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The Relationship Between Internal Communication, Teamwork, and Employee Performance at PT Taratak Bumindo in Bogor Regency

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Abstract: Employee performance at PT Taratak Bumindo remained below organizational targets during 2023–2025, particularly in teamwork. Limited evidence from water distribution companies highlights the need to examine organizational factors associated with employee performance in operationally intensive settings. **Objective:** This study aimed to examine the partial and simultaneous relationships between internal communication, teamwork, and employee performance at PT Taratak Bumindo in Bogor Regency. **Method:** A quantitative cross-sectional survey involved 71 employees selected from a population of 241 using simple random sampling. Data were collected through questionnaires and analyzed using multiple linear regression, t-tests, F-tests, and coefficient of determination analysis with SPSS version 25. **Findings:** Internal communication showed a positive but nonsignificant association with employee performance ($B = 0.121$; $p = 0.189$), whereas teamwork demonstrated a positive and significant association ($B = 0.542$; $p < 0.001$). The overall model was significant ($F = 57.283$; $p < 0.001$), explaining 62.8% of performance variation. **Implications:** Strengthening teamwork and interdepartmental coordination may support employee performance management. **Originality:** This study distinguishes the relative contributions of internal communication and teamwork within a water distribution company characterized by mobile operations and interdependent responsibilities.
Keywords: internal communication; teamwork; employee performance; water distribution; organizational coordination.

INTRODUCTION

Human resources play a fundamental role in achieving organizational objectives, particularly in companies whose operational performance depends on coordination, task execution, and timely service delivery. Employee performance reflects the quality and quantity of work accomplished in accordance with assigned responsibilities and organizational standards (Mangkunegara, 2019). In operationally intensive businesses, employee performance is influenced not only by individual competencies but also by organizational processes that facilitate communication, coordination, and collaboration. These factors are particularly relevant to companies involved in water supply and distribution, where employees must coordinate vehicle operations, delivery schedules, equipment maintenance, and customer service. Consequently, internal communication and teamwork represent important organizational factors that may contribute to employee performance.

PT Taratak Bumindo, a water supply and distribution company operating in Bogor Regency, faces challenges in achieving its employee performance targets. The company employs 241 workers and utilizes a fleet management system to support operational monitoring. Nevertheless, organizational records for 2023–2025 indicate that employee performance remained below the company's target of 99%. In 2025, work quality and timeliness reached 89%, work quantity reached 90%, and teamwork reached 87%. Preliminary survey findings involving 40 employees further indicated communication and collaboration difficulties. Twelve employees disagreed that coordination with coworkers was effective, while eleven reported difficulties understanding instructions from supervisors. Regarding teamwork, seventeen employees indicated that their teams had not collaborated effectively to achieve targets, fifteen reported inadequate mutual support, and fourteen identified weaknesses in interdepartmental coordination. These findings suggest that communication

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and teamwork require further investigation as potential explanatory factors associated with employee performance.

Previous studies have examined the relationships between communication, teamwork, and employee performance in various organizational contexts. Bujana and Asmike (2024) and Maulana et al. (2025) reported positive and significant relationships between internal communication and employee performance. Studies by Nugrahaningsih (2022), Wulandari and Ratnagung (2024), and Safiih and Safitry (2024) also identified teamwork as an important predictor of employee performance. Hidayat (2021) examined internal communication, work discipline, and teamwork as factors associated with employee performance. More recently, Darmawan et al. (2025) found that internal communication and teamwork had positive and significant partial and simultaneous effects on employee performance in a government institution. Collectively, these findings provide empirical support for examining communication and collaborative practices as components of organizational performance. However, the organizational characteristics and operational demands investigated in these studies differ from those of water distribution companies.

Despite the existing evidence, limited attention has been given to the relative contributions of internal communication and teamwork in companies characterized by mobile operations, distributed work activities, and intensive coordination requirements. Prior studies have primarily focused on government institutions and other business sectors, leaving uncertainty regarding whether similar relationships are observed in operationally intensive water distribution services. Furthermore, the comparatively low teamwork performance observed at PT Taratak Bumindo provides an empirical basis for examining whether teamwork contributes more strongly to employee performance than internal communication when both variables are analyzed simultaneously. Therefore, this study aimed to analyze the partial and simultaneous associations of internal communication and teamwork with employee performance at PT Taratak Bumindo in Bogor Regency. The findings are expected to provide context-specific empirical evidence and practical considerations for strengthening organizational coordination and collaborative work practices.

RESEARCH METHOD

This study employed a quantitative research approach using a cross-sectional survey design to examine the relationships between internal communication, teamwork, and employee performance. The research was conducted at PT Taratak Bumindo, located in Babakan Madang District, Bogor Regency, West Java, Indonesia. The independent variables were internal communication (X1) and teamwork (X2), while employee performance (Y) was specified as the dependent variable. The analytical framework was developed to assess the statistical contributions of both independent variables, individually and simultaneously, to employee performance.

The study population consisted of 241 employees of PT Taratak Bumindo. The sample size was determined using Slovin's formula with a specified margin of error of 10%, resulting in 70.67, rounded to 71 respondents. The original research reported the use of simple random sampling, through which each employee had an equal probability of selection. However, the specific procedure used to construct the sampling frame and randomly select respondents was not documented in the manuscript and requires confirmation by the authors. Primary data were obtained through employee questionnaires and observation, while secondary data were collected through literature review and company documentation. The questionnaire employed a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), including the intermediate categories disagree (2), moderately agree (3), and agree (4). Internal communication was operationalized using vertical and horizontal communication indicators based on Pally et al. (2023). Teamwork was measured through shared responsibility, individual contributions to team objectives, and the effective application of members' capabilities, referring to Hatta and Musnadi (2017). Employee performance was measured through work quality, work quantity, timeliness, and teamwork, based on the framework attributed to Mathis and Jackson as cited in Sudaryo (2018).

Data analysis was conducted using SPSS version 25. Instrument quality was evaluated using item validity tests and Cronbach's alpha reliability analysis. The reported classical assumption procedures included the Kolmogorov–Smirnov normality test, multicollinearity assessment using tolerance and variance inflation factor (VIF), and heteroskedasticity assessment reported as a Glejser test. Descriptive statistics were used to summarize respondent characteristics. Simple linear regression and multiple linear regression were identified in the original analytical procedures; however, the multiple regression model was used as the principal basis for interpreting the independent associations of internal communication and teamwork with employee performance.

The multiple linear regression model was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

where Y represents employee performance, a is the regression intercept, b_1 and b_2 are unstandardized regression coefficients, X_1 represents internal communication, X_2 represents teamwork, and e denotes the error term. Individual regression coefficients were evaluated using t-tests, while the overall regression model was assessed using an F-test. Statistical significance was evaluated at the 5% level ($\alpha = 0.05$). The coefficient of determination (R^2) was used to assess the proportion of variation in employee performance explained by the two independent variables.

RESULT AND DISCUSSION

Company Profile and Respondent Characteristics

PT Taratak Bumindo was established in 1999 as a company engaged in water supply and distribution services. During its initial operations, the company relied on external water sources and operated approximately five distribution vehicles. In 2000, the company established its own water depot and expanded its operational fleet to approximately fifteen vehicles. Its subsequent development increased the number of operational vehicles to approximately 110, supporting distribution activities across the Greater Jakarta metropolitan area. The company's operational structure includes management, administration, mechanics, and drivers, whose responsibilities require coordination to maintain service continuity and distribution efficiency.

A total of 71 employees participated in the study. Their demographic characteristics included gender, age, employment duration, and educational attainment. Table 1 presents the distribution of respondents based on the original survey data.

Table 1. Demographic characteristics of respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	69	97.18%
	Female	2	2.82%
Age	Under 25 years	5	7.04%
	25–35 years	27	38.03%
	36–45 years	28	39.44%
	Over 45 years	11	15.49%
Employment duration	Under 1 year	5	7.04%
	2–4 years	32	45.07%
	4–6 years	16	22.54%
	Over 6 years	18	25.35%
Educational attainment	Secondary education	66	92.96%
	Higher education	5	7.04%

Source: Primary data processed by the authors (2026).

The respondents were predominantly male (97.18%), with the largest age group being 36–45 years (39.44%). Most respondents had completed secondary education (92.96%), while 45.07% had worked for the company for 2–4 years. This composition reflects the characteristics of the participating employees but should not be interpreted as evidence of a representative demographic distribution across the entire workforce without verification of the sampling procedure.

Instrument Validity and Reliability

The validity of 30 questionnaire items across the three research variables was assessed. The results are presented in Table 2.

Table 2. Item validity test results

Variable	Item–r value
Internal Communication (X1)	X1.1: .654; X1.2: .752; X1.3: .511; X1.4: .755; X1.5: .553; X1.6: .807; X1.7: .759; X1.8: .708; X1.9: .757; X1.10: .671

Variable	Item–r value
Teamwork (X2)	X2.1: .380; X2.2: .818; X2.3: .759; X2.4: .695; X2.5: .466; X2.6: .819; X2.7: .581; X2.8: .811; X2.9: .728; X2.10: .739
Employee Performance (Y)	Y.1: .502; Y.2: .575; Y.3: .751; Y.4: .753; Y.5: .745; Y.6: .641; Y.7: .633; Y.8: .656; Y.9: .493; Y.10: .397

Critical r value = 0.2335 for all items, as reported by the authors. All reported item correlations exceed this threshold. Source: SPSS results (2026).

As presented in Table 2, all questionnaire items had reported correlation coefficients exceeding the critical value of 0.2335. The item correlation coefficients ranged from 0.511 to 0.807 for internal communication, 0.380 to 0.819 for teamwork, and 0.397 to 0.753 for employee performance. Accordingly, all items met the reported item validity criterion. However, the authors should clarify whether these values represent corrected item–total correlations or another item correlation procedure, as this distinction affects the methodological interpretation of instrument validity.

Table 3. Reliability test results

Variable	Cronbach's alpha	Reported threshold	Interpretation
Internal communication (X1)	0.883	0.600	Reliable
Teamwork (X2)	0.876	0.600	Reliable
Employee performance (Y)	0.816	0.600	Reliable

Source: SPSS results (2026).

Table 3 shows that the Cronbach's alpha coefficients for internal communication, teamwork, and employee performance were 0.883, 0.876, and 0.816, respectively. All values exceeded the reliability threshold of 0.600 specified in the original study. These results indicate acceptable internal consistency of the questionnaire items within each variable, supporting their use in the subsequent statistical analysis.

Classical Assumption Tests

The original manuscript presents normality, multicollinearity, and heteroskedasticity tests. These results need careful interpretation because some of the reported outputs require verification.

Table 4. Normality test

Reported Kolmogorov–Smirnov results

Statistic	Value
Number of observations	71
Test statistic	0.119
Asymptotic significance	0.014
Monte Carlo significance	0.250
Monte Carlo 99% CI	0.239–0.261

The normality test results are presented in Table 4. The Kolmogorov–Smirnov test statistic was 0.119. The SPSS output reported an asymptotic significance value of 0.014 and a Monte Carlo significance value of 0.250. Because these values yield different conclusions when evaluated against the 0.05 significance threshold, the normality assumption cannot be reported without specifying and justifying the significance estimate adopted. The authors should verify the output and clarify the approach used to interpret the normality of the regression residuals before drawing a definitive conclusion.

Table 5. Multicollinearity test results

Predictor	Tolerance	VIF
Internal communication (X1)	0.423	2.364
Teamwork (X2)	0.423	2.364

Source: Original SPSS output (2026).

As shown in Table 5, both independent variables had tolerance values of 0.423 and VIF values of 2.364. These values were above the reported minimum tolerance criterion of 0.10 and below the VIF threshold of 10. Therefore, the reported results did not indicate severe multicollinearity between internal communication and teamwork. Nevertheless, the shared variance between the two predictors remains relevant when interpreting their individual regression coefficients.

Table 6. Reported heteroskedasticity test results

Predictor	Reported significance
Internal communication (X1)	0.747
Teamwork (X2)	0.361

Source: Original SPSS output (2026). Verification of the dependent variable used in the test is required.

Table 6 presents the significance values reported for the heteroskedasticity assessment. Internal communication had a significance value of 0.747, while teamwork had a value of 0.361. Both exceeded the 0.05 significance threshold. However, the displayed SPSS output appears to identify employee performance as the dependent variable rather than the absolute regression residuals required for a conventional Glejser test. Therefore, the interpretation that heteroskedasticity was absent should be treated as provisional until the authors confirm the dependent variable and provide the appropriate original test output.

Multiple Linear Regression Analysis

Table 7. Multiple linear regression results

Predictor	B	Std. error	Beta	t	p
Constant	14.061	2.392	—	5.877	—
Internal communication (X1)	0.121	—	0.151	1.326	0.189
Teamwork (X2)	0.542	—	0.671	5.901	< 0.001

Source: SPSS regression coefficients (2026)..

The estimated regression equation was:

$$Y = 14.061 + 0.121X_1 + 0.542X_2 + e \quad (2)$$

Table 7 presents the multiple linear regression coefficients for internal communication and teamwork as predictors of employee performance. The unstandardized regression coefficient for internal communication was 0.121, indicating a positive estimated association with employee performance when teamwork was held constant. However, this association was not statistically significant ($t = 1.326$; $p = 0.189$). Therefore, the regression results do not provide sufficient evidence of an independent association between internal communication and employee performance at the 5% significance level.

In contrast, teamwork had a positive and statistically significant regression coefficient of 0.542 ($t = 5.901$; $p < 0.001$). This indicates that higher teamwork scores were associated with higher employee performance scores after accounting for internal communication. The standardized coefficient for teamwork ($\beta = 0.671$) was substantially higher than that for internal communication ($\beta = 0.151$), suggesting that teamwork had a stronger standardized association with employee performance in the estimated model.

These findings indicate that the statistical contributions of the two predictors differ when considered simultaneously. Although both regression coefficients were positive, only teamwork was statistically significant as an independent predictor. This distinction is essential for evaluating the research hypotheses and formulating conclusions based on the multiple regression analysis.

Table 8. Analysis of variance (ANOVA)

Source	Sum of squares	df	Mean square	F	p
Regression	874.144	2	437.072	57.283	< 0.001

Source: SPSS output (2026).

The ANOVA results in Table 8 demonstrate that the overall multiple regression model was statistically significant, $F(2, 68) = 57.283$, $p < 0.001$. This finding indicates that internal communication and teamwork, when included as predictors in the same regression model, jointly provided statistically significant explanatory information regarding employee performance. However, the significant F-test does not establish

that both predictors had statistically significant individual regression coefficients. The model-level result should therefore be interpreted together with the individual t-tests presented in Table 7.

Table 9. Coefficient of determination

Model statistic	Value
R	0.792
R Square	0.628
Adjusted R Square	0.617
Standard error of estimate	2.762

Source: Original SPSS model summary (2026).

As presented in Table 9, the coefficient of determination (R^2) was 0.628, indicating that internal communication and teamwork collectively explained approximately 62.8% of the observed variation in employee performance within the estimated regression model. The adjusted R^2 value of 0.617 indicated that approximately 61.7% of the variation was explained after adjustment for the number of predictors and sample size. The remaining variation was not accounted for by the included predictors and may reflect other organizational, individual, or contextual factors that were not investigated in this study. These results should be understood as measures of model explanatory capacity rather than evidence that the predictors caused 62.8% of employee performance.

Discussion

The findings demonstrate that internal communication and teamwork have different statistical relationships with employee performance at PT Taratak Bumindo. Although the overall regression model was significant, teamwork emerged as the stronger independent predictor, whereas internal communication did not demonstrate a statistically significant partial association. This distinction provides an important interpretation of the role of organizational coordination in companies characterized by mobile operational activities and interdependent work processes.

Internal Communication and Employee Performance

Internal communication had a positive but statistically nonsignificant coefficient in the multiple regression model. This result indicates that the available evidence was insufficient to establish a significant independent association between internal communication and employee performance after accounting for teamwork. The positive coefficient suggests a favorable direction of association, but the nonsignificant p-value prevents a definitive conclusion regarding the predictor's individual contribution.

This result differs from the findings of Bujana and Asmike (2024), Maulana et al. (2025), and Darmawan et al. (2025), who reported positive and significant relationships between internal communication and employee performance. One possible explanation is that the relationship between communication and performance depends on the characteristics of organizational work processes. At PT Taratak Bumindo, communication may primarily support the coordination and collaboration required for operational task completion rather than explain a substantial proportion of performance variation independently of teamwork.

Nevertheless, this interpretation remains tentative because the present study did not examine mediation or other mechanisms connecting communication, teamwork, and performance. The findings should therefore be interpreted as evidence of a nonsignificant conditional association rather than evidence that communication is unimportant to organizational operations.

Teamwork and Employee Performance

Teamwork demonstrated a positive and statistically significant association with employee performance. The unstandardized regression coefficient of 0.542 and standardized coefficient of 0.671 indicate that teamwork was the stronger predictor in the estimated regression model. This finding suggests that employees who reported better collaborative practices also tended to report higher performance after accounting for their internal communication scores.

The result is consistent with Nugrahaningsih (2022), Wulandari and Ratnagung (2024), and Safiih and Safitry (2024), whose studies identified positive relationships between teamwork and employee performance. The agreement with previous findings supports the relevance of shared responsibility, mutual assistance, and coordinated task execution in workplace performance.

Within the operational context of PT Taratak Bumindo, teamwork is particularly relevant because distribution activities involve coordination among drivers, mechanics, administrative personnel, and operational

management. These employees perform interdependent tasks, and delays or coordination problems in one operational function may affect the completion of activities in another. Stronger teamwork may therefore be associated with smoother task coordination and more consistent operational performance.

The company performance records also indicate that teamwork was the lowest-rated performance dimension throughout 2023–2025. Although these descriptive records were not directly analyzed as predictors in the regression model, they reinforce the practical relevance of addressing collaborative work practices.

Simultaneous Relationship Between Internal Communication, Teamwork, and Employee Performance

The multiple regression model demonstrated a statistically significant overall relationship with employee performance, $F(2, 68) = 57.283$, $p < 0.001$. The coefficient of determination indicated that the two predictors collectively explained 62.8% of the observed variation in employee performance. These findings suggest that communication and teamwork, considered together, provide substantial explanatory information regarding performance differences among the participating employees.

The overall result is consistent with Hidayat (2021) and Darmawan et al. (2025), who identified associations between communication-related and teamwork-related variables and employee performance. However, the present study differs from Darmawan et al. (2025) in the relative statistical contribution of internal communication. In the present model, teamwork was the dominant predictor, whereas internal communication was not independently significant.

This finding highlights the importance of distinguishing the overall explanatory capacity of a regression model from the significance of its individual coefficients. A statistically significant F-test indicates that the predictors jointly improve the model's explanatory capacity compared with an intercept-only model, but it does not imply that every independent variable has a significant partial association.

Practical Implications

The findings suggest that PT Taratak Bumindo should prioritize strengthening collaborative work practices among operational personnel. Management may consider improving the clarity of shared responsibilities, strengthening coordination among drivers and supporting departments, and encouraging mutual assistance in the execution of operational tasks.

Internal communication should remain an important element of organizational management despite its nonsignificant individual regression coefficient. Clear operational instructions, structured briefings, and effective information exchange may support teamwork and reduce the risk of task coordination problems. However, these measures are practical recommendations derived from the study's context rather than interventions whose effectiveness was directly tested.

The company may also use existing performance indicators to evaluate changes in work quality, work quantity, timeliness, and teamwork. Such monitoring would provide a basis for assessing whether organizational improvements coincide with changes in employee performance over time.

Research Limitations

This study has several limitations. First, the investigation was conducted in a single company, limiting the generalizability of its findings to organizations with different operational characteristics. Second, the cross-sectional research design prevents causal relationships from being established. Third, the study relied on questionnaire-based measures, which may be affected by common-method bias or respondent perceptions. Fourth, only two independent variables were examined, leaving other potentially relevant predictors outside the model. Finally, the reported statistical assumption tests require further verification to establish the adequacy of the regression diagnostics. Future studies could examine additional organizational variables and employ longitudinal or multi-company research designs to strengthen the evidence regarding employee performance determinants.

CONCLUSION

The study examined the partial and simultaneous relationships of internal communication and teamwork with employee performance at PT Taratak Bumindo in Bogor Regency. The multiple linear regression results indicated that internal communication had a positive but statistically nonsignificant partial association with employee performance ($B = 0.121$; $p = 0.189$), whereas teamwork demonstrated a positive and significant association ($B = 0.542$; $p < 0.001$). The overall regression model was statistically significant ($F = 57.283$; $p < 0.001$), with internal communication and teamwork collectively explaining 62.8% of the observed variation in employee performance.

The findings indicate that teamwork was the stronger independent predictor of employee performance in the estimated model. Accordingly, PT Taratak Bumindo should consider prioritizing collaborative coordination, shared responsibility, and mutual support among employees while maintaining effective internal communication practices. These recommendations are particularly relevant to the company's operational activities, which depend on coordination between different organizational functions.

The findings are limited by the single-company sample, cross-sectional design, and reliance on questionnaire-based data. Future research should consider broader organizational settings and additional determinants of employee performance, including leadership, organizational culture, motivation, compensation, and job satisfaction. Such investigations may provide further evidence regarding the relative contributions of communication and collaboration to employee performance.

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