

The Influence of Teamwork and Reward on Employee Performance at Hisana Fried Chicken Makassar City

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Abstract

This study is essential to examine how teamwork and reward systems influence employee performance, thereby providing valuable insights for improving organizational effectiveness and service quality at Hisana Fried Chicken Makassar City. Employee performance is a critical factor in achieving organizational goals and maintaining business competitiveness. According to human resource management theory, effective teamwork and appropriate reward systems are among the key determinants of employee performance, as they enhance motivation, collaboration, and work effectiveness. This study aims to examine the influence of teamwork and reward on employee performance at Hisana Fried Chicken Makassar City. The research employed a quantitative approach using a survey method. Data were collected through Likert-scale questionnaires distributed to 210 employees selected using a saturated sampling technique, in which all members of the population were included as respondents. The collected data were analyzed using multiple linear regression. The results indicate that teamwork has a positive and significant effect on employee performance ($p < 0.05$). Likewise, reward demonstrates a positive and significant influence on employee performance ($p < 0.05$). Simultaneously, teamwork and reward account for 53.7% of the variance in employee performance (Adjusted $R^2 = 0.537$). Furthermore, reward was found to have a more dominant effect than teamwork in improving employee performance. These findings support motivational and organizational behavior theories, which emphasize the importance of recognition and collaborative work environments in enhancing employee outcomes. The practical implication of this study is that organizations should strengthen teamwork practices and optimize reward systems to improve employee performance. In conclusion, both teamwork and reward significantly contribute to employee performance, with reward emerging as the most influential factor.

Keywords: *Teamwork, Reward, Employee Performance*

Introduction

Employee performance is widely recognized as a critical determinant of organizational success, sustainability, and competitiveness. In an increasingly dynamic business environment characterized by globalization, technological advancement, and digital transformation, organizations are required to develop human resources capable of adapting to changing market demands while maintaining high levels of productivity. Employee performance directly influences organizational effectiveness through improved productivity, service quality, operational efficiency, and competitive advantage (Ong & Mahazan, 2020; Azhari & Ali, 2024). Conversely, low employee performance can hinder organizational growth, reduce innovation capacity, and negatively affect long-term sustainability (Pratiwi et al., 2025). Consequently, understanding the factors that influence employee performance has become a central concern in human resource management research (Pasaribu et al., 2022). The importance of employee performance is particularly evident in service-oriented industries, where employees interact

directly with customers and significantly influence customer satisfaction (Ngcobo et al., 2022). The results also indicate that employee performance is closely associated with service quality and customer experience in service organizations. One industry that heavily depends on employee performance is the fast-food sector (Bernarto et al., 2022).

The rapid growth of modern lifestyles has increased consumer demand for food services that prioritize speed, convenience, consistency, and affordability (Kristiawan et al., 2021; Novianty et al., 2025). The rapid growth of modern lifestyles has increased consumer demand for food services that prioritize speed, convenience, consistency, and affordability. As a result, fast-food businesses operate under highly standardized systems designed to maximize operational efficiency while ensuring product quality and customer satisfaction (Puspita & Jihadi, 2023). In such environments, employee performance becomes a strategic asset because service quality is largely determined by employees' ability to perform their duties effectively and efficiently (Tafsiri & Utomo, 2025).

Within the Indonesian fast-food industry, companies face intense competition that requires continuous improvements in operational excellence and customer service quality (Kristiawan et al., 2021). One example is Hisana Fried Chicken, a local fast-food business operating in Makassar. Similar to other fast-food companies, Hisana Fried Chicken must maintain service speed, product consistency, workplace cleanliness, and customer satisfaction to remain competitive. Achieving these objectives depends largely on employee performance because operational activities involve various interconnected functions, including food preparation, cooking, packaging, and customer service (Wong et al., 2022).

Therefore, identifying factors that contribute to employee performance is essential for improving organizational effectiveness and maintaining competitiveness. Previous studies have identified numerous factors influencing employee performance, among which teamwork and reward systems are consistently highlighted as important determinants. Teamwork refers to the collaborative efforts of individuals working together to achieve common organizational goals through effective communication, coordination, and mutual support. Effective teamwork enables employees to share knowledge, solve problems collectively, and perform tasks more efficiently, ultimately contributing to improved organizational outcomes (Novitasari et al., 2022). The significance of teamwork is particularly evident in improving collaboration, knowledge sharing, and organizational performance. In contemporary organizations, teamwork has become increasingly important because many operational activities require interdependent task execution rather than individual performance alone (Prasetyo et al., 2023). Team-based work systems facilitate coordination and enhance work effectiveness across organizational functions. The significance of teamwork is particularly evident in the fast-food industry, where operational processes are highly interconnected (Sutrisno et al., 2024; Padilla et al., 2026).

Employees must coordinate activities across multiple functional areas to ensure smooth service delivery. For example, delays in food preparation can affect packaging operations, while communication failures between kitchen staff and cashiers can result in order inaccuracies and customer dissatisfaction. Consequently, effective teamwork is essential for maintaining workflow efficiency, reducing operational errors, and enhancing customer service quality. Organizations with strong teamwork cultures tend to experience better communication, faster problem resolution, and higher productivity than organizations with weak collaborative structures. In addition to teamwork, reward systems play a crucial role in influencing employee attitudes and behavior. Reward systems encompass both financial and non-financial incentives provided by organizations in recognition of employee contributions.

Financial rewards include salaries, bonuses, incentives, and allowances, whereas non-financial rewards may involve recognition, promotion opportunities, career development, and other forms of appreciation (Hidayat et al., 2023). Reward systems are important because they serve as motivational mechanisms that align employee efforts with organizational objectives (Ariyanto et al., 2022). According to motivation theories, employees are more likely to demonstrate higher levels of commitment and performance when they perceive rewards as fair and commensurate with their contributions (Ariyanto et al., 2022). Appropriate rewards can increase job satisfaction, organizational commitment, and work motivation, which subsequently improve employee performance (Nabawi et al., 2023). Furthermore, reward systems can encourage desirable workplace behaviors, strengthen employee engagement, and enhance retention rates by creating a sense of appreciation and recognition within the organization (Hidayat et al., 2023).

Reward systems are considered strategic human resource management tools that contribute to both employee well-being and organizational success. Despite the theoretical importance of teamwork and reward systems, many organizations continue to face challenges in implementing these practices effectively. Preliminary observations conducted at Hisana Fried Chicken outlets in Makassar indicate several operational issues related to employee performance. One of the most notable problems involves service delays, reflected in long customer queues and waiting times that often exceed expected service standards. These delays occur even when adequate numbers of employees are present during operating hours, suggesting inefficiencies in coordination and communication among employees. The existence of such operational challenges indicates that teamwork may not be functioning optimally. Ineffective communication, unclear task allocation, and insufficient coordination among employees can disrupt operational workflows and reduce service efficiency. At the same time, reward-related issues may also contribute to performance problems.

Employees who perceive compensation systems as inadequate or unfair may experience reduced motivation, lower job satisfaction, and diminished commitment to organizational goals (Sembiring et al., 2022). As compensation and recognition are fundamental components of employee motivation, deficiencies in reward systems can ultimately affect individual and organizational performance (Prasetyo et al., 2023). Although numerous studies have examined the relationship between teamwork, reward systems, and employee performance, the findings remain inconsistent across organizational contexts (Nabawi et al., 2023). The teamwork significantly improves employee performance through enhanced communication, coordination, and collaborative problem-solving (Pasaribu et al., 2022). Similarly, collaborative work environments positively influence employee effectiveness and organizational productivity (Ngcobo et al., 2022). These findings suggest that teamwork serves as an important mechanism for improving organizational performance (Pasaribu et al., 2022).

Other studies indicate that teamwork alone may not be sufficient to achieve optimal performance outcomes. The effectiveness of teamwork often depends on supporting organizational factors, particularly motivational mechanisms and employee recognition systems. Employees may work effectively as teams, but their performance can remain suboptimal if they perceive limited organizational appreciation for their contributions. This suggests that the relationship between teamwork and performance may be strengthened by the presence of effective reward systems. Research on reward systems has also produced substantial evidence regarding their influence on employee performance (Ismah et al., 2023; Rahmawati & Wahyu, 2023). Rewards positively affect employee performance through increased work motivation and job satisfaction (Nabawi et al., 2023).

Similarly, both financial and non-financial rewards encourage positive work behavior and contribute to employee retention (Hidayat et al., 2023). Nevertheless, the effectiveness of reward systems varies depending on organizational characteristics, employee expectations, and workplace conditions (Ariyanto et al., 2022). These findings indicate that reward systems may not produce uniform outcomes across different industries and organizational settings (Nabawi et al., 2023). The existing literature reveals several important research gaps. First, previous studies have predominantly examined teamwork and reward systems as separate determinants of employee performance (Pasaribu et al., 2022). Consequently, limited attention has been given to understanding their simultaneous influence within a single analytical framework (Ariyanto et al., 2022).

Considering that teamwork and rewards are closely related organizational mechanisms, examining them independently may not fully explain variations in employee performance. An integrated analysis is therefore necessary to provide a more comprehensive understanding of how these factors jointly influence employee outcomes. Second, most empirical studies investigating teamwork, rewards, and employee performance have been conducted in manufacturing companies, educational institutions, government organizations, and large corporations. Comparatively few studies have focused on the fast-food industry, despite its unique operational characteristics and reliance on employee coordination. Because organizational context plays an important role in shaping employee behavior, findings from other sectors may not be directly applicable to fast-food businesses. Third, limited empirical evidence is available regarding local fast-food businesses in Indonesia, particularly Hisana Fried Chicken in Makassar. Unlike multinational fast-food chains, local businesses often face different managerial challenges related to resource availability, organizational structure, and human resource management practices.

Furthermore, the operational environment of fast-food businesses is characterized by high service speed requirements, standardized procedures, and strong task interdependence among employees. These characteristics suggest that the effects of teamwork and reward systems may differ from those observed in other organizational contexts. Based on these gaps, the novelty of this study lies in its integrated examination of teamwork and reward systems as simultaneous predictors of employee performance within the context of a local fast-food business. Unlike previous studies that focused on individual effects or were conducted in different sectors, this research investigates how teamwork and reward systems jointly influence employee performance in an industry where coordination, service efficiency, and customer satisfaction are critical determinants of organizational success.

By focusing on Hisana Fried Chicken in Makassar, this study provides context-specific evidence that enriches the human resource management literature and expands understanding of employee performance determinants within the Indonesian fast-food sector. Accordingly, this study aims to analyze the influence of teamwork and reward systems on employee performance at Hisana Fried Chicken Makassar. Specifically, the objectives are to examine the effect of teamwork on employee performance, analyze the impact of reward systems on employee performance, and evaluate the simultaneous influence of teamwork and reward systems on overall employee performance. The findings are expected to contribute both theoretically and practically.

Theoretically, this research extends the human resource management literature by providing empirical evidence regarding the combined role of teamwork and reward systems in shaping employee performance within the fast-food industry. Practically, the results are

expected to assist managers in designing effective teamwork strategies and reward mechanisms that enhance employee motivation, productivity, and service quality. Ultimately, strengthening teamwork and implementing fair and motivating reward systems can serve as strategic approaches for improving employee performance and ensuring organizational sustainability in an increasingly competitive business environment.

Method

This study employed a quantitative research approach to examine the influence of teamwork and reward systems on employee performance at Hisana Fried Chicken in Makassar City. A quantitative design was selected because it enables the measurement of research variables through numerical data and statistical analysis, thereby producing objective, systematic, and generalizable findings. The study adopted a survey method, in which data were collected directly from respondents using structured questionnaires. The population consisted of all employees of Hisana Fried Chicken Makassar, totaling 210 employees distributed across 70 outlets. Considering the relatively manageable population size, this study employed a saturated sampling technique (census method), whereby all members of the population were included as respondents. This approach minimizes sampling bias and ensures that the findings accurately represent the characteristics of the entire population.

Data were collected using a questionnaire developed based on established theoretical frameworks and previous empirical studies related to teamwork, reward systems, and employee performance. The teamwork variable was measured through indicators including communication effectiveness, coordination, mutual support, and shared responsibility. The reward variable was assessed through both financial and non-financial dimensions, including salary, incentives, recognition, and career development opportunities. Employee performance was measured using indicators such as work quality, work quantity, initiative, discipline, and adaptability. All questionnaire items were rated using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Prior to the main survey, the research instrument underwent an expert validation process to ensure content validity and conceptual relevance. Three experts in the fields of human resource management and organizational behavior were invited to evaluate the questionnaire. The experts reviewed the clarity, relevance, appropriateness, and comprehensiveness of each item in relation to the research constructs. Based on their feedback, several items were revised to improve wording clarity, eliminate ambiguity, and ensure alignment with the theoretical dimensions of each variable. The expert validation process confirmed that the instrument adequately represented the constructs being measured and was suitable for empirical testing.

Following expert validation, a feasibility test (pilot study) was conducted involving 30 employees who possessed characteristics similar to those of the target respondents but were not included in the final sample. The pilot study aimed to assess the readability, comprehensibility, and practicality of the questionnaire. Feedback from participants indicated that the questionnaire items were easy to understand and could be completed within a reasonable time. Minor revisions were subsequently made to improve item wording and questionnaire structure. The results of the pilot study demonstrated that the instrument was feasible for use in the main data collection process.

To evaluate the effectiveness of the instrument, validity and reliability analyses were performed using pilot-study data. Construct validity was assessed using Pearson Product-

Moment correlation analysis, where each item was considered valid if the correlation coefficient exceeded the critical value at the 5% significance level. Reliability was evaluated using Cronbach's Alpha coefficient, with values greater than 0.70 indicating satisfactory internal consistency. The results showed that all questionnaire items met the validity criteria and that the reliability coefficients for all variables exceeded the recommended threshold, confirming that the instrument was effective in measuring the intended constructs consistently.

Before hypothesis testing, several classical assumption tests were conducted to ensure the suitability of the regression model. The normality test was performed using the Kolmogorov-Smirnov test, where a significance value greater than 0.05 indicated a normal distribution of data. Multicollinearity was assessed through Variance Inflation Factor (VIF) and tolerance values, with VIF values below 10 and tolerance values above 0.10 indicating the absence of multicollinearity. Heteroscedasticity was examined using both the Glejser test and scatterplot analysis to ensure homoscedastic residual variance.

The primary analytical technique employed in this study was multiple linear regression analysis. This method was selected because it allows for the examination of both partial and simultaneous effects of multiple independent variables on a dependent variable. The regression model is expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where Y represents employee performance, X_1 represents teamwork, X_2 represents reward systems, a is the constant, b_1 and b_2 are regression coefficients, and e is the error term. Hypothesis testing was conducted using t-tests and F-tests. The t-test was used to determine the partial effect of each independent variable on employee performance, while the F-test examined the simultaneous influence of teamwork and reward systems on employee performance. In addition, the coefficient of determination (R^2) was calculated to assess the proportion of variance in employee performance explained by the independent variables. All statistical analyses were performed using Statistical Package for the Social Sciences (SPSS) software with a significance level of 5% ($\alpha = 0.05$).

Results

Data Quality Testing

Validity Test

A valid instrument indicates that the measurement tool is capable of producing accurate and appropriate data. Validity refers to the extent to which an instrument measures what it is intended to measure (Sugiyono, 2008). A questionnaire is considered valid if the items are able to capture the constructs being measured. The validity test in this study was conducted using the significance value (Sig. 2-tailed) and the Pearson Product-Moment correlation method. An item is considered invalid if the significance value is greater than 0.05. Additionally, validity can be determined by comparing the calculated correlation value (r-count) with the critical value (r-table). An item is declared valid if $r\text{-count} > r\text{-table}$ and invalid if $r\text{-count} < r\text{-table}$. The r-table value is determined based on a significance level of 5% (0.05) and degrees of freedom ($df = n - 2$).

Table 1. Validity Test Results

Variable	Item	r-count	r-table	Remark
Teamwork (X1)	X1.1	0.693	0.135	Valid
	X1.2	0.669	0.135	Valid
	X1.3	0.686	0.135	Valid
	X1.4	0.620	0.135	Valid
	X1.5	0.529	0.135	Valid
	X1.6	0.294	0.135	Valid
	X1.7	0.579	0.135	Valid
	X1.8	0.633	0.135	Valid
	X1.9	0.680	0.135	Valid
	X1.10	0.698	0.135	Valid
Reward (X2)	X2.1	0.755	0.135	Valid
	X2.2	0.741	0.135	Valid
	X2.3	0.742	0.135	Valid
	X2.4	0.714	0.135	Valid
	X2.5	0.614	0.135	Valid
	X2.6	0.457	0.135	Valid
	X2.7	0.678	0.135	Valid
	X2.8	0.629	0.135	Valid
Employee Performance (Y)	Y.1	0.481	0.135	Valid
	Y.2	0.552	0.135	Valid
	Y.3	0.587	0.135	Valid
	Y.4	0.458	0.135	Valid
	Y.5	0.613	0.135	Valid
	Y.6	0.663	0.135	Valid
	Y.7	0.589	0.135	Valid
	Y.8	0.591	0.135	Valid
	Y.9	0.602	0.135	Valid
	Y.10	0.632	0.135	Valid

Based on Table 1, all questionnaire items used to measure teamwork, reward, and employee performance have r-count values that exceed the r-table value of 0.135. Furthermore, all significance values are below the 0.05 threshold, indicating that every item successfully measures the intended construct. These findings confirm that the instrument possesses satisfactory construct validity and can accurately capture respondents' perceptions regarding teamwork, reward systems, and employee performance. A valid instrument is capable of measuring the concept it is intended to assess. The validity results demonstrate that all indicators are appropriate for further statistical analysis.

Reliability Test

Reliability testing aims to evaluate the consistency and stability of a measurement instrument. A reliable instrument produces consistent results when repeated measurements are conducted under similar conditions (Suliyanto, 2018).

This study employs Cronbach's Alpha to assess reliability. A variable is considered reliable if the Cronbach's Alpha value is greater than or equal to 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard Value	Number of Items	Remark
Teamwork (X1)	0.770	0.60	10	Reliable
Reward (X2)	0.769	0.60	8	Reliable
Employee Performance (Y)	0.734	0.60	10	Reliable

The reliability results presented in Table 42 indicate that all variables have Cronbach's Alpha values above the minimum threshold of 0.60. Specifically, the teamwork variable achieved a reliability coefficient of 0.770, the reward variable 0.769, and employee performance 0.734. These results indicate a satisfactory level of internal consistency among the questionnaire items. A Cronbach's Alpha value exceeding 0.60 signifies that an instrument consistently measures the same construct across respondents. Therefore, the questionnaire can be considered reliable and suitable for further analysis. The strong reliability values also suggest that respondents interpreted the questionnaire items consistently, thereby enhancing the credibility of the research findings.

Descriptive Statistics

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Teamwork	210	15	50	40.25	5.010
Reward	210	8	40	32.34	4.190
Employee Performance	210	15	50	39.25	5.054

Table 3 presents the descriptive statistics of the study variables based on responses from 210 employees. The teamwork variable obtained a mean score of 40.25, indicating that employees generally perceive teamwork practices within the organization positively. The reward variable achieved a mean score of 32.34, suggesting that respondents view the existing reward system favorably. Meanwhile, employee performance recorded a mean score of 39.25, reflecting a relatively high level of performance among employees. The standard deviation values for all variables are relatively low compared with their respective mean values, indicating that respondents' perceptions are relatively homogeneous. These findings imply that employees generally experience effective teamwork, receive adequate rewards, and demonstrate satisfactory performance levels within the organization.

Classical Assumption Tests

Normality Test

The normality test aims to determine whether the residuals in the regression model are normally distributed.

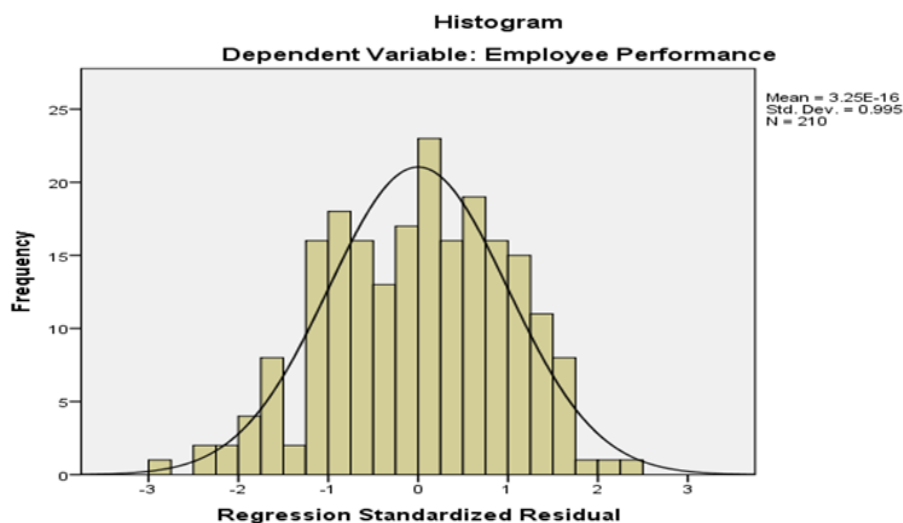


Figure 1. Histogram of Normality Test

Figure 1 illustrates the distribution of regression residuals using a histogram. The figure shows a bell-shaped curve that closely resembles a normal distribution pattern. In addition, the residual mean value is very close to zero, while the standard deviation approaches one, indicating that the residuals are distributed proportionally around the central value. This finding suggests that the regression model satisfies the normality assumption and that the data are suitable for parametric statistical analysis.

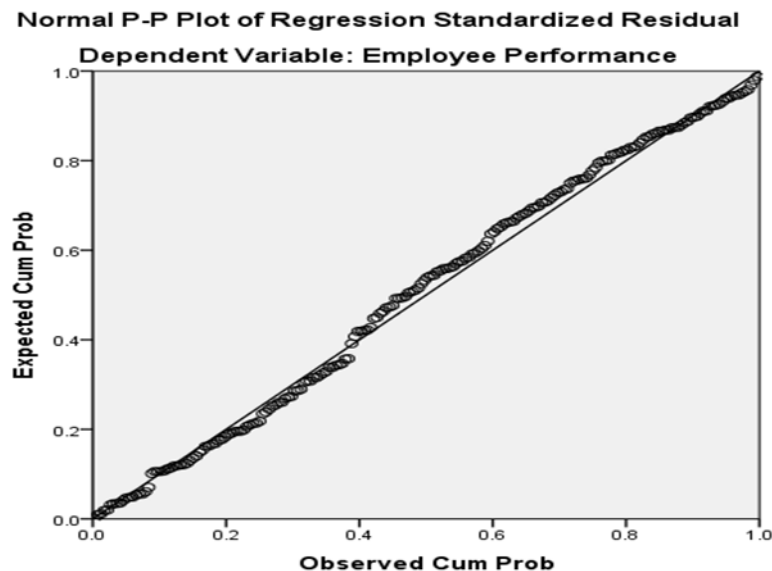


Figure 2. Normal Probability Plot

Figure 2 further supports the normality assumption. The residual points are distributed closely around the diagonal line and do not display substantial deviations. This pattern indicates that the residual distribution approximates normality. Residual points that follow the diagonal line demonstrate compliance with the normality assumption (Ghozali, 2021). Therefore, the regression model can be considered appropriate for hypothesis testing.

Table 4. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		210
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.42352488
Most Extreme Differences	Absolute	.045
	Positive	.035
	Negative	-.045
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The statistical evidence presented in Table 4. confirms the graphical results obtained from the histogram and normal probability plot. The Kolmogorov–Smirnov significance value is 0.200, which exceeds the 0.05 significance level. This result indicates that the residuals are normally distributed and that the normality assumption has been fulfilled. The consistency between graphical and statistical normality tests strengthens the validity of the regression model used in this study.

Multicollinearity Test

Multicollinearity testing aims to determine whether there is a high correlation among independent variables. This test uses Tolerance and Variance Inflation Factor (VIF) values.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Remark
Teamwork	0.593	1.687	No Multicollinearity
Reward	0.593	1.687	No Multicollinearity

The results displayed in Table 5 reveal that the tolerance values for teamwork and reward are 0.593, exceeding the recommended minimum value of 0.10. Similarly, the Variance Inflation Factor (VIF) values are 1.687, which are substantially lower than the critical value of 10. These findings indicate that no multicollinearity exists among the independent variables. This means that teamwork and reward represent distinct constructs and do not overlap excessively in explaining employee performance. Consequently, the regression coefficients generated by the model can be interpreted accurately without distortion caused by multicollinearity.

Heteroscedasticity Test

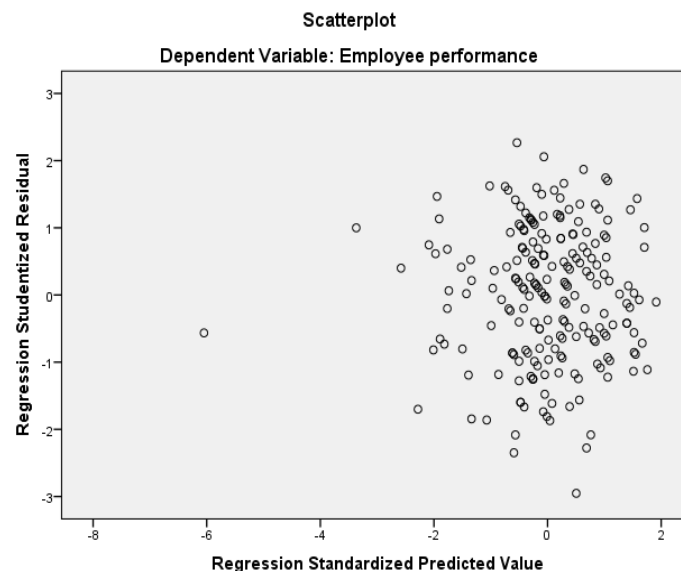


Figure 3 Scatterplot

Figure 3 illustrates the scatterplot used to detect heteroscedasticity. The residual points appear randomly distributed above and below the zero line without forming any systematic pattern. This random distribution indicates that the variance of residuals remains constant across all predicted values. Therefore, the model satisfies the homoscedasticity assumption required in multiple regression analysis.

Table 6. Glejser Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.582	1.163		3.080	.002
Teamwork	-.052	.034	-.136	-1.514	.132
Reward	.041	.041	.091	1.009	.314

a. Dependent Variable: ABS_RES

The findings in Table 6 support the visual evidence from the scatterplot. The significance values for teamwork (0.132) and reward (0.314) are both greater than 0.05, indicating that neither variable significantly influences the residual variance. Consequently, heteroscedasticity is not present in the regression model. The absence of heteroscedasticity suggests that the estimated regression coefficients are efficient and unbiased.

Autocorrelation Test

Table 7. Durbin-Watson Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.736 ^a	.541	.537	3.440	1.839
a. Predictors: (Constant), Reward, Teamwork					
b. Dependent Variable: Employee performance					

Table 7 presents the Durbin–Watson statistic of 1.839. This value falls within the acceptable range of 1.5 to 2.5, indicating that no autocorrelation exists among the residuals. The absence of autocorrelation implies that the residuals are independent across observations, thereby satisfying a key assumption of multiple regression analysis. This finding indicates that the error terms do not exhibit systematic patterns, reducing the likelihood of biased estimates. Consequently, the regression model is considered statistically appropriate, reliable, and suitable for testing the proposed research hypotheses with greater confidence.

Multiple Linear Regression Analysis

Table 8. Regression Results

Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta		
1 (Constant)	7.111	2.086		3.408	.001
Teamwork	.337	.062	.334	5.457	.000
Reward	.575	.074	.476	7.791	.000
a. Dependent Variable: Employee performance					

The regression equation is:

$$Y = 7.111 + 0.337X_1 + 0.575X_2$$

The regression results presented in Table 4.8 indicate that both teamwork and reward have positive regression coefficients. The regression equation, $Y = 7.111 + 0.337X_1 + 0.575X_2$, demonstrates that improvements in teamwork and reward systems contribute positively to employee performance. The coefficient of teamwork (0.337) indicates that a one-unit increase in teamwork is associated with a 0.337-unit increase in employee performance, assuming other variables remain constant. Similarly, the reward coefficient (0.575) This finding indicates a stronger contribution of rewards toward performance improvement, suggesting that effective reward systems play a significant role in enhancing employees' motivation, productivity, and overall work performance.

These findings support the argument that collaborative work environments and effective reward systems are essential drivers of employee performance. A supportive workplace encourages teamwork, knowledge sharing, and employee engagement, while appropriate rewards enhance motivation, commitment, and productivity, ultimately leading to sustained improvements in both individual and organizational performance. The findings of this study support the results of previous research, who reported that teamwork enhances communication and coordination, thereby improving performance outcomes (Fadillah et al.,

2025). The results of this study also align with previous studies, who found that reward systems significantly increase employee motivation and productivity (Wisanggeni et al., 2024).

Hypothesis Testing

t-Test (Partial Test)

Table 9. t-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	7.111	2.086		3.408 .001
	Teamwork	.337	.062	.334	5.457 .000
	Reward	.575	.074	.476	7.791 .000

a. Dependent Variable: Employee performance

The hypothesis testing results indicate that both independent variables significantly affect employee performance. Teamwork has a significance value of 0.000 and a t-statistic of 5.457, confirming a positive and significant influence on employee performance. This finding suggests that employees who collaborate effectively tend to perform better because teamwork facilitates communication, coordination, and mutual support. This result supports social exchange theory, which emphasizes the importance of cooperation and reciprocal relationships in enhancing organizational outcomes.

The reward variable records a significance value of 0.000 and a t-statistic of 7.791, indicating a positive and significant effect on employee performance. The larger standardized coefficient suggests that reward systems have a stronger influence on performance than teamwork. This finding is consistent with motivation theories, particularly expectancy theory, which argues that employees are more likely to exert greater effort when they believe their contributions will be rewarded appropriately. The result also supports previous studies conducted, which concluded that fair and attractive reward systems significantly improve employee performance (Hidayar et al., 2023; Nabawi et al., 2023)

Coefficient of Determination

Table 10. R-Square Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.541	.537	3.440

a. Predictors: (Constant), Reward, Teamwork

b. Dependent Variable: Employee performance

Table 10 shows an Adjusted R Square value of 0.537, indicating that teamwork and reward jointly explain 53.7% of the variation in employee performance. This percentage demonstrates that the model possesses substantial explanatory power. The remaining 46.3% is influenced by other variables not included in this study, such as leadership style, organizational culture, job satisfaction, employee engagement, training, and work environment. These findings suggest that although teamwork and reward are important determinants of employee performance, organizations should also consider other human resource management factors to achieve optimal employee outcomes.

Discussion

The Effect of Teamwork on Employee Performance

The findings indicate that teamwork has a positive and significant effect on employee performance at Hisana Fried Chicken Makassar. This result demonstrates that employees who work in a collaborative environment tend to achieve higher levels of performance than those who work individually. The positive regression coefficient suggests that improvements in teamwork practices contribute directly to enhanced employee performance. In the operational context of the fast-food industry, where service activities involve strong interdependence among employees, effective teamwork becomes essential for ensuring smooth workflow, service efficiency, and customer satisfaction. From a theoretical perspective, this finding supports Team Effectiveness Theory, which argues that team performance is achieved through effective communication, coordination, mutual support, and shared responsibility among members.

Employees who collaborate effectively are more capable of sharing information, solving operational problems, and completing tasks efficiently. In addition, the finding is consistent with Social Exchange Theory, which suggests that cooperative relationships within a work group encourage reciprocal support and commitment, leading to improved individual and organizational outcomes. When employees experience trust and support from their colleagues, they are more willing to contribute positively to collective goals, which ultimately enhances performance. The significance of teamwork is particularly evident in the operational activities of Hisana Fried Chicken. Service delivery requires close coordination among kitchen staff, cashiers, and food packaging personnel. Any communication failure or lack of coordination may result in delays, order inaccuracies, and reduced customer satisfaction.

Therefore, strong teamwork enables employees to perform tasks more efficiently and maintain service quality under demanding working conditions. This finding explains why teamwork emerged as a significant determinant of employee performance in the present study. The results are consistent with the findings previous studies, who reported that teamwork improves employee performance through enhanced communication, coordination, and collaborative problem-solving (Pasaribu et al., 2022). Similarly, found that collaborative work environments positively influence employee productivity and effectiveness (Ong & Mahazan, 2020). The consistency between the present findings and previous studies confirms that teamwork remains a critical organizational resource across different sectors, including the fast-food industry.

However, this study extends previous research by demonstrating the importance of teamwork within a local fast-food business environment characterized by rapid service requirements and highly standardized operations. These findings imply that organizations seeking to improve employee performance should prioritize initiatives that strengthen teamwork capabilities. Management should encourage open communication, clarify task responsibilities, and provide team-building activities that foster collaboration among employees. By creating a supportive work environment, organizations can enhance both individual and collective performance outcomes.

The Effect of Reward on Employee Performance

The results further reveal that reward has a positive and significant effect on employee performance. Moreover, the standardized regression coefficient of the reward variable is

greater than that of teamwork, indicating that reward is the strongest predictor of employee performance in this study. This finding suggests that employees are highly responsive to organizational recognition and compensation systems, particularly in service-oriented industries where performance is closely linked to operational targets and customer service quality. This result supports Expectancy Theory, which explains that employees are motivated to exert greater effort when they believe that their performance will lead to desirable rewards. Employees who perceive a clear connection between effort, performance, and rewards are more likely to demonstrate commitment and productivity. Likewise, Reinforcement Theory argues that positive behaviors are likely to be repeated when followed by rewarding consequences.

Therefore, employees who receive fair and meaningful rewards are encouraged to maintain or improve their performance levels. In the context of Hisana Fried Chicken, rewards serve as an important mechanism for motivating employees to achieve operational targets and maintain service quality. Financial rewards, such as salaries, incentives, and bonuses, provide direct economic benefits that motivate employees to perform effectively. At the same time, non-financial rewards, including recognition, appreciation, and opportunities for career development, fulfill employees' psychological needs for achievement and acknowledgment. The combination of these rewards creates a positive work environment that encourages employees to contribute more actively to organizational objectives. The stronger influence of reward compared with teamwork may reflect the characteristics of fast-food employees, whose work is often routine, target-oriented, and physically demanding. Under such conditions, tangible rewards become particularly important because employees tend to associate high performance with direct benefits.

This finding is consistent with previous studies, which found that reward systems significantly enhance employee motivation and performance through increased job satisfaction and organizational commitment (Purnomo & Ubaidillah, 2024). Similarly, previous studies concluded that both financial and non-financial rewards positively influence employee behavior and productivity (Ruslaini et al., 2024). However, the effectiveness of reward systems depends on employees' perceptions of fairness and transparency. According to Equity Theory, employees compare the rewards they receive with their contributions and with the rewards received by others. When employees perceive fairness in reward allocation, they are more likely to remain motivated and committed to organizational goals.

Conversely, perceptions of inequity may reduce motivation and negatively affect performance. Therefore, organizations should ensure that reward systems are performance-based, transparent, and aligned with employee expectations. The findings of this study highlight the strategic importance of reward systems as a human resource management tool. Organizations operating in highly competitive service industries should continuously evaluate and improve their reward policies to maintain employee motivation, enhance productivity, and achieve sustainable organizational performance.

Analysis of Employee Performance as the Dependent Variable

The coefficient of determination analysis shows that teamwork and reward collectively explain 53.7% of the variation in employee performance. This finding indicates that both variables play a substantial role in shaping employee performance outcomes at Hisana Fried Chicken Makassar. While employee performance is also influenced by other factors such as leadership style, organizational culture, work environment, and employee competencies, teamwork and reward remain important determinants that can be directly managed by the

organization. The findings suggest that employee performance cannot be optimized through a single managerial approach. Effective teamwork contributes to operational efficiency and service coordination, whereas reward systems strengthen employee motivation and commitment. Together, these factors create a complementary mechanism that supports higher levels of performance.

Employees are more likely to perform effectively when they work within a collaborative environment and simultaneously receive recognition for their contributions. This study contributes to the human resource management literature by providing empirical evidence regarding the simultaneous influence of teamwork and reward within the fast-food industry. Previous studies have generally examined these variables separately or in different organizational contexts. By focusing on a local fast-food business in Indonesia, this study demonstrates that teamwork and reward function as complementary organizational resources that significantly influence employee performance. The findings therefore provide both theoretical and practical insights for organizations seeking to enhance employee productivity, service quality, and long-term competitiveness.

Conclusion

This study examined the effects of teamwork and reward systems on employee performance at Hisana Fried Chicken Makassar. The findings confirm that both research objectives were achieved. The regression analysis revealed that teamwork has a positive and significant effect on employee performance ($\beta = 0.337$; $p < 0.001$), indicating that effective communication, coordination, and collaboration among employees contribute to improved performance outcomes. Reward also demonstrated a positive and significant effect ($\beta = 0.575$; $p < 0.001$), suggesting that financial and non-financial rewards play an important role in enhancing employee motivation and productivity. Furthermore, the coefficient of determination showed that teamwork and reward jointly explain 53.7% of the variance in employee performance (Adjusted $R^2 = 0.537$), while the remaining 46.3% is influenced by other factors not examined in this study.

The findings imply that organizations in the fast-food industry should adopt integrated human resource management strategies that strengthen teamwork while implementing fair and performance-based reward systems. Such strategies can improve employee productivity, service quality, and organizational competitiveness. This study is limited by its focus on a single company and the inclusion of only two independent variables, which may restrict the generalizability of the findings. In addition, the use of self-reported questionnaires may introduce response bias. Therefore, future research is recommended to include additional variables, such as leadership style, organizational culture, work environment, and job satisfaction, as well as broader samples across different industries and regions. The use of mixed-method approaches may also provide a more comprehensive understanding of factors affecting employee performance.

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