

The Influence Of Organizational Culture, Work Ethic, And Work Communication On Employee Productivity At The Commission For The Prosecution Of The Republic Of Indonesia

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Article History

Received : April 2025
Revised : April 2025
Accepted : Mei 2025
Published : Mei 2025

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Cite This Article:

Syafrinaldi, S., & Zurnali, C. (2025). The Influence Of Organizational Culture, Work Ethic, And Work Communication On Employee Productivity At The Commission For The Prosecution Of The Republic Of Indonesia. Jurnal Ilmiah Multidisiplin, 4(03), 25–38.

DOI:

<https://doi.org/10.56127/jukim.v4i03.1983>

Abstract: This study examines the influence of organizational culture, work ethic, and work communication on employee productivity at the Commission for the Prosecution of the Republic of Indonesia (KKRI). Employing a quantitative research approach, data were collected from 40 employees through a structured questionnaire and analyzed using multiple linear regression. The results reveal that organizational culture, work ethic, and communication each have a positive and significant effect on employee productivity. Organizational culture and communication demonstrate a strong influence, while work ethic shows a moderate yet meaningful impact. Furthermore, the simultaneous analysis confirms that the three variables together significantly contribute to explaining variations in productivity. These findings suggest that strengthening organizational culture, fostering a robust work ethic, and enhancing effective communication are critical strategies to improve productivity within public institutions. Future research is recommended to explore moderating or mediating variables to further enrich the understanding of these relationships in various organizational contexts.

Keywords: Organizational Culture, Work Ethic, Work Communication, Employee Productivity

INTRODUCTION

Employee productivity is one of the key factors determining the success of an organization. The level of productivity not only reflects the individual ability of employees to complete tasks but also represents the effectiveness of the system and organizational culture in which they work. In modern organizations, high productivity is often associated with the achievement of strategic organizational goals, both in the public and private sectors. In the context of government institutions, employee productivity becomes crucial as it directly affects the quality of public services received by society. Research shows that a strong organizational culture, a high work ethic, and effective work communication significantly contribute to enhancing employee productivity by shaping motivation and work commitment (Barri et al., 2024).

This is highly relevant for institutions such as the Commission for the Prosecution of the Republic of Indonesia (KKRI), which plays a strategic role in supervising, evaluating, and providing recommendations regarding the performance of law enforcement officials, particularly within the Prosecutor's Office. KKRI is tasked with ensuring that the execution of duties and authorities within the Prosecutor's Office adheres to principles of justice, transparency, and accountability. Given the complexity of these tasks, the productivity of KKRI employees serves as a primary indicator of success in carrying out its supervisory functions. The high public service demands and societal expectations regarding the integrity and professionalism of law enforcement officers make the improvement of employee productivity a top priority. Research also indicates that effective communication among employees, in terms of understanding responsibilities and delivering information, significantly contributes

to their work outcomes (Sholihah et al., 2013). Therefore, managing these factors becomes essential to support KKRI's success.

Based on a preliminary survey distributed to KKRI employees, findings showed that overall productivity was at a moderate level but still required improvement in several areas. Regarding task completion according to deadlines, only 10% of employees demonstrated high capability, 50% were moderately effective but needed better time management, and 40% struggled due to workload or unrealistic targets. In terms of work quality, 15% of employees met or exceeded organizational standards, 45% moderately met standards but required skill enhancements, and 40% needed additional training. Similarly, commitment to time management showed only 10% of employees were highly proficient, 50% performed moderately well but required support, and 40% needed effective time management training. Target-setting effectiveness and consistency in work quality also revealed similar trends. Employee productivity remains a crucial indicator of organizational success. In the KKRI context, employee productivity directly influences public service quality and goal achievement. However, enhancing productivity is often influenced by various internal and external factors.

One major factor is organizational culture. According to Bakker and Demerouti (2007), an overly conformity-driven culture can serve as a "job demand," inhibiting productivity. Employees feeling pressured by strict organizational norms may experience burnout, negatively impacting productivity. Conversely, organizational cultures that encourage creativity and freedom significantly boost productivity. Research confirms that a strong organizational culture significantly influences employee productivity both directly and through intermediary factors such as work motivation (Barri et al., 2024). Moreover, organizational culture fosters work commitment, an essential driver for achieving optimal results (Falilah & Wahyono, 2019). However, overly rigid cultures can suppress innovation and flexibility. Organizations reluctant to adapt new approaches due to adherence to traditional culture risk stifling employees' creative potential and decision-making abilities (Falilah & Wahyono, 2019). Thus, managing organizational culture appropriately is critical.

Based on a preliminary survey regarding organizational culture at KKRI, the findings indicate areas requiring improvement. For risk-taking innovation, only 10% showed high ability, 50% were moderately innovative, and 40% were risk-averse. Attention to work detail, understanding organizational goals, and organizational support similarly showed moderate to low outcomes, highlighting the need for targeted development programs. Another significant factor is work ethic. Employees with strong work ethics demonstrate dedication, responsibility, and discipline, leading to higher productivity through efficient resource and time utilization (Palendeng et al., 2022). Schwartz (2020) emphasizes that modern work ethics blend traditional values with flexibility and innovation, indicating that organizations integrating these values in employee development can enhance productivity. However, a high work ethic can backfire if performance expectations exceed employee capacity, leading to stress and burnout (Chauhan, 2009; Salvagioni et al., 2017). Organizations must therefore provide sufficient support to balance high expectations.

Preliminary survey results on KKRI employees' work ethic revealed the need for improvements in responsibility, self-development, discipline, work consistency, and organizational loyalty. Another critical factor is effective communication. Monge and Contractor (2003) underline that organizational communication patterns impact work effectiveness. Effective communication improves collaboration and task completion (Sholihah et al., 2013). However, poor communication can cause confusion, information overload, and decision delays, undermining productivity (Bahrain et al., 2023).

The preliminary survey on communication at KKRI indicated that clarity of messages, positive coworker interaction, and communication effectiveness in influencing behavior and improving work relations still require substantial strengthening. Research gaps further highlight the need for this study. Previous research (Nur, 2019; Arafik & Kurniawan, 2023) found that organizational culture did not significantly influence employee productivity. Similarly, studies by Saleh & Utomo (2018), Lengkong et al. (2020), and Judith et al. (2022) showed that work ethic did not significantly impact productivity. Other research by Jumarni et al. (2023) and Ningratun et al. (2024) demonstrated that communication also had no significant positive impact on employee productivity. Therefore, this research aims to explore more deeply the influence of organizational culture, work ethic, and work communication on the productivity of KKRI employees.

RESEARCH METHOD

This study employs a quantitative research approach, focusing on examining the relationship between organizational culture, work ethic, and workplace communication toward employee productivity at the Commission of the Prosecutor's Office of the Republic of Indonesia. The research population consisted of all employees at the Commission, with a sample of 40 employees selected using the saturated sampling technique, ensuring that all members of the population were included as respondents. Data were collected through a structured questionnaire distributed to the respondents, aimed at capturing perceptions of organizational culture, work ethic, communication practices, and productivity levels.

The operationalization of variables was carefully established, with organizational culture, work ethic, and communication serving as independent variables, and employee productivity as the dependent variable. Each variable was measured through a series of validated items using a Likert scale. Prior to hypothesis testing, the validity and reliability of the research instruments were assessed. Validity testing was conducted using Pearson's product moment correlation, with each item considered valid if the correlation coefficient exceeded the critical r-value. Reliability was tested using Cronbach's Alpha, where a coefficient greater than 0.6 indicated an acceptable level of internal consistency.

To analyze the collected data, multiple linear regression analysis was conducted using SPSS version 27. The classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were first performed to ensure that the regression model met the necessary statistical assumptions. The analysis further included hypothesis testing through t-tests for partial effects and an F-test for simultaneous effects. The level of significance used for decision-making was set at 5% ($p < 0.05$). This methodological framework was designed to provide a comprehensive understanding of how organizational culture, work ethic, and communication practices influence employee productivity in a public-sector environment.

RESULT AND DISCUSSION

Respondents' Demographic Profile

The respondents involved in this study were employees of the Komisi Kejaksaan Republik Indonesia (KKRI), totaling 40 individuals who participated by completing the distributed questionnaires. The selection of respondents was conducted using a census technique, where all members of the population were included in the study to ensure comprehensive data collection. The characteristics of the respondents were analyzed based on several demographic factors, including gender, age, educational background, and length of service, providing a clearer understanding of the profile of the participants.

In terms of gender distribution, the majority of respondents were male, surpassing the number of female respondents by approximately 20 percent. This indicates that the organizational workforce is predominantly male, a demographic trend that is not uncommon within governmental institutions. The gender composition of the respondents could potentially influence organizational communication dynamics and work ethic perceptions, given the different communication and leadership styles often associated with gender diversity. Regarding age distribution, the largest proportion of respondents belonged to the 40–49 years age group. This suggests that the workforce at KKRI is largely composed of mature individuals who are likely to have accumulated substantial professional experience. In contrast, the youngest age group, 20–29 years, was the least represented among the respondents. The dominance of middle-aged employees indicates an organizational demographic that may value experience and institutional knowledge, although it may also present challenges related to adaptability to new innovations and technologies.

Educational background analysis revealed that most respondents had attained a Bachelor's degree (Strata 1 or S1), demonstrating a generally high educational qualification among KKRI employees. Conversely, only a few respondents had completed education at the Senior High School or Vocational School (SMU/SMK) level. The predominance of bachelor's degree holders suggests that the workforce is academically prepared to handle the complex tasks and responsibilities required in a regulatory and supervisory institution such as KKRI. When viewed from the perspective of work tenure, the majority of respondents had between 10 and 19 years of service. This indicates a considerable level of loyalty and long-term commitment among employees toward the organization. Only a small number of respondents had worked for 20 to 30 years, which reflects either the relatively young institutional age or employee turnover. Overall, the demographic characteristics of the respondents suggest that the workforce at KKRI is mature, academically competent, and relatively stable, thus providing a strong foundation for

examining the impact of organizational culture, work ethic, and communication practices on employee productivity.

Variable Description

The descriptive measurement of the productivity variable revealed that the employees at the Commission of the Indonesian Prosecution (Komisi Kejaksaan Republik Indonesia or KKRI) demonstrated a very high level of productivity. The mean score for the productivity dimension was 4.4, falling within the “very high” category. This reflects that employees possessed the necessary skills, knowledge, and abilities to perform their duties effectively, were proactive in increasing both the quantity and quality of their work output, and maintained consistent quality standards. Employees also showed a strong commitment to meeting deadlines, adapting to changes in the work environment, and actively seeking opportunities to enhance their professional skills.

Regarding the organizational culture variable, the descriptive results indicated that the mean score was 4.5, also categorized as “very high.” Employees generally agreed that the organization encouraged innovation, risk-taking, a clear understanding of organizational goals, and regular evaluation of work results. Moreover, they perceived strong organizational support for task execution and career achievement. Employees also reported working meticulously and ensuring the accuracy of their outputs, suggesting a well-established culture of professionalism and performance excellence within the KKRI.

The descriptive measurement for the work ethic variable showed a mean score of 4.0, which falls under the “high” category. Employees indicated that they performed tasks with confidence, accepted responsibility, demonstrated resilience in facing obstacles, and respected team diversity. They maintained discipline, consistency, and a strong sense of responsibility in fulfilling their tasks, reflecting a solid and positive work ethic among the workforce. These findings emphasize that fostering a robust work ethic is vital for sustaining high employee productivity levels.

The communication variable also recorded a notably high score, with an average of 4.5, placing it within the “very high” category. Respondents felt that information was easily accessible within the organization, ideas and feedback could be communicated clearly, and internal communication occurred frequently and constructively. They also perceived that workplace messages were clear, direct, and well-understood, contributing to effective collaboration and decision-making processes. The high score in communication demonstrates the crucial role of open, transparent, and two-way communication in supporting employee engagement and performance.

Overall, the descriptive analysis across all variables confirmed that the KKRI employees exhibited very high levels of productivity, organizational culture, and communication, alongside a high level of work ethic. These findings imply that a strong internal environment characterized by clear communication, supportive culture, and committed work attitudes significantly contributes to enhancing the overall performance and effectiveness of employees in public institutions.

Validity Test

Validity testing refers to the ability of a measurement instrument to accurately assess the intended construct. It is conducted to determine whether a questionnaire is valid by comparing the calculated r-value with the r-table value. In this study, the Pearson Product Moment Correlation method was used. The r-table value was determined based on the degree of freedom (df) formula, which is $n - 2$, where n represents the number of respondents, with a significance level of 0.05 (Purnomo, 2019).

Table 1. Results of the Validity Test of Organizational Culture Variables

X1.1	Pearson Correlation	.428**
	Sig. (2-tailed)	0.006
	N	40
X1.2	Pearson Correlation	.642**
	Sig. (2-tailed)	0.000
	N	40

X1.3	Pearson Correlation	.671**
	Sig. (2-tailed)	0.000
	N	40
X1.4	Pearson Correlation	.691**
	Sig. (2-tailed)	0.000
	N	40
X1.5	Pearson Correlation	.577**
	Sig. (2-tailed)	0.000
	N	40
X1.6	Pearson Correlation	.540**
	Sig. (2-tailed)	0.000
	N	40
X1.7	Pearson Correlation	.636**
	Sig. (2-tailed)	0.000
	N	40
X1.8	Pearson Correlation	.609**
	Sig. (2-tailed)	0.000
	N	40

Table 2. Results of Validity Test of Work Ethic Variable
Correlations

X2.1	Pearson Correlation	.441**
	Sig. (2-tailed)	0.004
	N	40
X2.2	Pearson Correlation	.481**
	Sig. (2-tailed)	0.002
	N	40
X2.3	Pearson Correlation	.564**
	Sig. (2-tailed)	0.000
	N	40
X2.4	Pearson Correlation	.707**
	Sig. (2-tailed)	0.000
	N	40
X2.5	Pearson Correlation	.715**
	Sig. (2-tailed)	0.000
	N	40
X2.6	Pearson Correlation	.794**
	Sig. (2-tailed)	0.000

	N	40
X2.7	Pearson Correlation	.855**
	Sig. (2-tailed)	0.000
	N	40
X2.8	Pearson Correlation	.802**
	Sig. (2-tailed)	0.000
	N	40
X2.9	Pearson Correlation	.803**
	Sig. (2-tailed)	0.000
	N	40
X2.10	Pearson Correlation	.700**
	Sig. (2-tailed)	0.000
	N	40
X2.11	Pearson Correlation	.741**
	Sig. (2-tailed)	0.000
	N	40

Table 3. Results of Validity Test of Communication Variables

Correlations

X3.1	Pearson Correlation	.830**
	Sig. (2-tailed)	0.000
	N	40
X3.2	Pearson Correlation	.803**
	Sig. (2-tailed)	0.000
	N	40
X3.3	Pearson Correlation	.708**
	Sig. (2-tailed)	0.000
	N	40
X3.4	Pearson Correlation	.714**
	Sig. (2-tailed)	0.000
	N	40
X3.5	Pearson Correlation	.748**
	Sig. (2-tailed)	0.000
	N	40
X3.6	Pearson Correlation	.725**
	Sig. (2-tailed)	0.000
	N	40
X3.7	Pearson Correlation	.885**

	Sig. (2-tailed)	0.000
	N	40
X3.8	Pearson Correlation	.823**
	Sig. (2-tailed)	0.000
	N	40
X3.9	Pearson Correlation	.839**
	Sig. (2-tailed)	0.000
	N	40
X3.10	Pearson Correlation	.866**
	Sig. (2-tailed)	0.000
	N	40

Table 4. Productivity Variable Validity Test Results

Correlations

Y1	Pearson Correlation	.748**
	Sig. (2-tailed)	0.000
	N	40
Y2	Pearson Correlation	.588**
	Sig. (2-tailed)	0.000
	N	40
Y3	Pearson Correlation	.596**
	Sig. (2-tailed)	0.000
	N	40
Y4	Pearson Correlation	.611**
	Sig. (2-tailed)	0.000
	N	40
Y5	Pearson Correlation	.563**
	Sig. (2-tailed)	0.000
	N	40
Y6	Pearson Correlation	.553**
	Sig. (2-tailed)	0.000
	N	40
Y7	Pearson Correlation	.477**
	Sig. (2-tailed)	0.002
	N	40
Y8	Pearson Correlation	.590**
	Sig. (2-tailed)	0.000
	N	40

Y9	Pearson Correlation	.700**
	Sig. (2-tailed)	0.000
	N	40
Y10	Pearson Correlation	.567**
	Sig. (2-tailed)	0.000
	N	40
Y11	Pearson Correlation	.785**
	Sig. (2-tailed)	0.000
	N	40
Y12	Pearson Correlation	.692**
	Sig. (2-tailed)	0.000
	N	40
Y13	Pearson Correlation	.757**
	Sig. (2-tailed)	0.000
	N	40
Y14	Pearson Correlation	.735**
	Sig. (2-tailed)	0.000
	N	40

Based on the SPSS output above, it can be explained that the Correlation Table shows the calculated r-value (r-calculated) for each item or statement. All items under the Productivity variable are declared valid, as all statement indicators show a Pearson Correlation value greater than the r-table value of 0.3120.

Reliability Test

Reliability testing is an index that measures the extent to which a measurement instrument remains consistent and dependable. In this study, the Cronbach's Alpha (α) method was used, with a significance threshold of greater than 0.6 for the data to be considered reliable (Purnomo, 2019).

Table 5. Reliability Test

Variable	Cronbach Alpha	Standar	Remarks
Organizational culture	0.694	0.6	Reliable
Work ethic	0.891	0.6	Reliable
Communication	0.932	0.6	Reliable
Productivity	0.890	0.6	Reliable

The results of the reliability test, as shown in Table 5, indicate that all variables used in this study meet the reliability criteria. The Organizational Culture variable achieved a Cronbach's Alpha value of 0.694, which is greater than the minimum standard threshold of 0.6, indicating that the items used to measure this variable are reliable. The Work Ethic variable obtained a Cronbach's Alpha value of 0.891, the Communication variable recorded a Cronbach's Alpha value of 0.932, and the Productivity variable achieved a Cronbach's Alpha value of 0.890. All these values exceed the required minimum of 0.6, demonstrating that each construct in the questionnaire has high internal consistency. Therefore, it can be concluded that the research instruments used for measuring organizational culture, work ethic, communication, and productivity are reliable and appropriate for further analysis.

Classical Assumption Test

a. Normality Test

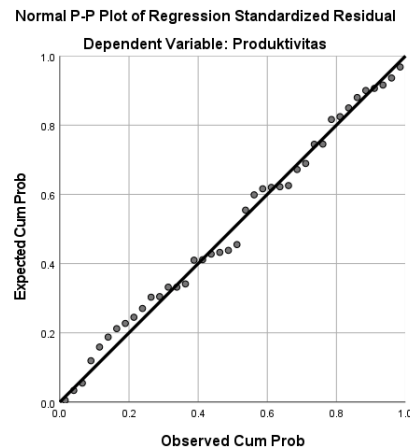


Figure 1.

Normality Test

Based on Figure 1, it can be observed that the data points are spread around the diagonal line and follow the direction of the diagonal line, indicating that the residuals in this study are normally distributed.

b. Multicollinearity Test

Table 6. Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.673	1.486
	Work ethic	.827	1.209
	Communication	.592	1.690

a. Dependent Variable: Productivity

Based on the results of the multicollinearity test presented in Table 6, it can be seen that all independent variables in this study have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. Specifically, the Organizational Culture variable recorded a tolerance value of 0.673 and a VIF of 1.486, the Work Ethic variable had a tolerance value of 0.827 and a VIF of 1.209, while the Communication variable showed a tolerance value of 0.592 and a VIF of 1.690. These results indicate that there is no multicollinearity among the independent variables, thus satisfying one of the classical assumptions necessary for multiple linear regression analysis.

c. Heteroscedasticity Test

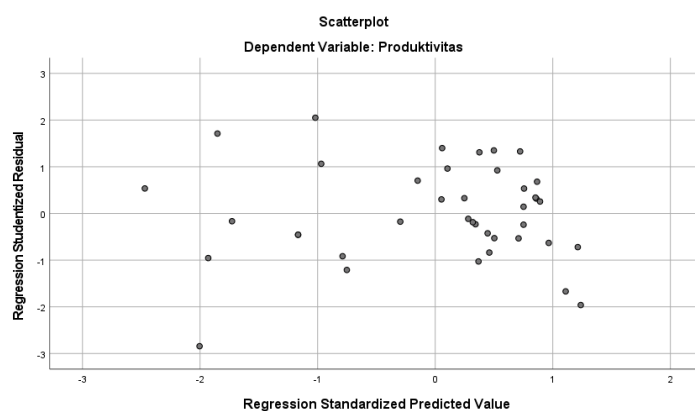


Figure 2. Heteroscedasticity Test

Based on Figure 2 above, it can be seen that the data points are randomly scattered, do not form a clear specific pattern, and are evenly distributed both above and below the axis. Therefore, it can be concluded

that the regression model does not exhibit heteroscedasticity, indicating that the regression model is appropriate for use in this study.

6. Multiple Linear Regression Test

Table 7. Multiple Linear Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.375	6.007		.562	.578
	Organizational culture	.680	.178	.366	3.816	.001
	Work ethic	.268	.097	.239	2.759	.009
	Communication	.507	.106	.491	4.797	.000

a. Dependent Variable: Productivity

Based on the results presented in Table 7, the multiple linear regression analysis shows that the constant value is 3.375, with a significance value of 0.578. Since the significance value is greater than 0.05, the constant is not statistically significant, indicating that when all independent variables are considered zero, the Productivity variable does not significantly differ from zero. For the independent variables, the Organizational Culture variable has an unstandardized coefficient (B) of 0.680 and a significance value of 0.001. Since the significance value is less than 0.05, it can be concluded that Organizational Culture has a positive and significant effect on employee productivity. This implies that an increase in Organizational Culture by one unit will result in an increase of 0.680 units in Productivity, assuming other variables remain constant.

The Work Ethic variable has an unstandardized coefficient (B) of 0.268 and a significance value of 0.009, which is also less than 0.05. Thus, Work Ethic is positively and significantly associated with Productivity. An improvement of one unit in Work Ethic would lead to an increase of 0.268 units in Productivity. The Communication variable has an unstandardized coefficient (B) of 0.507 and a significance value of 0.000. With a p-value far below the 0.05 threshold, Communication significantly and positively influences Productivity. This suggests that enhancing Communication by one unit will result in a 0.507 unit increase in Productivity, assuming other variables remain constant.

Table 8. ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	943.926	3	314.642	41.821	.000 ^b
	Residual	270.849	36	7.524		
	Total	1214.775	39			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Communication, Work Ethic, Organizational Culture

Based on the results presented in Table 8, the ANOVA test shows that the F-value is 41.821 with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that the regression model is statistically significant. This indicates that the independent variables, namely Organizational Culture, Work Ethic, and Communication, simultaneously have a significant influence on the dependent variable, Productivity. The regression model is therefore appropriate for explaining the relationship between the predictors and employee productivity at the Commission for the Prosecution of the Republic of Indonesia. These results confirm that improvements in organizational culture, work ethic, and communication collectively contribute to increasing the productivity of employees.

Table 9. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.881 ^a	.777	.758	2.74291	1.618

a. Predictors: (Constant), Communication, Work Ethic, Organizational Culture

b. Dependent Variable: Productivity

Based on the results presented in Table 9, the model summary shows that the R value is 0.881, indicating a very strong positive correlation between the independent variables, namely Organizational Culture, Work Ethic, and Communication, and the dependent variable, Productivity. The R Square value is 0.777, meaning that 77.7% of the variability in employee productivity can be explained by the combined influence of organizational culture, work ethic, and communication. The Adjusted R Square value is 0.758, which accounts for the number of predictors in the model and still reflects a high degree of explanatory power. The standard error of the estimate is 2.74291, suggesting a relatively low dispersion of observed values around the predicted regression line. Additionally, the Durbin-Watson statistic is 1.618, which falls within the acceptable range, indicating that there is no autocorrelation problem in the residuals. Overall, these results confirm that the regression model fits the data well and that the independent variables significantly contribute to explaining employee productivity at the Commission for the Prosecution of the Republic of Indonesia.

Discussion**a.) The Influence of Organizational Culture on Work Productivity**

Based on the results of data analysis, it is evident that organizational culture has a positive and significant influence on work productivity among employees at the Commission for the Prosecution of the Republic of Indonesia (KKRI). This finding indicates that improvements in organizational culture can enhance employee productivity. The Standardized Coefficient Beta value for organizational culture is 0.366 or 36.6%, which falls into the strong category. This means that organizational culture explains 36.6% of the variance in work productivity, while the remaining 63.4% is explained by other factors not examined in this study. Therefore, the better the organizational culture implemented in the work environment, the higher the level of employee productivity. The positive relationship between organizational culture and work productivity suggests that improvements in organizational values, norms, and cultural practices contribute directly to increased productivity. This finding is consistent with previous studies conducted by Marthalia & Anisah (2024), Setiaputri et al. (2022), Lailly et al. (2023), Setiaputri et al. (2022), Prameswari et al. (2024), Lengkong et al. (2020), and Cherian et al. (2021), all of which demonstrated that organizational culture has a positive and significant effect on work productivity.

b.) The Influence of Work Ethic on Work Productivity

The results of data analysis further show that work ethic has a positive and significant impact on work productivity among KKRI employees. This finding confirms that improvements in work ethic can lead to increased productivity. The Standardized Coefficient Beta value for work ethic is 0.239 or 23.9%, which is categorized as moderate. This indicates that work ethic accounts for 23.9% of the variation in productivity, while the remaining 76.1% is influenced by other variables not studied in this research. This result implies that enhancing employees' work ethic directly contributes to increased work productivity. A positive relationship between work ethic and productivity suggests that employees who demonstrate strong discipline, responsibility, dedication, and high motivation are more productive in fulfilling their tasks and responsibilities. These findings are consistent with previous research by Karsim (2023), Muliati and Susiana (2023), Palendeng et al. (2022), Laia (2022), Syafriadi (2020), and Sattar et al. (2021), which concluded that work ethic positively and significantly affects productivity.

c.) The Influence of Communication on Work Productivity

According to the results of data analysis, communication also has a positive and significant effect on work productivity among KKRI employees. The Standardized Coefficient Beta value for communication is 0.491 or 49.1%, which falls into the strong category. This means that communication explains 49.1% of the variation in work productivity, while the remaining 50.9% is explained by other factors not examined in this study. This result implies that the better the communication established within the organization, the higher the employee productivity. The positive relationship between communication and work productivity suggests that effective communication—such as clear information delivery, open dialogue, and structured feedback—directly contributes to enhanced employee performance. Effective communication reduces misunderstandings, improves teamwork, and accelerates task completion. These findings are supported by previous studies conducted by Sari et al. (2022), Rani et al. (2022), Anggraini et al.

(2021), Arifurrahman et al. (2021), Sinuraya (2021), and Mercader et al. (2021), which all demonstrated that communication has a positive and significant impact on employee productivity.

d.) The Simultaneous Influence of Organizational Culture, Work Ethic, and Communication on Work Productivity

Based on the results of the ANOVA F-test, the F-value is 13.580 with a significance value (p-value) of 0.000. Since the significance value is below the threshold of 0.05, it indicates that the result is statistically significant. Thus, there is sufficient evidence to conclude that organizational culture (X1), work ethic (X2), and communication (X3) collectively have a significant effect on work productivity (Y). This means that changes in the combination of these three independent variables significantly influence productivity. The findings show that the regression model involving organizational culture, work ethic, and communication as predictors is valid for predicting employee productivity. From a practical standpoint, management should pay particular attention to strengthening organizational commitment, enhancing organizational culture, and improving employee well-being when planning organizational policies and strategies, as these three factors collectively contribute significantly to improving employee loyalty and productivity.

CONCLUSION

Based on the findings and discussion of this research, it can be concluded that organizational culture, work ethic, and communication each have a positive and significant influence on the work productivity of employees at the Commission for the Prosecution of the Republic of Indonesia (KKRI). The results show that organizational culture exerts a strong influence on employee productivity, indicating that the enhancement of organizational values, norms, and practices significantly contributes to better work outcomes. Work ethic also has a positive and significant impact, albeit at a moderate level, demonstrating that personal responsibility, discipline, and dedication are crucial drivers of productivity. Moreover, communication exhibits a strong positive influence on productivity, underscoring the importance of clear, open, and structured communication in facilitating employee collaboration and performance.

The simultaneous effect of organizational culture, work ethic, and communication was also confirmed to be significant, supporting the validity of the regression model used in this study. These findings imply that a comprehensive approach focusing on strengthening organizational culture, fostering a strong work ethic, and optimizing communication processes will substantially enhance employee productivity at KKRI. From a practical perspective, the management of KKRI is encouraged to prioritize initiatives aimed at developing a supportive organizational culture, cultivating a strong work ethic among employees, and improving internal communication mechanisms. By doing so, the organization can effectively meet its strategic objectives and enhance the overall quality of public service delivery. Future studies are recommended to explore the inclusion of moderating or mediating variables to deepen the understanding of these relationships across different organizational contexts.

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