012) in Zakki (2020), HR is the key to organizational success. HR development is crucial because productive employees are the primary source of revenue. Selecting the right employees contributes to smooth organizational operations, innovation implementation, excellent customer service, and sound decision-making. HR significantly impacts organizational productivity and efficiency; thus, organizations focus primarily on efficient recruitment and management of HR. The primary goal of an organization is to employ effective personnel to increase productivity through effective use of time. By recognizing the importance of HR, employee selection can be carried out efficiently to support overall organizational performance (Hemsworth et al., 2026; Khushk et al., 2026; Al-Dmour et al., 2026).

(Robbins, 2006) argues that an organization consists of various components, such as individuals, groups, communities, or the general public, who are connected and responsible to the organization in achieving its goals. A positive work ethic, motivation, and commitment to improving the efficiency and productivity of the work environment are crucial factors for



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employees in an organization to achieve its goals. Employees who are satisfied with their work experience tend to have a positive work experience and high productivity. Employee focus and productivity can also be improved without having to face work-related challenges, facilitate conflict resolution, and improve communication between employees and management (Johnson, 2026; Olowonefa & Onuh, 2026; Bhakuni et al., 2024).

Employee performance refers to the extent to which individuals successfully meet and exceed expectations in their work (Andreas, 2022; Wang et al., 2026; Thi et al., 2026). This encompasses various aspects, including job security, work-life balance, work environment, and reward equity. Motivation, on the other hand, relates to the internal drive and enthusiasm individuals possess to pursue their work-related goals and objectives. Motivated employees are more likely to invest their time, energy, and skills in achieving organizational objectives. Workplace reward systems typically include both monetary and non-monetary components. Monetary rewards include base salary, bonuses, and incentives, while non-monetary rewards can include promotions, opportunities for career advancement, flexible work arrangements, and recognition programs.

Understanding the impact of rewards on job satisfaction and motivation is crucial for organizations seeking to create a positive work environment and increase employee engagement. Numerous studies have investigated this relationship and highlighted the importance of effective reward systems in influencing employee attitudes and behaviors. Reward programs play a crucial role in shaping employee perceptions of performance and employee motivation. Rewards, such as monetary compensation, fringe benefits, and career advancement opportunities, were found to be positively correlated with job satisfaction and motivation. These findings contribute to the existing literature by emphasizing the importance of an effective reward management system in fostering employee motivation and improving overall organizational productivity. Teamwork is also essential for achieving organizational goals. According to Mulia (2019), teamwork can be defined as activities managed and carried out by a group of people within an organization. Teamwork can improve cooperation and communication within and between company departments.

In most cases, teams consist of individuals with diverse skill sets who come together to help achieve organizational goals. Employees who perform well and complete tasks quickly receive attractive rewards. These rewards may include bonuses or incentives (Taufik et al., 2022). Meanwhile, employees who lack enthusiasm and perform poorly receive very little compensation. This ideal reward system rewards individuals based on their work ethic for the organization, not their position or seniority. This reward demonstrates the organization's gratitude to its employees.

Furthermore, effective collaboration and communication are essential within an organization to enhance employee solidarity and productivity. Compensation, timely job development, and the work environment also significantly impact employee productivity, including their ability to adapt to workplace changes. Creating a conducive business environment for the development of positive, enjoyable work relationships between employees and management is crucial. Productivity can be affected by stress that arises during the workday. An organization has the capacity to increase productivity, enhance employee satisfaction, and protect employees by creating a work environment that is relevant to their needs and expectations.

Communication is defined as the exchange of messages between individuals with the goal of achieving a common understanding (Marwansyah and Mukaram, 2012). Communication is crucial for interacting with each other. Without communication, all members of an organization cannot know what to do for their organization, leaders cannot receive information, and



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providers cannot provide instructions. Effective communication can be the best way to improve employee performance.

The Makassar Airport Authority Office, located near Sultan Hasanuddin Airport, Makassar, is a technical implementation unit within the Ministry of Transportation, directly reporting to the Minister of Transportation through the Director General of Civil Aviation. It was established in 2011 to support the supervision, control, and operational services and aviation security within its jurisdiction. The strategic role of the Makassar Region V Airport Authority Office includes overseeing and controlling airport operations, including aspects of security and airworthiness. Coordinating between agencies and aviation stakeholders to ensure the safety, security, and smooth flow of air transportation, as well as administrative services such as airport pass management and ramp-check services, and improving financial reporting accountability.

The Makassar Region V Airport Authority Office also faces several challenges in managing its human resources. This requires improving employee competency, both in terms of knowledge, skills, and work experience, to enable them to carry out their duties and functions. Furthermore, the relatively young and new workforce requires further improvement in work experience and effectiveness through ongoing training and development. Furthermore, the challenge of developing professional attitudes, behaviors, and a work ethic that adapts to regulatory and technological changes in the aviation sector is challenging (Board et al., 2025).

## Methods

This study employs a quantitative research method to empirically examine the influence of rewards, communication, and teamwork on job satisfaction. Quantitative research involves the use of numerical data (Ibrahim, 2001) throughout the stages of data collection, processing, and interpretation. It is conducted systematically, planned, and structured (Nugroho, 2018).

Explanatory research with a quantitative approach was applied to explore the population and sample. Quantitative research is a type of scientific inquiry that uses logic, hypotheses, and verification to develop mathematical models, hypotheses, or theories about phenomena in a deductive manner (Sugiyono, 2019).

In this research, Job Satisfaction (Y) serves as the dependent variable, while the independent variables consist of Rewards (X1), Communication (X2), and Teamwork (X3). To ensure the feasibility of the instruments, validity and reliability tests were conducted. Furthermore, to meet the requirements of regression analysis, classical assumption tests such as normality, heteroscedasticity, and multicollinearity tests were performed. The proposed hypotheses were then tested using multiple linear regression analysis.

### Research Location and Time

This research was conducted in Makassar City, specifically at the Office of Airport Authority Region V Makassar, located at Jalan Otoritas Bandara No. 5, Baji Mangngai, Mandai District, Maros Regency, South Sulawesi, 90552. The study was carried out from May to June 2025.

### Population and Sampling Technique

The research population refers to the entire group of analysis units whose characteristics are to be studied (Saputra, 2022). The population in this study consisted of 164 employees of the Office of Airport Authority Region V Makassar. Since the population is relatively large, and considering limitations of time, energy, and resources, sampling was used. The technique applied is purposive sampling, which selects respondents based on certain criteria to ensure the



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data represent the population accurately (Sugiyono, 2019). Thus, the sample size was 63 employees.

## Data Collection Instruments

Data were collected through a survey method using a structured questionnaire distributed via Google Forms. The questionnaire employed a Likert scale to measure the variables. The survey method is widely recognized as a reliable technique for collecting structured data from a large number of respondents (Kumar & P, 2021). It allows standardization of responses and ensures reliability. Compared to interviews, surveys are more cost-effective and time-efficient (Akbayrak, 2000). Primary Data: Obtained directly from respondents through the distributed questionnaire. Secondary Data: Obtained from existing sources such as reports, journals, books, government publications, internal documents, and relevant websites.

## Data Analysis

The data analysis consisted of descriptive and quantitative analysis. Descriptive analysis summarized respondents' characteristics using percentages and averages, while quantitative analysis employed multiple linear regression with the help of SPSS software. Multiple Linear Regression (MLR) was chosen to measure how independent variables simultaneously and individually influence the dependent variable.

## Instrument Testing

### *Validity and Reliability Test*

Validity Test: Determines whether each questionnaire item measures the intended construct. An instrument is valid if the significance value is $< 0.05$. Reliability Test: Conducted using Cronbach's Alpha. A coefficient $> 0.6$ indicates that the instrument is reliable (Cappelleri et al., 2013).

### *Classical Assumption Tests*

Normality Test: Conducted using the Kolmogorov-Smirnov test. If the significance value is $>$ 0.05, the data are normally distributed (Widarjono, 2018). Multicollinearity Test: Checked using tolerance ($>0.10$) and VIF ($<10$) values (Ghozali, 2018). Heteroscedasticity Test: Conducted using the Glejser test. If the significance value is $> 0.05$, no heteroscedasticity is detected.

## Hypothesis Testing

The partial test (t-test) is conducted to examine the individual effect of each independent variable (X1, X2, X3) on the dependent variable (Y). This test helps to determine whether each predictor variable contributes significantly to the variation in the dependent variable when considered separately. The decision rule is that if the calculated t-value (t-count) is greater than the critical t-value (t-table) and the significance value (p) is less than 0.05, then the independent variable has a significant influence on the dependent variable. On the other hand, the simultaneous test (F-test) assesses the combined effect of all independent variables on the dependent variable. This test evaluates whether the independent variables, when taken together, provide a statistically significant contribution to explaining the variation in the dependent variable. The decision criterion is that if the calculated F-value (F-count) is greater than the critical F-value (F-table) and the significance value (p) is less than 0.05, then the independent variables simultaneously have a significant effect on the dependent variable. Together, the t-test and F-test provide comprehensive insights into both individual and joint effects of the predictors.



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### *Coefficient of Determination ($R^2$)*

The coefficient of determination, represented by Adjusted $R^2$, indicates the proportion of variance in the dependent variable that can be explained by the independent variables included in the model. This value adjusts for the number of predictors used, providing a more accurate measure than the regular $R^2$, especially when multiple variables are involved. An Adjusted $R^2$ value closer to 1 suggests that the independent variables collectively have strong explanatory power, meaning the model is effective in accounting for variations in the dependent variable. Conversely, a lower Adjusted $R^2$ indicates that a significant portion of the variance is explained by other factors not included in the model.

## Result and Discussion

### Validity and Reliability Test

The validity test was conducted to determine whether the research questionnaire was valid. The test used a bivariate correlation formula with the help of SPSS version 29. The rule states that if the calculated R-value (r-count) > R-table, then the item is valid; otherwise, it is invalid. The R-table value for 116 respondents is 0.206.

Table 1. Validity Test Results

| Variable | No. of Items | r-table | r-count Range | Result |
|---|---|---|---|---|
| Reward (X1) | 10 | 0.206 | 0.585 – 0.825 | Valid |
| Communication (X2) | 10 | 0.206 | 0.570 – 0.845 | Valid |
| Teamwork (X3) | 10 | 0.206 | 0.546 – 0.811 | Valid |
| Employee Performance (Y) | 6 | 0.206 | 0.777 – 0.894 | Valid |

All indicators across the four variables met the validity requirement, confirming that the instrument is appropriate for further analysis. This finding implies that the statements included in the questionnaire are strongly aligned with the theoretical constructs of Reward (X1), Communication (X2), Teamwork (X3), and Employee Performance (Y). In other words, each item is able to accurately capture the dimension it was intended to measure. The Reward (X1) variable shows r-count values ranging from 0.585 to 0.825, which are considerably higher than the r-table value (0.206).

This indicates that the reward-related items are clearly understood by respondents and are closely associated with the underlying construct of rewards in the organizational setting. The same pattern can be observed in Communication (X2) and Teamwork (X3), where the correlation values demonstrate that the items are representative of effective communication and collaborative practices among employees. The strongest validity results are found in the Employee Performance (Y) variable, with r-count values ranging from 0.777 to 0.894. This high correlation suggests that the items measuring performance are not only relevant but also highly discriminating in distinguishing between respondents with varying performance levels. Thus, the performance indicators are particularly robust in capturing the real conditions of employee outcomes in the organization.

Table 2. Reliability Test Results

| Variable | Cronbach's Alpha (α) | Standard | Result |
|---|---|---|---|
| Reward (X1) | 0.918 | 0.60 | Reliable |



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| | | | |
|---|---|---|---|
| Communication (X2) | 0.905 | 0.60 | Reliable |
| Teamwork (X3) | 0.895 | 0.60 | Reliable |
| Employee Performance (Y) | 0.915 | 0.60 | Reliable |

The reliability analysis shows that all variables tested in this study achieved Cronbach's Alpha values well above the minimum threshold of 0.70, which is the standard benchmark for acceptable internal consistency in social science research. The highest reliability value was obtained for Reward (X1) (α = 0.918), followed closely by Employee Performance (Y) (α = 0.915). These values indicate very strong reliability, meaning that the items measuring reward and performance are highly consistent in capturing the intended constructs. In practical terms, respondents answered the items in a stable and coherent manner, which strengthens the credibility of the measurement.

Meanwhile, Communication (X2) (α = 0.871) and Teamwork (X3) (α = 0.884) also showed excellent levels of reliability. These values imply that the statements under these variables are consistently understood by respondents, and there is minimal random error in the measurement process. This reinforces the notion that communication and teamwork two crucial aspects in organizational settings are well-represented by the survey items and can be trusted as reliable predictors in the subsequent statistical tests.

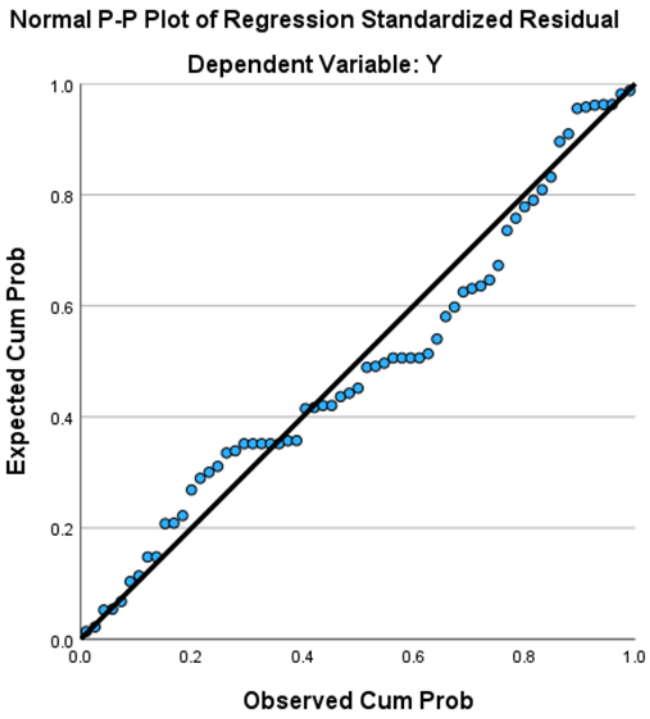


*Figure 1. P-Plot Normality Test*

Figure 1 shows that the residual data points are symmetrically distributed along the diagonal line. This pattern indicates that the residual distribution is nearly normal, which is an important assumption in classical linear regression models. By meeting the normality assumption, the regression model used in this study can be considered feasible and valid for further testing.



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**One-Sample Kolmogorov-Smirnov Test**

Table 3. Results of the Kolmogorov-Smirnov Test for Normality

| | | Unstandardized Residual |
|---|---|---|
| N | | 63 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 1.87359331 |
| Most Extreme Differences | Absolute | .121 |
| | Positive | .121 |
| | Negative | -.078 |
| Test Statistic | | .121 |
| Asymp. Sig. (2-tailed)[c] | | .023 |
| Monte Carlo Sig. (2-tailed)[d] | Sig. | .021 |
| 99% Confidence Interval | Lower Bound | .017 |
| | Upper Bound | .025 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

As a result of the normality test using the Kolmogorov-Smirnov method, the Aseem. Sig (2-tailed) value was obtained as 0.023, which indicates that the value is greater than 0.05, so the residual normality assumption can be accepted.

**Coefficients[a]**

Table 4. Results of Heteroscedasticity Test

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | .696 | 1.247 | | .558 | .579 |
| | X1 | -.034 | .048 | -.167 | -.693 | .491 |
| | X2 | -.014 | .051 | -.066 | -.274 | .785 |
| | X3 | .064 | .055 | .290 | 1.173 | .245 |

a. Dependent Variable: ABSRES

Heteroscedasticity was tested using the Glejser method. The test results showed that the independent variable, Reward (X1), had a significance value (Sig.) of 0.491, the independent variable, Communication (X2), had a value of 0.785, and the independent variable, Teamwork (X3), had a value of 0.245. Based on the test criteria, the variables, Reward (X1), Communication (X2), and Teamwork (X3), had significance values greater than 0.05, indicating no signs of heteroscedasticity.



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**Coefficients[a]**

Tabel 5. Multicollinearity Test Results

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. | Collinearity Statistics Tolerance | Collinearity Statistics VIF |
|---|---|---|---|---|---|---|---|---|
| 1 | (Constant) | -3.072 | 1.910 | | -1.608 | .113 | | |
| | X1 | .009 | .074 | .013 | .122 | .904 | .284 | 3.515 |
| | X2 | .415 | .079 | .584 | 5.278 | <,001 | .280 | 3.566 |
| | X3 | .252 | .084 | .339 | 3.000 | .004 | .270 | 3.708 |

a. Dependent Variable: Y

Each independent variable (X1, X2, and X3) was used to conduct a multicollinearity test. The Tolerance value of the Reward Variable (X1) was 0.284, and the VIF was 3.515; the Communication Variable (X2) had a Tolerance value of 0.280, and a VIF of 3.566; and the Teamwork Variable (X3) had a Tolerance value of 0.270, and a VIF of 3.708. There were no symptoms of multicollinearity among the independent variables in this regression model, because all Tolerance values were greater than 0.1 and all VIF values were less than 10.

**Descriptive Statistics**

Table 6. Results of Descriptive Statistical Tests

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Rewards | 63 | 24 | 50 | 42.71 | 6.160 |
| Communication | 63 | 21 | 50 | 41.54 | 5.861 |
| Teamwork | 63 | 28 | 50 | 42.21 | 5.586 |
| Employee Performance | 63 | 11 | 30 | 25.19 | 4.161 |
| Valid N (listwise) | 63 | | | | |

Based on the descriptive statistical analysis of the four variables (N = 63), Rewards (X1) had a mean of 42.71 (SD = 6.160), showing generally high and homogeneous perceptions. Communication (X2) scored a mean of 41.54 (SD = 5.861), also indicating strong and uniform responses. Teamwork (X3) recorded a mean of 42.21 (SD = 5.586), reflecting strong teamwork with consistent perceptions. Employee Performance (Y) had a mean of 25.19 (SD = 4.161), suggesting good performance with high response consistency.

**Coefficients[a]**

Table 7. Multiple Linear Regression Analysis

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | -3.072 | 1.910 | | -1.608 | .113 |
| | Rewards | .009 | .074 | .013 | .122 | .904 |
| | Communication | .415 | .079 | .584 | 5.278 | < .001 |
| | Teamwork | .252 | .084 | .339 | 3.000 | .004 |

a. Dependent Variable: Employee Performance

The regression analysis shows that Rewards (X1) have no significant effect on employee performance, as indicated by the very small coefficient (0.009) and a high significance value ($p = 0.904 > 0.05$). In contrast, Communication (X2) has the strongest positive influence ($\beta = 0.415$, $p < 0.001$), suggesting that effective communication significantly enhances performance. Similarly, Teamwork (X3) also shows a significant positive effect ($\beta = 0.252$, p



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= 0.004), indicating that collaborative efforts contribute meaningfully to better performance. The constant value of -3.072 reflects the baseline level of performance when all independent variables are absent. Overall, employee performance is more strongly driven by communication and teamwork rather than by rewards.

**Coefficients[a]**

Table 8. Partial Test (t-Test)

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | -3.072 | 1.910 | | -1.608 | .113 |
| | X1 | .009 | .074 | .013 | .122 | .904 |
| | X2 | .415 | .079 | .584 | 5.278 | < .001 |
| | X3 | .252 | .084 | .339 | 3.000 | .004 |

a. Dependent Variable: Y.

Based on the hypothesis testing results, the reward variable (X1) does not significantly affect employee performance (Y). This is shown by the calculated t-value of 0.122, which is lower than the t-table value of 2.001, and a significance level of 0.904, which is greater than 0.05. Meanwhile, the communication variable (X2) shows a significant effect on employee performance, with a calculated t-value of 5.278, which is higher than the t-table value of 2.001, and a significance value below 0.05. This indicates that effective communication between coworkers and superiors enhances performance through better information sharing, collaboration, and task understanding. Similarly, teamwork (X3) also has a significant positive effect on employee performance, with a calculated t-value of 3.000, higher than the t-table value of 2.001, and a significance level of 0.004. This suggests that teamwork, characterized by cooperation, support, and clear division of roles, contributes to improved task completion and achievement of organizational goals.

**ANOVA[a]**

Figure 9. SIMULTANEOUS Test (F Test)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 856.072 | 3 | 285.357 | 77.357 | < .001[b] |
| | Residual | 217.642 | 59 | 3.689 | | |
| | Total | 1073.714 | 62 | | | |

a. Dependent Variable: Y.

b. Predictors: (Constant), X3, X1, X2.

Based on the results of the simultaneous test presented (ANOVA), the F-count value obtained was 77.357 with a significance value (Sig.) of <0.001. This value is compared with the F-table of 2.761, which is calculated using the excel formula (=FINV (0.05;3;59), and a significance level of α = 0.05. Seen from the table above, the calculated F-value for the variables Rewards (X1), Communication (X2), and Teamwork (X3) is 77.357, greater than the F-table value of 2.761. In addition, based on the significance value, it is known that the variables Rewards (X1), Communication (X2), and Teamwork (X3) have a significance value of 0.001, less than 0.05. Therefore, it can be concluded that the independent variables Rewards (X1), Communication (X2), and Teamwork (X3) simultaneously influence the dependent variable, namely Employee Performance (Y), so that H4 is accepted.



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**Model Summary[b]**

Figure 10. Test of the Coefficient of Determination (R2)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .893[a] | .797 | .787 | 1.92064 |

a. Predictors: (Constant), X3, X1, X2.

b. Dependent Variable: Y.

The coefficient of determination (R Square) value was 0.797, as shown in the Model Summary in Table 4.18. This means that the three independent variables Rewards (X1), Communication (X2), and Teamwork (X3) accounted for 79.7% of the variation in the dependent variable, Employee Performance (Y). Other factors not included in this regression model included motivation, job satisfaction, organizational culture, or leadership. Because the Adjusted R Square value of 0.787 has been adjusted for the number of predictors (independent variables) and sample size, this value indicates that the model is not overfitting, and the additional variables are still sufficiently proportional to the amount of available data. This provides a more realistic estimate of the model's ability to explain the dependent variable. Furthermore, the Standard Error of the Estimate (SEE) value of 1.92064 indicates the average prediction error of the regression model relative to the actual value of the Employee Performance variable. The smaller the SEE value, the better the model's ability to predict the dependent variable. In this case, the model is quite accurate and reliable, as indicated by the low to moderate SEE values.

**The Effect of Rewards (X1) on Employee Performance (Y) at the Office of Airport Authority Region V Makassar**

The reward variable (X1) does not have a positive or significant effect on employee performance (Y) at the Office of Airport Authority Region V Makassar, according to the results of the t-test. The t-table value of 2.001 is greater than the t-calculated value of 0.122, which indicates that 0.122 is lower than 2.001. Therefore, the hypothesis that rewards influence employee performance is rejected. The findings show that rewards, whether financial (bonuses, performance allowances, or incentives) or non-financial (recognition, certificates, or promotions), are not the main factors influencing employee performance levels.

The absence of a significant effect suggests that the existing reward system may not be functioning optimally or is not fully appreciated by employees. This could be due to several factors, such as lack of clarity in the reward mechanism, mismatch between the form of rewards and employees' needs or expectations, or even perceptions of unfairness arising from a system that is not transparent or equally distributed.

In practical terms, this result provides valuable input for the management of the Office of Airport Authority Region V Makassar to evaluate and reassess the effectiveness of the current reward system. A more participatory approach, taking into account employee aspirations when designing the reward system, may help improve the sense of fairness and recognition, ultimately impacting performance.

This finding contrasts with the view of Sunyoto (2016), who argued that rewards, whether in the form of recognition for achievement, talent, or skills, can increase work effectiveness. It is also inconsistent with Ivancevich (2018), who divided rewards into intrinsic and extrinsic categories, both of which are believed to enhance motivation and performance.

The insignificant influence of rewards in this study indicates that the system applied at the Office of Airport Authority Region V Makassar has not become the primary driver of employee



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performance. Other factors, such as work routine, high workload, or satisfaction derived from non-reward aspects (such as workplace comfort, job stability, or interpersonal relationships), may have a greater impact on performance compared to financial or non-financial rewards.

As West et al. (2005) noted, reward indicators that are not aligned with employees' intrinsic motivation or long-term needs may reduce their effectiveness. Employees may perceive rewards as mere formality, irrelevant to their contributions, or insufficient compared to expectations. This aligns with Tang et al. (2023), who found that poorly designed reward systems can fail to trigger long-term engagement.

The findings of this study are consistent with Suwarto & Japlani (2019), who found that rewards did not have a significant effect on employee performance at PT. Great Giant Pineapple.

**The Effect of Communication (X2) on Employee Performance (Y) at the Office of Airport Authority Region V Makassar**

The results indicate that the communication variable (X2) has a positive and significant effect on employee performance (Y). The t-test results confirm this, with a t-calculated value of 5.278 greater than the t-table value of 2.001 (5.278 > 2.001). In other words, the hypothesis that communication affects employee performance is accepted. This demonstrates that effective and open communication is crucial for improving performance in the workplace. Through good communication, tasks and responsibilities can be clearly understood, information can be delivered quickly, and the risk of errors or conflicts can be minimized.

In the bureaucratic context of the Office of Airport Authority Region V Makassar, where work is structured and requires interdepartmental coordination, communication effectiveness is essential. When communication flows smoothly both vertically (between superiors and subordinates) and horizontally (among colleagues), work processes become more efficient, decisions can be made quickly, and task execution can be carried out more accurately. Communication also serves as an important tool for providing feedback, giving instructions, solving operational problems, and maintaining professional relationships.

The implication of this result is the importance of building a more open, responsive, and two-way internal communication system. The office needs to strengthen formal channels such as coordination meetings, periodic reports, and written instructions, while also fostering healthy informal communication through human-centered interactions. Leaders play a strategic role in setting an example of good communication, giving clear directions, and being open to feedback from subordinates. By fostering a constructive communication culture, the organization not only enhances work efficiency but also strengthens trust, unity, and employee commitment in achieving common goals.

This finding supports Sutardji's (2016) theory of effective communication, which emphasizes understanding, pleasant atmosphere, influence on attitudes, improved relationships, and behavioral changes. These indicators directly affect performance, as clear, accurate, and constructive communication facilitates coordination, minimizes misunderstandings, and encourages productive collaboration.

It is also in line with Molen & Gramsbergen-Hoogland (2005), who stated that effective communication strengthens leadership, facilitates vision delivery, and creates a productive work environment. Similarly, Daniels & Spiker (1986) argued that communication fosters positive organizational culture, increases employee engagement, and builds trust, all of which directly affect performance.



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This finding is consistent with research by Robin et al. (2024), which found that communication significantly affected employee performance at PT. Eway Alliance Indonesia, and Gaho (2024), who found the same result in the UPTD Puskesmas Onolalu, South Nias Regency.

**The Effect of Teamwork (X3) on Employee Performance (Y) at the Office of Airport Authority Region V Makassar**

Based on the t-test results, teamwork (X3) has a positive and significant effect on employee performance (Y). This is evidenced by the t-calculated value of 3.000, which is greater than the t-table value of 2.001. Thus, the hypothesis that teamwork influences employee performance is accepted.

This finding shows that teamwork is an important factor in supporting employee performance. In a government work environment with a complex organizational structure and interdependent tasks, teamwork serves as a foundation for running the organization efficiently and in a coordinated manner.

Good teamwork fosters a supportive work atmosphere, facilitates communication among employees, and reduces misunderstandings in task execution. When employees are able to work synergistically, help one another, and respect each other's roles, productivity and work effectiveness increase. This condition is highly relevant for the Office of Airport Authority Region V Makassar, which deals directly with aviation safety, security, and services, all of which require high levels of coordination and collaboration across units.

The implication of this result is the need for management to continue fostering a collaborative work culture. This can be done through team-building training, forming cross-unit work groups, and rewarding high-performing teams. Leaders should also actively foster team cohesiveness, resolve internal conflicts constructively, and create an open and participative work climate. By strengthening teamwork, the organization not only achieves performance targets but also builds a healthy and harmonious work environment, positively influencing employee motivation and loyalty.

This result is supported by Daidj (2017), who stated that collaboration is a strategic approach where parties may compete yet still cooperate for organizational growth and success. It is also consistent with Thomas & Johnson (2014), who viewed teamwork as a process where members support and depend on one another to achieve organizational goals.

Furthermore, West et al. (2008) and Ricci (2011) emphasized that teamwork enhances organizational adaptability, as solid interaction allows teams to respond quickly and effectively to changes. Similarly, Shaw (2005) highlighted that teamwork facilitates conflict resolution and consensus building, leading to better decision-making. Nowak (2006) also pointed out that cooperation is a fundamental principle in social systems, strengthening long-term workplace relationships and optimizing achievement of shared goals.

These findings align with Asykur et al. (2024), who found that teamwork significantly influenced employee performance at PT. ASDP Indonesia Ferry (Persero) Bangka Branch, as well as Fristky & Suwarni (2023), who found a significant relationship between teamwork and employee performance at PT. Kereta Api Indonesia (Persero) Regional Division IV Tanjung Karang.



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**The Effect of Rewards, Communication, and Teamwork on Employee Performance at the Office of Airport Authority Region V Makassar**

Based on the simultaneous regression analysis, rewards (X1), communication (X2), and teamwork (X3) together have a positive and significant effect on employee performance (Y). This is evidenced by an F-calculated value of 77.357, greater than the F-table value of 2.761 (77.357 > 2.761), with a significance value of 0.001 (< 0.05). Thus, the fourth hypothesis (H4), which states that all three independent variables simultaneously influence performance, is accepted.

The results indicate that employee performance in this setting is not determined by a single factor but rather the combination of an appropriate reward system, strong teamwork, and effective communication. These three variables complement one another in creating a productive and harmonious work environment. Rewards provide motivational incentives, teamwork strengthens collaboration in completing tasks, and communication ensures information, instructions, and coordination flow smoothly. In the context of the Office of Airport Authority Region V Makassar, which holds crucial responsibility for civil aviation oversight and regulation, synergy among these aspects is essential to ensure that the organization functions efficiently and meets high standards of safety and service.

The implication is that management must continue to improve all three aspects simultaneously. Rewards should be designed to match employees' needs and perceptions of fairness, whether financial or non-financial. Teamwork must be cultivated consistently through training, group development, and team-based work systems. Communication should also be facilitated in a structured, two-way, and transparent manner, both through formal forums like coordination meetings and through informal approaches that build trust among employees.

Overall, this study confirms that organizational success does not rely on a single factor but rather on the synergy of an appropriate reward system, effective communication, and solid teamwork. The integration of these three aspects creates a productive, harmonious, and adaptive work environment, significantly contributing to employee performance. By managing these factors cohesively, the Office of Airport Authority Region V Makassar can foster a conducive environment for improved performance, operational efficiency, and the achievement of strategic organizational goals.

## Conclusion

Rewards do not have a positive and significant effect on employee performance. The t-test results indicate that rewards, both financial and non-financial, are not a dominant factor influencing employee performance at the Makassar Airport Authority Region V Office. This is likely because the reward system is not yet optimal or does not meet employee expectations. Communication has a positive and significant effect on employee performance. Effective communication, both vertical and horizontal, contributes significantly to employee performance by facilitating the flow of information and clarifying tasks and responsibilities. Teamwork has a positive and significant effect on employee performance. A high t-test value indicates that teamwork plays a crucial role in supporting work effectiveness. A collaborative work environment can increase productivity and efficiency between work units. Rewards, teamwork, and communication simultaneously have a positive and significant effect on employee performance. The F-test results indicate that all three independent variables jointly influence employee performance. This indicates that optimal performance is achieved when rewards, cooperation, and communication are implemented synergistically and continuously.



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