

Endogeneity of the Employees Productivity based on Profesionalism, Workload, and Organizational Climate

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ABSTRACT

This study examined the effects of professionalism, workload, and organizational climate on employee productivity at the Secretariat of the Kupang City Regional House of Representatives (DPRD). A quantitative associative-causal research design was employed to test the relationships among the variables. Data were collected through questionnaires, interviews, and documentation from all 97 employees using a saturated sampling technique. Multiple linear regression analysis was applied to examine the partial and simultaneous effects of the independent variables on productivity. The findings revealed that professionalism ($\beta = 0.144$; $p = 0.008$), workload ($\beta = 0.238$; $p = 0.001$), and organizational climate ($\beta = 0.651$; $p < 0.001$) each had a positive and significant effect on employee productivity. Simultaneously, the three variables also significantly influenced productivity ($F = 365.582$; $p < 0.001$). The coefficient of determination ($R^2 = 0.922$) indicated that 92.2% of the variance in productivity was explained by the three predictors, demonstrating a very strong relationship. Organizational climate emerged as the strongest predictor, highlighting its critical role in enhancing employee performance within the public sector. These findings suggest that managers in regional legislative secretariats and other government institutions should prioritize strengthening organizational climate through effective leadership, trust, open communication, and organizational support while continuously improving employee professionalism and maintaining balanced workload management. Implementing these strategies is expected to enhance productivity, strengthen organizational performance, improve the quality and accountability of public services, and support the achievement of organizational goals in government institutions through sustainable human resource management practices.

Keywords: professionalism; workload; organizational climate; employees productivity



INTRODUCTION

The success of an organization in achieving its goals can be maximized if it has highly productive employees. On the contrary, if the organization has unproductive employees, the organization will be hindered in achieving its goals. (Jefirstson R Riwu Kore, Riwu Kore, & Saubaki, 2023) state that organizational evaluation of employee productivity is essential for the organization to reflect and conceptualize strategies for organizational success. (Muday, Marnisah, & Yustini, 2024) state that organizational evaluation of employee productivity is an implementation of human resource management (HRM). Competitive and superior human resources can be achieved if their employees are productive, especially in government organizations related to public interests and services. The expectation of government organizations to provide optimal public services remains a gap phenomenon, considering that employee productivity is still under public scrutiny. The Ministry of Administrative and Bureaucratic Reform (Acronym in Indonesia : Kemenpan RB) stated that 80% of government officials work unproductively (Manalor, Marnisah, & Riwu Kore, 2022).

Political & Economic Risk Consultancy stated that the productivity of government officials in Indonesia is the lowest in the world (Alie, Riwukore, & Hawai, 2022). IFC: Doing Business Report states that public satisfaction with government apparatus productivity is the worst among 129 surveyed countries (Jefirstson R Riwu Kore, Marnisah, & Haba Ora, 2022). The productivity of government officials in Indonesia is recorded as "the worst" in the World Competitiveness Book, Institute for Management of Development – Switzerland, in terms of economic performance, business efficiency, and government efficiency (Alie *et al.*, 2022). HR management regarding the productivity of government apparatus is important to assess considering that the KPK RI states that low productivity of the apparatus has a correlation of 23.13% with corruption behavior in the government (Haba Ora, Riwu Kore, Manafe, Susanto, & Yustini, 2020), the evaluation by BKN RI that only 20% of the apparatus perform productively (Jefirstson R Riwu Kore *et al.*, 2023), monitoring by Kemenpan RB RI that there are still 1.35 million (30%) apparatus working with low output (Marnisah, Alie, & Rohi, 2022), and BKN RI (J R Riwu Kore & Haba Ora, 2022) mentions that employee productivity in terms of performance is like deadwood.

The obstacle in improving employee productivity is the lack of attention from the organization and the management of government organizations towards human resource management. (J R Riwu Kore, 2020) stated that the failure of an organization to achieve its goals is due to poor HR management. (Yustini, Riwu Kore, Alie, Asmawati, & Kana, 2022) state that although science and technology continue to develop, information changes rapidly, regulations are becoming stricter, capital and raw materials are available, without quality human resources, organizations find it difficult to achieve their goals. (Krisman Bernard Riwu Kore, Yustini, & Alie, 2022) state that the key to an organization's success in human resource management is its employees. Employees who work as government officials are called Civil Servants (Acronym in Indonesia : ASN). The description of the gap phenomenon that has been discussed needs to identify the factors that contribute to its endogeneity, which are issues that can affect the research results or the relationships between the variables being studied.

To delve into the endogeneity of ASN productivity, observation is necessary, which in this study was conducted on the ASN Secretariat of the Kupang City DPRD. The results of the observation are that the employees' workspace appears empty, but the computers, air conditioning, and television are on; several citizens who want to convey their aspirations to the DPRD members are seen waiting without being accompanied by the office service secretary; the waiting room for citizens is used as a place for employees to smoke and chat; the ASN uniforms that are not used properly confuse citizens in distinguishing between ASN and citizens. The results of the observation were further studied by the researcher through interviews with one of the Heads of Subsections at the Kupang City DPRD Secretariat. The findings revealed that employees work under the pressure of DPRD members, balancing public services and the political interests of DPRD members; the workload of ASN has increased as they must balance public service interests with the interests of DPRD members and Political Party Factions; the professionalism of ASN has declined due to overlapping duties between ASN organizations and political organizations; ASN working hours have increased because they follow the work rules set by DPRD members; the organizational climate that has formed is oriented towards political interests rather than public and ASN organizational interests; and the ASN organizational climate is more aligned with political services to Political Parties and DPRD members rather than public services as a regional government

organization.

Information about the gap phenomenon, observations, and interviews collected by researchers were then disseminated to employees, resulting in a decline in ASN professionalism because they had to prioritize the interests of the DPRD and political parties over ASN public services; ASN's workload increased because, in addition to working for the interests of the ASN organization, they also had to complete tasks for the interests of DPRD members and political party factions; ASN felt pressured by the organizational climate in the Kupang City DPRD Secretariat, where ASN were seen as subordinates of DPRD members, while ASN's responsibility was to provide public services for the regional government; the workload of political party faction members became the workload of ASN; the organizational climate was more politically oriented than public service-oriented; and ASN's work became unprofessional because it followed the political interests of Kupang City DPRD members. Based on the identification of the gap phenomenon and empirical evidence, the endogeneity of ASN productivity is professionalism, workload, and organizational climate. (Shara, Nasution, & Firah, 2023) reported that professionalism affects productivity, but (Damayanti, Fikri, & Hinggo S, 2023) stated the opposite, that professionalism does not affect productivity. (Fausiah, Pasulu, & Jumaidah, 2023) reported that workload affects productivity, while the research results of (Rukhviyanti & Ambarwati, 2023) indicated that productivity is not influenced by workload. (Nurliana, 2019) research report contradicts (Janiah & Rahman, 2023) research that organizational climate does not affect productivity.

The differences and contradictions in the research findings create a research gap that needs to be proven, making this study very important to conduct. Therefore, the objective of the research is to analyze and prove the influence of professionalism, workload, and organizational climate on the productivity of ASN in the Kupang City DPRD Secretariat. The issue of low productivity in public administration is not unique to Indonesia; it reflects a broader, global pattern. The OECD (2024) reports that labour productivity growth across member economies remained weak and uneven through 2023-2024, underlining that boosting productivity in the public sector is a persistent international policy concern rather than a localized phenomenon. Within this global context, empirical evidence on the antecedents of public-sector employee productivity remains inconsistent. First, at the level of professionalism, Usman & Yanti (2020) and Shara et al. (2023) found a significant positive effect on productivity, while Yuniarti et al. (2022) and Damayanti et al. (2023) found no significant effect, suggesting that the professionalism-productivity link may be contingent on organizational or cultural context rather than universal. Second, at the level of workload, Fausiah et al. (2023) and Ilmi et al. (2024) reported a positive effect on productivity, whereas Nadiaty et al. (2019) and Rukhviyanti & Ambarwati (2023) found no effect, and the more recent international study by Herdiana & Sary (2023) even reported a negative relationship between workload and employee performance mediated by work stress, indicating that the direction of the workload effect itself is still contested in the literature.

Third, at the level of organizational climate, Janiah & Rahman (2023) reported a significant positive effect, while Nurliana (2019) found none; more recent international evidence from Matheis et al. (2024), who developed and validated an organizational climate perception scale specifically for public-service contexts, reinforces that climate is a multidimensional and context-sensitive construct whose link to performance outcomes cannot be assumed a priori. These unresolved contradictions across three strands of literature constitute the research gap this study addresses. The novelty of this

study lies in simultaneously testing all three antecedents-professionalism, workload, and organizational climate-within a single regression model in an Indonesian regional legislative secretariat, a public-sector setting characterized by dual accountability to both political officials and the public, which has rarely been examined in prior productivity research. The urgency of the study stems from the empirically documented gap phenomenon at the research site, where low apparatus productivity has been linked to corruption risk and weak public service delivery. Theoretically, this study contributes to human resource management literature by clarifying which of the three antecedents most strongly explains variance in productivity in a politically embedded public-sector unit. Practically, the findings are expected to guide public-sector managers and policymakers in prioritizing HR interventions-particularly those addressing organizational climate-to improve civil servant productivity and, by extension, public service quality.

Professional means someone who is competent in their field. Professionals form a professional attitude as an implication of responsibility and morality in their profession (Matulčíková & Breveníková, 2022). The result of professionalism is professional individuals (Ansell, 2023). The abilities of individuals demonstrated through expertise correlate with the direction of the goals the organization aims to achieve. The dimensions and indicators of measuring professionalism consist of: relationships, autonomy, work ethic, and dedication (Reed, 2019). Relations are related to strong connections with the organization and being initiators of information exchange within the work team. Autonomous in planning and work results according to facts, and independent in work without pressure. Work ethic related to tasks is carried out meticulously, with high enthusiasm in the work. Dedication related to the utilization of all abilities possessed in work, and a high commitment to the organization.

Workload is the amount of tasks that must be completed within a certain time frame as a measure of work achievement (Gawron, 2019). High-intensity workloads make individuals prone to overstress, while low-intensity workloads lead to boredom and a sense of under-stress (Realyvásquez-Vargas, Arredondo-Soto, & Hernández-Escobedo, 2019). (Damos, 2020) explains that the measure of an individual's workload depends on the subjective paradigm (the individual's perception of work overload, job pressure, and job satisfaction) and the objective paradigm (the total time required versus the number of activities performed). The synthesis of workload is the physical and mental utility in facing job demands within a certain period as a measure of success and work targets. The dimensions and indicators for measuring workload consist of targets, working conditions, and work standards (Gawron, 2019). Targets related to work according to the planned tasks and responsibilities, and work successfully achieved according to the planned targets. Work conditions related to being responsible for work risks, successfully completing complicated and complex tasks, and performing work outside one's field for the success of the organization. Related work standards are satisfied with the work regulations in the institution, accept work decisions from the organization, and pioneer in initiating work initiatives.

Organizational climate is the way of life and interaction among organizational members through culture, traditions, methods, and actions that become the uniqueness of the organization in facing unpredictable environmental changes (Harper, 2020). Organizational climate gives each organization a different psychological uniqueness in creating dynamic organizational conditions that are favored by its members. Organizations can appear busy yet efficient, relaxed with measurable performance, seemingly rigid and cold yet humane, and so on. The psychological uniqueness reflects

the organizational climate. The dimensions and indicators for measuring organizational climate consist of: leadership, trust, communication, and control (J R Riwu Kore, Zamzam, & Haba Ora, 2022). Leadership is related to the preferred leadership style in the organization, organizational leaders serving as role models, and leaders motivating employees. Trust is related to mutual trust within the work team, and the organization trusts the employees' work. Communication related to the smoothness of communication within the organization, and the organization always encourages employees to have better thinking patterns. Control related to any changes in the organization is all planned, and the granting of rights is timely after the fulfillment of obligations.

Productivity is the mental elaboration and performance of employees to achieve high performance and work effectively so that the organization's goals and objectives are achieved more quickly. (Stone, Cox, Gavin, & Carpini, 2024) state that performance and effectiveness differ from productivity because achieving certain performance and effectiveness requires cost calculations (productivity). Productivity is not limited to the quantity of work results achieved, but also focuses on the quality of work from employees (J R Riwu Kore, Haba Ora, & Marnisah, 2022b). (Wijayanti & Sugianto, 2024) state that productivity is influenced by leadership style, work discipline, and work motivation. The dimensions and indicators for measuring productivity consist of: comparability, controllability, contingency, and resilience (Jefirstson R Riwu Kore, 2022). Comparability is related to relevant work and verifiable work. Controllability is related to strict work arrangements and formally structured work. Contingency related to work as a process rather than producing documents, and work with risk prevention is prioritized. Work resilience is based on a code of ethics and high loyalty to the organization.

The framework for generating hypotheses in this research is as shown in Figure 1.

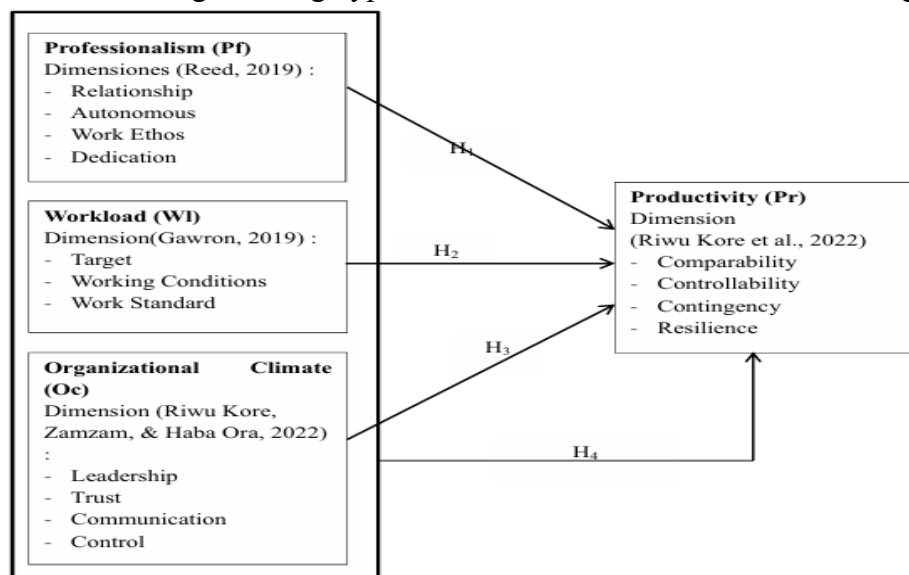


Figure 1. Hypothesis Framework

The hypothesis framework in Figure 1 shows that the professionalism (Pf) variable affects productivity (Pr) as hypothesis 1 (H1). Workload (Wl) affects productivity (Pr) as hypothesis 2 (H2). Organizational climate (Oc) affects productivity

(Pr) as hypothesis 3 (H3). Professionalism (Pf), workload (Wl), and organizational climate (Oc) affect productivity (Pr) as hypothesis 4 (H4).

RESEARCH METHODS

The type of research is quantitative with the help of SPSS v. 30 for MS.Office analysis tools. This research falls into the categories of survey, verificative, and confirmative research. The research population consists of 97 employees from the ASN Secretariat of the Kupang City DPRD. The entire population became the research sample using the saturated sampling technique. The types of data consist of primary data and secondary data. Data collection techniques were carried out through observation, interviews, closed questionnaires using the Likert scale, and documentation. Data analysis was conducted using multiple linear regression, with stages including instrument testing (validity and reliability), classical assumption testing (normality, multicollinearity, heteroscedasticity, and autocorrelation), and hypothesis testing (t-test and F-test). The results of the analysis are then described quantitatively. The three exogenous variables and the endogenous variable were operationally defined and measured using the dimensions and indicators presented earlier: professionalism through relationships, autonomy, work ethic, and dedication (Reed, 2019); workload through targets, working conditions, and work standards (Gawron, 2019); organizational climate through leadership, trust, communication, and control (J R Riwu Kore, Zamzam, & Haba Ora, 2022); and productivity through comparability, controllability, contingency, and resilience (J R Riwu Kore, 2022).

The questionnaire instrument was developed by translating each indicator into closed statement items measured on a five-point Likert scale (Wagemaker, 2020), and it was constructed with reference to instruments used in prior validated studies on professionalism, workload, and organizational climate in Indonesian public-sector organizations (J R Riwu Kore et al., 2022; Riwu Kore, Zamzam, & Haba Ora, 2022). Prior to distribution, the instrument was assessed for face and content validity by relevant subject-matter reviewers, and it was subsequently tested for empirical validity and reliability on the full population of 97 respondents, as reported in the Results section. Because the entire population of 97 employees of the Kupang City DPRD Secretariat was accessible and finite, this study used a saturated sampling (total sampling) technique instead of a probability-based sample, which is justified for populations at this scale and avoids sampling error associated with partial selection (Creswell & Creswell, 2017)). With regard to ethical considerations, respondents were informed of the purpose of the study, participation was voluntary, informed consent was obtained prior to data collection, and respondent anonymity and confidentiality were maintained throughout data processing and reporting.

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

The decision-making criteria in the validity test used in this study is the Pearson product-moment correlation coefficient, where if the calculated r-value > table r-value at the 0.05 significance level, the research instrument used is valid and suitable for data collection (Willard, 2020); (Opoku, Olanipekun, Sutrisna, & Ahmed, 2022). The r-table value for df 97 respondents at a significance level of 0.05 is 0.1975. The test of the professionalism variable instrument (Table 1), workload (Table 2), organiza

tional climate (Table 3), and productivity (Table 4) on 97 employee respondents at the Kupang City DPRD Secretariat shows that all statement items from the questionnaire instrument have a rhitung value ≥ 0.1975 . This indicates that all items in the instrument are valid. The criteria for decision-making in reliability testing in research is a Cronbach's Alpha value ≥ 0.70 (Wagemaker, 2020) which means it is acceptable (Creswell & Creswell, 2017) or has strong reliability (Bahri & Zamzam, 2015) indicating that the research questionnaire is a reliable data collection instrument and the research can proceed. Table 5 shows that all items of the research variables have a Cronbach's Alpha value ≥ 0.70 , which means the data is reliable.

Table 1. Results of the professionalism validity test

Item	Validity		Results
	r_{count}	r_{table}	
Pf1	0.919**	0.1975	Valid
Pf2	0.931**	0.1975	Valid
Pf3	0.895**	0.1975	Valid
Pf4	0.865**	0.1975	Valid
Pf5	0.928**	0.1975	Valid
Pf6	0.524**	0.1975	Valid
Pf7	0.907**	0.1975	Valid
Pf8	0.344**	0.1975	Valid
Source: processed from SPSS Output, 2025			

Table 2. Results of the workload validity test

Item	Validity		Results
	r_{count}	r_{table}	
W11	0.343**	0.1975	Valid
W12	0.325**	0.1975	Valid
W13	0.813**	0.1975	Valid
W14	0.341**	0.1975	Valid
W15	0.720**	0.1975	Valid
W16	0.776**	0.1975	Valid
W17	0.710**	0.1975	Valid
W18	0.489**	0.1975	Valid
Source: processed from SPSS Output, 2025			

Table 3. Results of the validity test of organizational climate

Item	Validity		Results
	r_{count}	r_{table}	
Oc1	0.877**	0.1975	Valid
Oc2	0.338**	0.1975	Valid
Oc3	0.962**	0.1975	Valid
Oc4	0.896**	0.1975	Valid
Oc5	0.963**	0.1975	Valid
Oc6	0.935**	0.1975	Valid
Oc7	0.886**	0.1975	Valid
Oc8	0.837**	0.1975	Valid

Source: processed from SPSS Output, 2025

Table 4. Results of the productivity validity test

Item	Validity		Results
	r_{count}	r_{table}	
Pr1	0.892**	0.1975	Valid
Pr2	0.929**	0.1975	Valid
Pr3	0.893**	0.1975	Valid
Pr4	0.865**	0.1975	Valid
Pr5	0.897**	0.1975	Valid
Pr6	0.493**	0.1975	Valid
Pr7	0.894**	0.1975	Valid
Pr8	0.328**	0.1975	Valid

Source: processed from SPSS Output, 2025

Table 5. Results of reliability testing

Variable	Cronbach's Alpha	Criteria	Results
Pf	0.909	≥ 0.70	Reliable
Wl	0.733	≥ 0.70	Reliable
Oc	0.941	≥ 0.70	Reliable
Pr	0.904	≥ 0.70	Reliable

Source: processed from SPSS Output, 2025

Normality Test

The criteria for testing data normality using the Kolmogorov-Smirnov Test (Z) method according to (Wagemaker, 2020). If the Asymptotic Significance value $\geq \alpha 0.05$, it means the data is normally distributed. The results of the normality test in this study, according to the data in Table 6, show an Asymptotic Significance value $\geq \alpha 0.05$, which is 0.200, indicating that the data are normally distributed.

Table 6. Kolmogorov-Smirnov normality test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			97
Normal Parameters ^{a,b}		Mean	Normal Parameters ^{a,b}
		Std. Deviation	3.63300644
Most Extreme Differences	Extreme	Absolute	Most Extreme Differences
		Positive	.083
		Negative	-.078
Test Statistic			.072
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.			
Source: processed from SPSS Output, 2025			

Source: processed from SPSS Output, 2025

Multicollinearity Test

The criteria for testing multicollinearity are a tolerance value > 0.10 and a VIF value < 10 . The results of the multicollinearity test in this study are presented in Table 7, where all variables have a tolerance value > 0.10 and a VIF value < 10 , indicating that there is no multicollinearity in this study.

Table 7. Multicollinearity Test

Variable	Tolerance	VIF	Results
Pf	0.265	3.775	No Multicollinearity
Wl	0.301	3.325	No Multicollinearity
Oc	0.244	4.097	No Multicollinearity
Source: processed from SPSS Output, 2025			

Heteroskedasticity Test

The criteria for testing heteroscedasticity in this study use the residual plot method, which means that if no clear pattern is visible and the points are scattered above and below the number 0 on the Y-axis (vertical), then heteroscedasticity does not occur (homoscedasticity). Figure 2 shows that the data are spread almost evenly above and below the zero point, indicating that the data distribution is homoscedastic (the same).

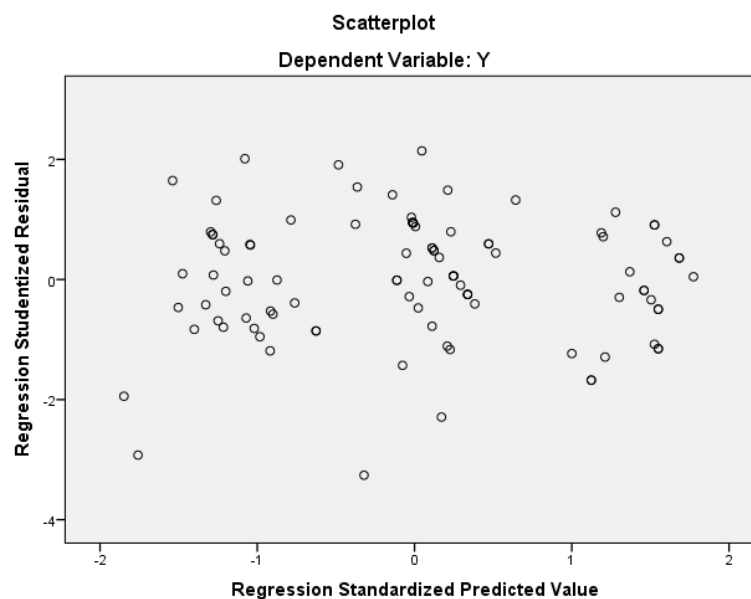


Figure 2. Scatterplot of the heteroscedasticity test

Autocorrelation Test

The criteria for assessing autocorrelation in this study use the Durbin Watson (dW) test, where the autocorrelation test must meet the conditions $dW > dU$ and $(4-dW) > dU$ so that the data does not exhibit autocorrelation. The results of the autocorrelation test are presented in Table 4.17, where the dW value is 1.712 from a total sample of 97 (n), with 3 independent variables and 1 dependent variable. The dU-table value is 1.9796 and the dL-table value is 1.3769, and the $(4-dW)$ value is 2.288, thus the formula becomes $1.3769dL < 2.288 > 1.9796 dU$, which means there is no autocorrelation.

Table 8. Results of the autocorrelation test

Durbin-Watson	Sample (n)	dL	dU	(4-dW)
1,712	97	1,3796	1,9796	2,288

Source: processed from SPSS Output, 2025

Hypothesis Testing

This test uses multiple linear regression analysis with the SPSS v. 30 application through the model notation: $Pr = a + \beta_1 Pf + \beta_2 Wl + \beta_3 Oc + e$

Notes:

Pr = Productivity

a = Constant

β_1 - β_3 = Regression Coefficients

Pf = Professionalism

Wl = Workload

Oc = Organizational Climate

e = Error

The testing criteria used in making the t-test decision are if the sig. value < 0.05 and t-count $> t$ -table. The t-table value in the study is 1.98525, obtained from 95 degrees of freedom (df), a sample size (n) of 97, and 2 variables (k) at a significance level of 0.05 (5%).

The testing criteria used in making the F-test decision are if the sig. value < 0.05 and F-calculated $> F$ -table. The F-table value in the study is 2.70, obtained from df (N2) of 93, df (N1) of 3, a sample size (n) of 97, and a number of variables (k) of 4 at a significance level of 0.05 (5%). The criterion for the regression coefficient value is ≥ 0.67 , which indicates a strong relationship between the variables.

Table 9. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.132	1.178		-.961	.339
Pf	.144	.053	.153	2.712	.008
Wl	.238	.069	.183	3.459	.001
Oc	.651	.057	.671	11.442	.000

Source: processed from SPSS Output, 2025

The results of the regression analysis of professionalism, workload, and organizational climate on productivity can be explained as follows.

1. The t-count value for professionalism (Pf) is $2.712 > t$ -table 1.9852 with a sig. value of $0.008 < 0.05$, which means professionalism has a positive and significant effect on productivity. The formula equation is $Pr = -1.132 + 0.144Pf$, which means that, holding workload and organizational climate constant, every one-unit increase in

- professionalism is associated with a 0.144-unit increase in productivity. This study shows that Hypothesis 1 (H1) is accepted and Hypothesis 0 (H0) is rejected
2. The t-value for workload (Wl) is $3.459 > t\text{-table } 1.9852$ with a significance value of $0.001 < 0.05$, which means workload has a positive and significant effect on productivity. The formula equation is $Pr = -1.132 + 0.238Wl$, which means that, holding professionalism and organizational climate constant, every one-unit increase in workload is associated with a 0.238-unit increase in productivity. This study shows that Hypothesis 2 (H2) is accepted and Hypothesis 0 (H0) is rejected.
 3. The t-value for the organizational climate (Oc) is $11.442 > t\text{-table } 1.9852$ with a sig. value of $0.000 < 0.05$, which means the organizational climate has a positive and significant effect on productivity. The formula equation is $Pr = -1.132 + 0.651Oc$, which means that, holding professionalism and workload constant, every one-unit increase in organizational climate is associated with a 0.651-unit increase in productivity - the largest partial effect among the three predictors. This study shows that Hypothesis 3 (H3) is accepted and Hypothesis 0 (H0) is rejected.
 4. The contribution of each exogenous variable (Pf, Bk, and Io) to the endogenous variable (Pr) is 15.3%Pf, 18.3%Bk, and 67.1%Io. Thus, the largest contribution of exogenous variables to the productivity of ASN in the Kupang City DPRD Secretariat is the organizational climate, followed by workload and professionalism.

Table 10. Multiple linear regression test

ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2652.215	3	884.072	365.582	.000 ^b
Residual	224.898	93	2.418		
Total	2877.113	96			
a. Dependent Variable: Pr					
b. Predictors: (Constant), Oc, Wl, Pf					
Source: processed from SPSS Output, 2025					

The results of the regression analysis of professionalism, workload, and organizational climate simultaneously on productivity are presented in Table 10, where the SPSS data output shows a significance value of $0.000 < 0.05$ with an F-calculated value of $365.582 > F\text{-table } 2.70$, which means H0 is rejected and H4 is accepted.

H4 successfully confirms and empirically proves that there is an influence of professionalism, workload, and organizational climate simultaneously on employee productivity. The equation formed from this regression test is:

$$Pr = -1.132 + 0.144Pf + 0.238Wl + 0.651Oc$$

Table 11. Coefficient of Determination

Model	R	Model Summary ^b		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.922	.919	1.55508
a. Predictors: (Constant), Oc, Wl, Pf				
b. Dependent Variable: Pr				
Source: processed from SPSS Output, 2025				

Table 11 model summary shows a correlation value of 0.960, which means the relationship between the two research variables is strong with an R^2 value of 0.922. The contribution of the variables of professionalism, workload, and organizational climate is perceived to be 92.2% simultaneously towards employee productivity, while 7.8% is influenced by other factors.

Discussion

Influence of Professionalism on Productivity

The results of the test on the influence of professionalism on productivity show that professionalism has a positive and significant impact on the productivity of ASN at the Kupang City DPRD Secretariat. The results of this study are consistent with the research findings of (Usman & Yanti, 2020) and (Shara et al., 2023) that professionalism affects productivity. The research reported by (Yuniarti, Gama, & Astiti, 2022) and (Damayanti et al., 2023) that professionalism does not affect productivity based on employee performance differs from the results of this study. The results of the analysis in the study prove the theoretical implications empirically that professionalism significantly affects productivity. Professionals are an important condition for the alignment between ability and the demands of task responsibilities of an individual as a professional. (Ansell, 2023) asserts that professional individuals will complete their work responsibly and ethically using their expertise. (J R Riwu Kore, Haba Ora, & Marnisah, 2022a) state that professional individuals have a correlation in utilizing expertise towards the direction of the organizational goals to be achieved.

The positive regression coefficient ($\beta = 0.144$) indicates that professionalism and productivity move in the same direction: as ASN professionalism strengthens, productivity increases accordingly, holding workload and organizational climate constant. This suggests that the current level of professionalism among ASN at the Secretariat of the Kupang City Regional People's Representative Council (DPRD) already provides a meaningful, though comparatively modest, foundation for productivity relative to organizational climate. Theoretically, this supports the view that professionalism functions as an enabling condition through which employees translate expertise into measurable output, rather than a mechanical, inverse trade-off with productivity. Any organizational intervention that strengthens professionalism-through training, mentoring, or clearer role expectations-would therefore be expected to raise productivity further, rather than diminish it.

Civil Servants in the Secretariat of the Kupang City Regional House of Representatives have felt comfortable with the professional duties they have undertaken

while working at the Kupang City Regional House of Representatives Office. (Matulčíková & Breveníková, 2022) explain that professionals form a professional attitude as an implication of responsibility and morality in their profession.

Testing the correlation between professionalism and productivity using the dimensions of relationships, autonomy, work ethic, and dedication means that in carrying out the profession of employees as ASN at the Kupang City DPRD Secretariat, ASN professionalism is demonstrated through a strong relationship with the organization, being initiators of information exchange within the work team, plans and work results in accordance with facts, independence in work without pressure, tasks completed meticulously, high enthusiasm in work, utilizing all abilities possessed in work, and high commitment to the organization.

Influence of Workload on Productivity

The results of the workload impact test on productivity show that workload has a positive and significant effect on the productivity of ASN at the Kupang City DPRD Secretariat. The results of this study are consistent with the research findings of (Fausiah et al., 2023) and (Ilmi, Ariani, & Quarta, 2024) that workload affects productivity. The research reported by (Nadiaty, Wahyudi, & Sriwidodo, 2019) and (Rukhviyanti & Ambarwati, 2023) that workload does not affect productivity differs from the results of this study. The results of the analysis in the study prove the theoretical implications to be empirical that workload significantly affects productivity. Productivity is influenced by workload, where excessive workload can reduce the desired productivity (Jefirstson R Riwu Kore, Yustini, & Likur, 2022). Workload can negatively impact productivity if there is a mismatch between the amount of work an employee has to do and their level of expertise (Susanto & Riwu Kore, 2020).

The positive regression coefficient ($\beta = 0.238$) indicates that, within the range of workload observed in this study, workload and productivity move in the same direction: as ASN perceive their workload as manageable and within their capacity, productivity rises accordingly, holding professionalism and organizational climate constant. This suggests that the current distribution of workload at the Secretariat of the Kupang City DPRD is, on balance, being absorbed productively by ASN rather than experienced as overwhelming. Civil Servants in the Secretariat of the Kupang City Regional People's Representative Council have felt comfortable with the workload they bear while working at the Kupang City Regional People's Representative Council Office. This finding should nonetheless be interpreted with caution: theory and prior evidence indicate that the workload-productivity relationship is curvilinear rather than strictly linear-productivity rises with workload only up to a point, beyond which excessive workload triggers overstress and productivity decline, while insufficient workload induces boredom and under-stress. (Realyvásquez-Vargas et al., 2019) state that a high-intensity workload makes a person prone to overstress, while a low-intensity workload causes boredom and a sense of under-stress.

Testing the correlation between workload and productivity using the dimensions of targets, working conditions, and work standards means that ASN in the Kupang City DPRD Secretariat in performing their duties is demonstrated by working according to task and responsibility plans; successfully achieving targets as planned; being responsible for work-related risks; successfully completing complicated and complex tasks; performing work outside their field for the success of the organization; being happy with

the work regulations in the institution; accepting work decisions from the organization; and being a pioneer in initiating work initiatives.

Influence of Organizational Climate on Productivity

The results of testing the influence of organizational climate on productivity show that the organizational climate has a positive and significant impact on the productivity of ASN at the Kupang City DPRD Secretariat. The results of this study are consistent with the research findings of (Janiah & Rahman, 2023) that organizational climate affects productivity. The research reported by (Nurliana, 2019) stated that organizational climate does not affect productivity, which is different from the results of this study. The results of the analysis in the study prove the theoretical implications empirically that organizational climate significantly affects productivity. The organizational climate becomes an important factor in determining the life of the organization and employee job satisfaction, and it impacts productivity improvement (Sims & Bias, 2021). Therefore, creating or maintaining an organizational climate is an effective way to enhance employee productivity, which subsequently becomes a driving factor for the success of an organization (Harper, 2020).

The positive regression coefficient ($\beta = 0.651$)-the largest of the three predictors-indicates that organizational climate and productivity move strongly in the same direction: as the organizational climate is perceived as more supportive, productivity rises accordingly, holding professionalism and workload constant. Organizational climate is likely to contribute most strongly to productivity in this setting because it operates as a pervasive, day-to-day condition that shapes how professionalism and workload are actually experienced and expressed in behavior; leadership, trust, communication, and control (the four dimensions measured in this study) directly determine whether employees feel psychologically safe and supported enough to convert their individual professionalism and capacity to handle workload into consistent output. In a public-sector unit such as the Kupang City DPRD Secretariat, where ASN work is also shaped by the political interests of DPRD members, a climate that reinforces public-service values over political pressure would be expected to have an outsized effect on how productively employees work, which is consistent with the comparatively larger coefficient observed here relative to professionalism and workload. Civil Servants at the Secretariat of the Kupang City Regional People's Representative Council have felt comfortable with the organizational climate at the Kupang City Regional People's Representative Council Office.

A changing organizational climate will cause each member of the organization to adjust to the influences of both external and internal environments; planned, deliberate changes to organizational climate are therefore more likely to sustain productivity gains than abrupt or externally imposed changes. (Harper, 2020) explains that the organizational climate is created with its own uniqueness as a way of life and interaction among organizational members through culture, traditions, methods, and actions to face unpredictable environmental changes. (Sims & Bias, 2021) explain that the organizational climate created is continuously managed as a psychological uniqueness that reflects the organization's identity. Testing the correlation between organizational climate and productivity using the dimensions of leadership, trust, communication, and control means that ASN at the Kupang City DPRD Secretariat in performing their duties are supported by an organizational climate characterized by a preference for the leadership style in the organization; leaders serving as role models; leaders motivating employees; mutual trust

within the work team; the organization trusting the employees' work; smooth communication within the organization; the organization always encouraging employees to have better thinking patterns; any changes in the organization being planned; and the timely granting of rights after the fulfillment of obligations.

Influence of Professionalism, Workload, and Organizational Climate on Productivity

The results of testing the influence of professionalism, workload, and organizational climate on productivity show that all exogenous variables have a positive and significant impact on the productivity of ASN at the Kupang City DPRD Secretariat. The results of this study are consistent with the findings of several researchers that productivity is influenced by the simultaneity of professionalism, etc (Usman & Yanti, 2020); (Yuniarti et al., 2022); (Shara et al., 2023); (Damayanti et al., 2023), the simultaneity of workload, etc (Nadiaty et al., 2019); (Rukhviyanti & Ambarwati, 2023); (Fausiah et al., 2023); (Ilmi et al., 2024), and the simultaneity of organizational climate (Janiah & Rahman, 2023); (Nurliana, 2019). The results of the analysis in the study prove the theoretical implications empirically that professionalism, workload, and organizational climate simultaneously have a significant impact on productivity. HR management, which is calculated from the aspects of professionalism, workload, and organizational climate on productivity, can be an important condition for the success of the organization in achieving its goals. (J R Riwu Kore & Haba Ora, 2022) state that an organization will successfully achieve its goals if it recognizes, understands, and identifies both the endogeneity and the inhibiting factors of the organization, thereby producing organizational strategies in their managerial implications. Together, professionalism, workload, and organizational climate explain 92.2% of the variance in ASN productivity ($R^2 = 0.922$), with organizational climate carrying the largest partial weight, followed by workload and professionalism. This indicates that, at least in this politically embedded public-sector unit, productivity is jointly determined by how professional employees are, how manageable their workload is perceived to be, and-most importantly-by the quality of the organizational climate in which they work, rather than by any single factor in isolation.

For public-sector human resource management, this carries several practical implications. First, because organizational climate contributes most strongly, managers of regional legislative secretariats should prioritize climate-focused interventions-clarifying leadership roles, building trust between ASN and DPRD members, improving internal communication, and ensuring predictable, well-planned organizational control-as the most cost-effective lever for productivity improvement. Second, workload should be actively monitored and rebalanced, particularly the additional burden ASN carry from serving both public-service functions and DPRD members' political interests, since workload that becomes excessive is likely to erode rather than sustain productivity. Third, professionalism should be reinforced through continuous competency development, since it provides the underlying capability that allows employees to convert a supportive climate and manageable workload into actual productive output. Organizational management needs to enhance employee productivity so that the levels of professionalism, workload, and organizational climate improve in turn, reinforcing a virtuous cycle between HR practice and productivity outcomes. (Burrell, 2023) explains that organizational goals are achieved when disseminated by high employee productivity. The endogenous productivity regression test uses the dimensions of

comparability, controllability, contingency, and resilience, which means that the productivity of ASN at the Kupang City DPRD Secretariat is demonstrated by relevant work; verifiable work; strict work arrangements; formally structured work; work as a process rather than document production; work with a focus on risk prevention; work based on a code of ethics; and high loyalty to the organization.

CONCLUSION

This study found that professionalism, workload, and organizational climate significantly and positively influence the productivity of ASN at the Kupang City DPRD Secretariat, both individually and simultaneously, with the three variables explaining 92.2% of the variance in productivity. Among them, organizational climate emerged as the strongest predictor, highlighting its central role in improving employee performance. The findings contribute to the human resource management literature by demonstrating that, in a politically embedded public-sector context, organizational climate has a more substantial influence on productivity than professionalism and workload. Practically, the results suggest that public-sector organizations should prioritize strengthening organizational climate through effective leadership, trust, communication, and organizational control while continuing to enhance employee professionalism and manage workload effectively. However, the study is limited by its single-institution setting, relatively small sample, cross-sectional design, and reliance on self-reported data, which may restrict generalizability and causal interpretation. Future studies are therefore encouraged to include broader samples, apply longitudinal or mixed-methods approaches, and investigate additional mediating or moderating variables, such as job satisfaction, work stress, or political pressure, to provide a more comprehensive understanding of employee productivity in the public sector.

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