

## The Impact of Teamwork and Communication on Employee Performance at the Regional Inspectorate of Ogan Komering Ulu Regency

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**Abstract:** This study aims to analyse the influence of teamwork and communication on the performance of civil servants at the Ogan Komering Ulu Regency Inspectorate. The background to this study is based on the suboptimal performance of civil servants, which is suspected to be influenced by a lack of team synergy and ineffective communication. This study employs a quantitative approach using an explanatory research design. The research population consists of all 57 civil servants at the Ogan Komering Ulu Regency Inspectorate, with a sampling technique using the census method (total sampling). Data were collected via a Likert-scale questionnaire and analysed using multiple linear regression with the aid of SPSS version 22. The results indicate that, partially, teamwork has a positive and significant effect on staff performance. Communication also has a positive and significant effect on employee performance. Simultaneously, teamwork and communication have a significant effect on the performance of employees at the Ogan Komering Ulu Regency Inspectorate. The coefficient of determination indicates that both independent variables make a fairly strong contribution to explaining variations in employee performance. This study concludes that improved teamwork, characterised by cohesion, trust, responsibility and contribution among members, as well as effective and intensive communication, can enhance the quality, quantity, timeliness, effectiveness and autonomy of employees.

**Keywords:** Communication; Employee Performance; Multiple Linear Regression; Public Organizations; Teamwork.

### 1. Introduction

Human resources (HR) are the most vital component of any organization, as the success or failure of an entity depends heavily on the quality of the people who run it. From a Human Resource Management (HRM) perspective, HR is not only viewed as an implementer of policies but also as a strategic asset that plays an active role in achieving organizational goals (Sari, 2022). One key indicator in HR management is employee performance. Performance serves as a benchmark for how well individuals or groups within an organization can carry out their tasks and responsibilities in accordance with established standards. (Nainggolan et al., 2020) explain that performance reflects an organization's effectiveness in achieving predetermined objectives. When employee performance is low, the impact is not limited to individual output but also creates a domino effect on team productivity, the achievement of institutional targets, and even organizational stability. Therefore, performance is not merely a technical issue but a strategic concern requiring serious attention from management.

Performance refers to an employee's work output, which can be measured in terms of working hours, quantity, quality, and collaboration to achieve the goals set by the company. If employees cannot deliver optimal performance, the company's operations become less effective, and it becomes difficult to achieve the company's objectives — namely, targets and high-quality production outcomes. Employee performance is the result of an individual's work, which, in terms of both quality and quantity, meets the standards established based on the specific responsibilities assigned to them. Performance also refers to an individual's actual attitudes and behaviors, manifested as work achievements produced in accordance with their role within the organization or company. The higher the performance of employees, the higher the performance of the organization. Human

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resource management within a company is not an easy task, and therefore requires a wide range of skills. Among the many skills required in an organization or company, there is one skill that can bring all aspects together to work in synergy toward achieving the company's goals: the ability to communicate and collaborate effectively as a team to create an organizational environment that motivates employees to deliver their best performance. To achieve good performance, effective communication and teamwork are essential (Eva Silvani Lawasi & Triatmanto, 2017). In the context of public sector organizations, the factors influencing performance are more complex than in the private sector. This is due to demands for transparency, public accountability, and greater bureaucratic involvement. Two factors that often determine employee performance in public organizations are teamwork and communication.

Teamwork refers to a group of people working together who possess diverse skills that are coordinated to achieve the goals of an organization or company. Teamwork plays a very important role in realizing the company's goals. It is a fundamental element that emphasizes the importance of synergy among organizational members in collectively completing tasks. Strong team performance can drive innovation, operational efficiency, and improved work morale (Riana, 2019). A cohesive team strives to deliver greater results than what an individual can achieve alone. Strong collaboration generates positive energy and is essential for job happiness and satisfaction, both of which impact individual performance (Eva Silvani Lawasi & Triatmanto, 2017). According to Utama (2019), the definition of teamwork is an activity managed and carried out by a group of people who are part of a single organization.

According to Agustina et al. (2024), teamwork refers to a group of people with diverse talents, experiences, backgrounds, and abilities who come together to achieve the goals of an organizational activity. Teamwork significantly influences the success of production outcomes, as the establishment of effective teamwork facilitates the rapid achievement of targets while maintaining the quality of production results. Organizational tasks cannot be accomplished if the members of the organization or company do not work together in harmony. According to (Robbins & Judge, 2008), teamwork or a work team is a group whose collective efforts yield higher performance than the sum of individual contributions. A work team generates positive synergy through coordinated efforts. This implies that the performance achieved by a team is superior to the performance of individual employees within an organization or company. However, teamwork must also be effective to contribute positively to employee performance and work outcomes within an institution.

In addition to teamwork, effective and efficient communication is essential for achieving organizational goals. According to Marwansyah & Mukaram (2012), communication is the exchange of messages between people with the aim of achieving a shared understanding. Communication within an organization is a critical factor in facilitating interactions among its members; without it, individuals within the organization would be unable to know what they must do for the organization, leaders could not receive feedback, and managers could not provide instructions. Effective communication serves as a key tool for enhancing employee performance. It acts as the primary bridge in an organization's operational processes. Without effective communication, coordination, information dissemination, and policy implementation will not function effectively. Communication barriers can lead to misunderstandings, role conflicts, and a decline in trust among team members, ultimately having a negative impact on organizational performance. (Najati & Susanto, 2022).

Communication within public organizations even has a strategic dimension, as it is directly related to public service, which demands transparency, accuracy, and accountability. According to Meifilina (2015), communication is currently a broad process involving the exchange of signals both verbal and nonverbal between a sender and a receiver in an effort to influence behavior. Beyond simply conveying information to others, communication is also essential for managing all business operations. Every employee in an organization must be able to communicate effectively in order to perform their duties and

build good relationships with coworkers, superiors, and subordinates. Furthermore, to facilitate the achievement of the company's objectives, managers and subordinates must communicate quickly and transparently. This is because stakeholders within the company have a critical need for information related to the business or their work.

A nationwide phenomenon, the challenges facing Indonesia's bureaucracy remain linked to weak coordination among agencies and a lack of synergy among employees at the local level. Suboptimal teamwork and communication often lead to delays in task execution and poor quality of public services. A report by the Ministry of State Apparatus and Bureaucratic Reform (2024) notes that approximately 37% of local government agencies still face internal communication barriers that contribute to a decline in organizational performance. This situation serves as an indicator that aspects of communication and teamwork have not yet been fully internalized within the bureaucratic work culture. This is particularly relevant for local oversight agencies that rely on collaboration to carry out their control functions. This situation is similar to that of the Ogan Komering Ulu Regency Inspectorate, which plays a strategic role in supporting transparent and accountable governance. However, the implementation of oversight functions often faces coordination challenges, poor cross-departmental communication, and weak synergy among employees. Therefore, a study is needed to examine this issue in greater depth. Consequently, this study will attempt to analyze the influence of teamwork and communication on the performance of employees at the Ogan Komering Ulu Regency Regional Inspectorate.

Research findings (Prasetya Yuditio et al., 2024) reveal that communication and teamwork have a significant and positive impact on employee performance. Research findings (Agustina et al., 2024) indicate that teamwork and communication have a significant impact on employee performance. Research findings (Biliardin et al., 2025) indicate that teamwork and communication have a positive and significant effect on employee performance. Based on the above studies, the researcher will build upon previous research at the Ogan Komering Ulu Regency Inspectorate. The study will focus on the influence of Teamwork (X1) and Communication (X2) on Employee Performance (Y).

## 2. Materials and Methods

This study employs a quantitative approach using explanatory research. Explanatory research aims to explain the causal relationships among the variables under study and to test hypotheses formulated based on existing theory (Sugiyono, 2020). The quantitative approach was chosen because it allows researchers to objectively measure social phenomena through numerical data and analyze them using inferential statistics. This study is designed to test the influence of independent variables-comprising teamwork and communication-on the dependent variable, namely employee performance. Through this approach, the researcher can analyze the extent of each independent variable's contribution to the dependent variable. The population for this study consists of all civil servants at the Regional Inspectorate of Ogan Komering Ulu Regency, totaling 57 individuals. The population consists of all research subjects that possess specific characteristics relevant to the research objectives (Sekaran & Baougie, 2016). The sampling technique used is the census method (total sampling), which involves including all members of the population as research subjects. This method was chosen because the population size is relatively small and can be fully reached by the researcher, thereby enhancing accuracy and strengthening the generalizability of the research findings (Sugiyono, 2020). Data collection was conducted using a primary instrument in the form of a questionnaire designed based on the indicators of each research variable. Additionally, observation and documentation techniques were employed as supplementary methods to strengthen validity through data triangulation from: the Questionnaire, Observation, and Documentation. Data processing and analysis were performed using SPSS version 22. Data obtained from the questionnaire were quantified based on Likert scale scores and then statistically analyzed, including Validity Tests, Reliability Tests, Classical Assumption Tests, Multiple Linear Regression, Hypothesis Testing, and Coefficient of Determination.

### 3. Results and Discussion

#### 3.1. Validity and Reliability Tests

##### 3.1.1. Validity Test

An instrument is considered valid if it meets the following acceptance/rejection criteria: Reject H0 if the calculated probability value is  $\leq$  the set probability of 0.05 (2-tailed Sig.  $\leq \alpha = 0.05$ ); the instrument is deemed valid. Accept H0 if the calculated probability value is  $>$  the set probability of 0.05 (Sig. 2-tailed  $> \alpha 0.05$ ); it is deemed invalid. The validity test was conducted using SPSS 22, and the results can be seen in Table 1.

Table 1. Validity Test Results

<b>Teamwork (X1)</b>				
No.	Statement	Significance Value. (p-value)	$\alpha$ (0,05)	Sig $\leq$ 0,05 Valid Sig $\geq$ 0,05 Not Valid
1	KT1	0,000	0,05	Valid
2	KT2	0,000	0,05	Valid
3	KT3	0,000	0,05	Valid
4	KT4	0,000	0,05	Valid
5	KT5	0,000	0,05	Valid
6	KT6	0,000	0,05	Valid
7	KT7	0,000	0,05	Valid
8	KT8	0,000	0,05	Valid
9	KT9	0,000	0,05	Valid
10	KT10	0,000	0,05	Valid
<b>Komunikasi (X2)</b>				
No.	Statement	Significance Value. (p-value)	$\alpha$ (0,05)	Sig $\leq$ 0,05 Valid Sig $\geq$ 0,05 Not Valid
1	K1	0,000	0,05	Valid
2	K2	0,000	0,05	Valid
3	K3	0,000	0,05	Valid
4	K4	0,000	0,05	Valid
5	K5	0,000	0,05	Valid
6	K6	0,000	0,05	Valid
7	K7	0,001	0,05	Valid
8	K8	0,000	0,05	Valid
9	K9	0,039	0,05	Valid
10	K10	0,010	0,05	Valid
<b>Employee Performance (Y)</b>				
No.	Statement	Significance Value. (p-value)	$\alpha$ (0,05)	Sig $\leq$ 0,05 Valid Sig $\geq$ 0,05 Not Valid
1	KP1	0,004	0,05	Valid
2	KP2	0,000	0,05	Valid
3	KP3	0,000	0,05	Valid

4	KP4	0,000	0,05	Valid
5	KP5	0,000	0,05	Valid
6	KP6	0,000	0,05	Valid
7	KP7	0,003	0,05	Valid
8	KP8	0,000	0,05	Valid
9	KP9	0,001	0,05	Valid
10	KP10	0,000	0,05	Valid

Based on Table 2, the validity test above shows that all items of the variables—namely, work environment, workload, and communication—used to measure these variables are valid. It can be seen that the significance value for each statement item is  $< 0.05$ .

### 3.1.2. Reliability Test

A reliability test is used to determine the consistency of the measurement instrument in the questionnaire; that is, whether the instrument will yield consistent results if the measurement is repeated (Priyatno, 2017). In this study, the reliability test used the Cronbach's alpha method. A reliability score below 0.6 is considered poor, while 0.7 is acceptable and above 0.8 is good.

Table 2. Reliability Test Results

No.	Variabel	Cronbach's Alpha	Keterangan
1.	Teamwork	0,848	Reliabel
2.	Communication	0,781	Reliabel
3.	Employee Performance	0,705	Reliabel

Based on Table 2, it can be seen that the Cronbach's Alpha values for each variable are above 0.70. This means that all items are reliable and the entire test is consistent because it has strong reliability.

### 3.2. Normality Test

The use of the Kolmogorov–Smirnov test, or K-S test, falls under the category of non-parametric tests because the researcher does not yet know whether the data being used is parametric or not. In the K-S test, the data is considered normal if the Sign value is greater than 0.05. (Lupiyoadi & Ikhsan, 2015).

Table 3. Results of the Normality Test

		Unstandardized Residual
N		57
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.21892972
Most Extreme Differences	Absolute	.106
	Positive	.085
	Negative	-.106
Test Statistic		.106
Asymp. Sig. (2-tailed)		.173 <sup>c</sup>

Table 3 shows that the p-value is greater than 0.05 ( $0.173 > 0.05$ ), so it can be concluded that the data is considered normal.

### 3.3. Test for Heteroscedasticity

In this study, to test for heteroscedasticity, the researcher used the Gletser test, with the criterion that a Sig. value  $> 0.05$  indicates that the model is free from heteroscedasticity. (Lupiyoadi & Ikhsan, 2015).

Table 3. Results of the Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.996	1.662		1.803	.077
Teamwork	-.113	.066	-.338	-1.694	.096
Communication	.098	.071	.278	1.394	.169

Sumber : Diolah dari SPSS 2

Multiple linear regression is used to determine the relationship between two or more independent variables and one dependent variable. The results of the multiple linear regression analysis are shown in the following table.

### 3.4. Multiple Regression Analysis

Analisis linear berganda digunakan untuk mengetahui pengaruh antar dua variabel atau lebih variabel independent dengan satu variabel dependent. Hasil perhitungan regresi linear berganda dapat dilihat pada tabel berikut :

Table 4. Results of the Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.938	2.678		4.831	.000
Teamwork	.348	.107	.459	3.252	.002
Communication	.255	.114	.315	2.237	.029

Sumber : Diolah dari SPSS 22

Based on the table above, the multiple linear regression equation is as follows:  $Y = 12.938 + 0.348X_1 + 0.255X_2$ ; Based on the calculation results, the constant value is 12.938 with a t-value of 4.831, indicating that if the team cooperation ( $X_1$ ) and communication ( $X_2$ ) variables are zero, the value of the dependent variable is estimated to be 12.938. Thus, the interpretation of the results of the above equation is as follows:

$\beta = 0.348$ , sig = 0.002: The regression coefficient for the team cooperation variable ( $X_1$ ) is 0.348, with a t-value of 3.252 and a significance level of 0.002 ( $< 0.05$ ). This indicates that team cooperation has a positive and significant effect on the dependent variable. This means that every one-unit increase in teamwork will increase the value of the dependent variable by 0.348, assuming other variables remain constant. It can be concluded that every 1-unit increase in the teamwork variable will improve employee performance by 0.348 or 34.8%, assuming that other variables are considered constant or were not examined in this study.

$\beta = 0.255$ , sig = 0.029: The coefficient value for the Communication variable ( $X_2$ ) is positive and statistically significant. This can be seen from the coefficient value of 0.255 and the significance value of 0.029, which is less than the  $\alpha$  value of 0.05. This indicates that the Communication variable has a significant effect on employee performance. It can be concluded that a 1-unit increase in the work environment variable will increase employee performance by 0.255 or 25.5%, assuming that other variables are held constant or not examined in this study. Based on the Standardized Coefficients (Beta) values, it is known that teamwork has a beta value of 0.459, which is greater than that

of communication at 0.315. This indicates that teamwork is the most dominant variable in influencing the dependent variable.

3.5. *t-Test*

The t-test is used to test regression coefficients individually, or separately from other independent variables. To determine whether each independent variable influences the dependent variable. Decision Rule: If the significance level (sig) is < 0.05 or the calculated t-value is > the critical t-value, then independent variable X influences dependent variable Y. If the significance level (sig) is > 0.05 or the calculated t-value is < the critical t-value, then independent variable X does not influence dependent variable Y.

Table 5. Results of the t-test

Variabel Bebas	Nilai sig.	Nilai Sig < 0,05 Berpengaruh Nilai Sig > 0,05 Tidak Berpengaruh
Kerjasama Tim	0,002	Berpengaruh
Komunikasi	0,029	Berpengaruh

Based on the results of the data analysis in Table 4.10, it was found that the significance values for each variable were less than 0.05, indicating that each independent variable (X) has a significant effect on employee performance (Y).

3.6. *F-Test*

The results of the simultaneous test (F) are shown in Table 7. below:

Table 6. Results of the F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	643.791	2	321.895	29.957	.000 <sup>b</sup>
Residual	580.244	54	10.745		
Total	1224.035	56			

The results of the F-test in Table 4.11 show that the calculated F-value of 29.957 indicates that the simultaneous test of all parameters reveals a significant F-value of 0.000 < 0.005. Therefore, it can be concluded that the variables Teamwork (X1) and Communication (X2) simultaneously have a significant effect on employee performance (Y). Furthermore, based on the Sum of Squares, it is found that the variation explained by the model (Regression) is 643.791, while the remaining variation not explained by the model (Residual) is 580.244, with a total variation of 1224.035. This indicates that the contribution of the independent variables (X) in explaining the dependent variable (Y) is quite substantial. Thus, it can be concluded that the variables Teamwork (X1) and Communication (X2) simultaneously have a significant effect on Employee Performance (Y), so the regression model used in this study can be utilized for further analysis.

3.7. *Coefficient of Determination*

The results of the coefficient of determination analysis are shown in Table 7 below.

Table 7. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 <sup>a</sup>	.526	.508	3.27800

Based on the calculations in Table 4.12, the correlation coefficient (R) is 0.725. This value indicates a strong relationship between the independent variables – Teamwork (X1)

and Communication (X2)—and the dependent variable—employee performance (Y). This suggests that improvements in teamwork and communication tend to be followed by improvements in employee performance. Additionally, the R-squared value is 0.526. This R<sup>2</sup> value means that the contribution of team collaboration (X1) and communication (X2) to employee performance (Y) is 52.6%, while the remaining 47.4% is attributed to other variables not examined in this study, such as work environment, compensation, job satisfaction, and others.

### 3.8. Discussion

The hypotheses used in this study were tested using multiple linear regression. The aim was to obtain a comprehensive picture of the relationship between the independent variables teamwork and communication and the dependent variable-employee performance. This discussion analyses the research findings in relation to relevant theories, opinions and previous studies, as well as the behavioural patterns required to address these issues.

Based on the results of the calculations, the significance value for the variable 'Teamwork' in relation to the performance of employees at the Ogan Komering Ulu Regency Regional Inspectorate was found to be  $0.002 < 0.05$ , which means that H<sub>0</sub> is rejected. It can therefore be concluded that there is a significant effect of teamwork on the performance of employees at the Ogan Komering Ulu Regency Regional Inspectorate. The results of this study support the theory (Robbins & Judge, 2017) which states that teamwork enables each member to combine their expertise to achieve higher performance compared to working individually. Furthermore, the findings of this study are consistent with those of (Bil-iardin et al., 2025), who state that teamwork has been proven to be a key factor in creating a synergistic work environment, where individuals support one another, work towards shared goals, and build trust and cohesion in the execution of tasks.

This is consistent with the findings of a study (Eva Silvani Lawasi & Triatmanto, 2017), which indicate that the better the teamwork, the greater the improvement in employee performance. Teamwork is capable of creating a harmonious working environment, boosting motivation, and strengthening commitment to the organisation. Therefore, an organisation's success is determined not only by individual ability, but also by the cohesion and effectiveness of the team in its work. Similarly, research findings (Sihaloho et al., 2025) state that the level of employee performance is influenced by teamwork. If teamwork is improved, performance will also improve.

In this study, there are six indicators of teamwork that influence the performance of staff at the Regional Inspectorate of Ogan Komering Ulu Regency, namely cooperation, cohesion, trust, responsibility, mutual contribution and the mobilisation of capabilities. Based on the researcher's observations and interviews, the findings at the research site indicate that the Regional Inspectorate of Ogan Komering Ulu District possesses good teamwork, which can influence staff performance. This is evident in the fact that staff complete their work with a sense of shared responsibility. Some staff also stated that they strive to provide input and solutions in their work.

Based on the results of the calculations, the significance value of the communication variable on the performance of employees at the Ogan Komering Ulu Regency Regional Inspectorate was found to be  $0.029 < 0.05$ , which means that H<sub>0</sub> is rejected. It can therefore be concluded that communication has a significant effect on the performance of employees at the Ogan Komering Ulu Regency Regional Inspectorate. This is in line with the theory of (Katz & Khan, 1978) and supported by research (Prasetya Yuditio et al., 2024), which states that smooth communication supports the completion of employees' tasks and minimises the occurrence of misunderstandings.

This finding is consistent with research (Eva Silvani Lawasi & Triatmanto, 2017), which indicates that communication has a positive and significant impact on improving employee performance. This is evidenced by the study's findings, which state that the

communication processes currently in place have had a positive impact on employees, namely a shift toward more positive attitudes and improved relationships among employees, as well as between employees and management. Similarly, the results of a study (Pangestu et al., 2023) show that mediation plays a role in the relationship between communication and job satisfaction, performance and communication, as well as work, satisfaction, and performance. Employee performance and communication are positively and significantly influenced by job satisfaction.

In this study, there are five communication indicators that influence the performance of employees at the Ogan Komering Ulu Regency Inspectorate, namely: ease of obtaining information, communication intensity, communication effectiveness, level of message comprehension, and attitude change. Effective communication is one of the primary factors determining the level of employee performance. Through communication, leaders can convey instructions, provide motivation, and foster harmonious working relationships. Employees who understand the direction of their work and feel valued through open communication will perform better, act more responsibly, and be more productive. Based on the researcher's observations and interviews, the findings at the study site indicate that communication among employees of the Ogan Komering Ulu Regency Regional Inspectorate is already good. This is evident from employees who are able to communicate openly, understand messages well, and engage in intensive interactions with both superiors and colleagues, resulting in more optimal work performance.

Based on the results of the F-test, the significance value for the relationship between team collaboration and communication and employee performance was  $0.000 < 0.05$ , which means that  $H_0$  is rejected. Therefore, it can be concluded that, taken together, team collaboration and communication have a significant effect on the performance of employees at the Ogan Komering Ulu Regency Inspectorate. This finding is consistent with the results of a study conducted by (Agustina et al., 2024), which states that teamwork can accelerate the achievement of common goals, while effective communication helps avoid misunderstandings and improves coordination among team members.

This is consistent with the findings of a study (Biliardin et al., 2025) indicating that teamwork and communication have a positive and significant impact on employee performance. Teamwork has proven to be a key factor in creating a synergistic work environment, where individuals support one another, work toward shared goals, and build trust and cohesion in the execution of tasks. It is also consistent with research (Prasetya Yuditio et al., 2024), which states that the results of the study reveal that communication and teamwork have a significant and positive effect on employee performance. These results indicate that a supportive work environment is indeed necessary to encourage employees to produce high performance.

Good teamwork cannot be built without effective communication, just as good communication becomes more meaningful when supported by a solid team. The combination of the two creates a conducive work environment, improves efficiency, fosters a sense of responsibility, and encourages employees to perform at their best. Therefore, the better the teamwork and communication within an organization, the better the employees' performance will be.

In this study, there are five indicators that influence employee performance: work quality, work quantity, timeliness, effectiveness, and independence. Based on the researcher's observations and interviews, the findings at the study site indicate that teamwork and communication among employees at the Ogan Komering Ulu Regency Regional Inspectorate are already good. This is evident from the cohesiveness of the work teams in completing their tasks. Instructions from superiors to subordinates are highly effective, making them easy for subordinates to understand. Communication among employees is also good; employees are open with one another and maintain mutual trust.

#### **4. Conclusions**

Based on the research and data analysis carried out, the following conclusions can be drawn: Teamwork (X1) and communication (X2) have a significant partial effect on the

performance of employees at the Regional Inspectorate of Ogan Komering Ulu Regency. Based on the analysis, the R-squared value is 0.526. This  $R^2$  value indicates that the combined contribution of teamwork (X1) and communication (X2) accounts for 52.6% of the variation in employee performance (Y), whilst the remaining 47.4% is attributed to other variables not examined in this study, such as the work environment, compensation, job satisfaction, and others.

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