



## PROFESSIONALISM, WORKLOAD, AND ORGANIZATIONAL CLIMATE: THEIR IMPACT ON EMPLOYEE PRODUCTIVITY

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### ABSTRACT

**Purpose:** The study aims to analyze and prove the influence of professionalism, workload, and organizational climate on employee productivity. **Methodology:** The research design used is quantitative research. The population of the study was all employees of the Kupang City DPRD Secretariat, totaling 97 employees. All employees became research samples with saturated sampling techniques. The data was obtained through questionnaire interviews (Likert scale), observation, and documentation. The research data consists of primary and secondary data. The data analysis method is multiple linear regression analysis. **Results:** The results of the study showed a t-value of professionalism of 2.712 > t-table of 1.9852. Workload has a t-value of 3.459 > t-table of 1.9852. The t-value of organizational climate is 11.442 > t-table of 1.9852, and the F-value of 365.582 > F-table of 2.70, which indicates that professionalism, workload, and organizational climate have a positive and significant effect on employee productivity at the Kupang City DPRD Secretariat both partially and simultaneously. The three exogenous variables have a "strong" correlation to performance with an R<sup>2</sup> value of 92.2%. **Findings:** This study highlights the importance of high employee professionalism, the suitability of employee workload, and maintaining a conducive organizational climate to achieve high employee productivity. **Novelty:** This study elaborates on the interaction between professionalism, workload, and organizational climate in the context of employee productivity in government organizations. **Originality:** This study contributes to the literature on employee productivity at the Kupang City DPRD Secretariat by addressing the gap in understanding these variables. **Conclusion:** Practical thinking is a recommendation for the DPRD Secretariat organization to develop strategies to increase employee productivity in line with the organization's expectations and goals. The population of the study was ASN in the Secretariat of the Kupang City DPRD. It is also important that the study be conducted on Members of the Kupang City DPRD as the highest political decision makers in the institution. **Type of Paper:** Quantitative empirical research.

## 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. Riwu Kore et al. (2023) state that organizational evaluation of employee productivity is essential for the organization to reflect and conceptualize strategies for organizational success. Muday et al. (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 (Asmawati, Riwu Kore, Alie, Yustini, & Hutajulu, 2022). IFC: Doing Business Report states that public satisfaction with government apparatus productivity is the worst among 129 surveyed countries (J R Riwu Kore et al., 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, Riwu Kore, & Hawaii, 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 (J 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 et al. (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. K. B. Riwu Kore et al. (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. Mehner et al. (2025) reported that professionalism affects productivity, but Zhang & Ma (2025) stated the opposite, that professionalism does not affect productivity. Inegbedion et al. (2020) reported that workload affects productivity, while the research results of Ekowati et al. (2021) indicated that productivity is not influenced by workload. Puente Riofrío et al. (2024) research report contradicts Li et al. (2020) 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.

Although previous research on employee retention has explored employee productivity, few studies have integrated professionalism, workload, and organizational climate as exogenous variables in Political Institutions such as the DPRD Professionals form a professional attitude as an implication of responsibility and morality in their profession (Matulčíková & Breveníková, 2022; Ansell, 2023). 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 physical and mental utility in facing job demands within a certain period as a measure of success and work targets (Gawron, 2019; Realyvásquez-Vargas et al., 2019; Damos, 2020). 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.

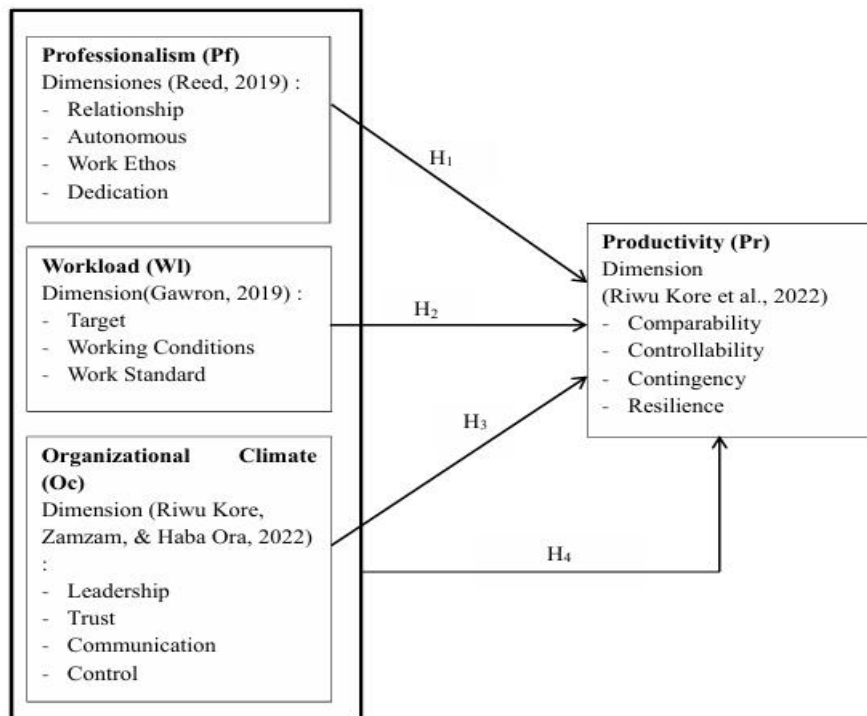
Organizational climate is the way of life and interaction among organizational members through culture, traditions, methods, and actions that become the uniqueness of the organization in facing unpredictable environmental changes (Harper, 2020). The dimensions and indicators for measuring organizational 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 et al., 2024). The dimensions and indicators for measuring productivity consist of: comparability, controllability, contingency, and resilience (J 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**



Based on the hypothesis framework in Figure 1, the formulation of the questions from the hypothesis is: (1) How does the professionalism variable (Pf) influence productivity (Pr) as hypothesis 1 (H1)? (2) How does the workload (Wl) influence productivity (Pr) as hypothesis 2 (H2)? (3) How does the organizational climate (Oc) influence productivity (Pr) as hypothesis 3 (H3)? How do professionalism (Pf), workload (Wl), and organizational climate (Oc) influence productivity (Pr) as hypothesis 4 (H4)?

**METHOD**

This study uses a quantitative research design with a cross-sectional survey. This method was chosen because of its ability to reveal issue trends that affect variables in just one time in real-

time. The research population was all employees at the Kupang City DPRD Secretariat, totaling 97 people. The sampling technique of the research population used saturated samples to obtain comprehensive and comprehensive data from all employees and minimize sampling errors. 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. This method was chosen because it can display the influence of several independent variables on one dependent variable, as well as predict the value of the dependent variable based on the known values of the independent variables.

## RESULTS AND DISCUSSION

### RESULTS

#### 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 et al., 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), organizational 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  $\geq 0.1975$ . 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  $\geq 0.70$  (Wagemaker, 2020) which means it is acceptable (Creswell & Creswell, 2022) 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  $\geq 0.70$ , which means the data is reliable.

**Table 1. Results of the professionalism validity test**

Item	Validity		Results
	r <sub>count</sub>	r <sub>table</sub>	
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
	$r_{count}$	$r_{table}$	
WI1	0.343**	0.1975	Valid
WI2	0.325**	0.1975	Valid
WI3	0.813**	0.1975	Valid
WI4	0.341**	0.1975	Valid
WI5	0.720**	0.1975	Valid
WI6	0.776**	0.1975	Valid
WI7	0.710**	0.1975	Valid
WI8	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 <sup>a,b</sup>	Mean	Normal Parameters <sup>a,b</sup>
	Std. Deviation	3.63300644
Most Extreme Differences	Absolute	Most Extreme Differences
	Positive	.083
	Negative	-.078
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

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

### 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**

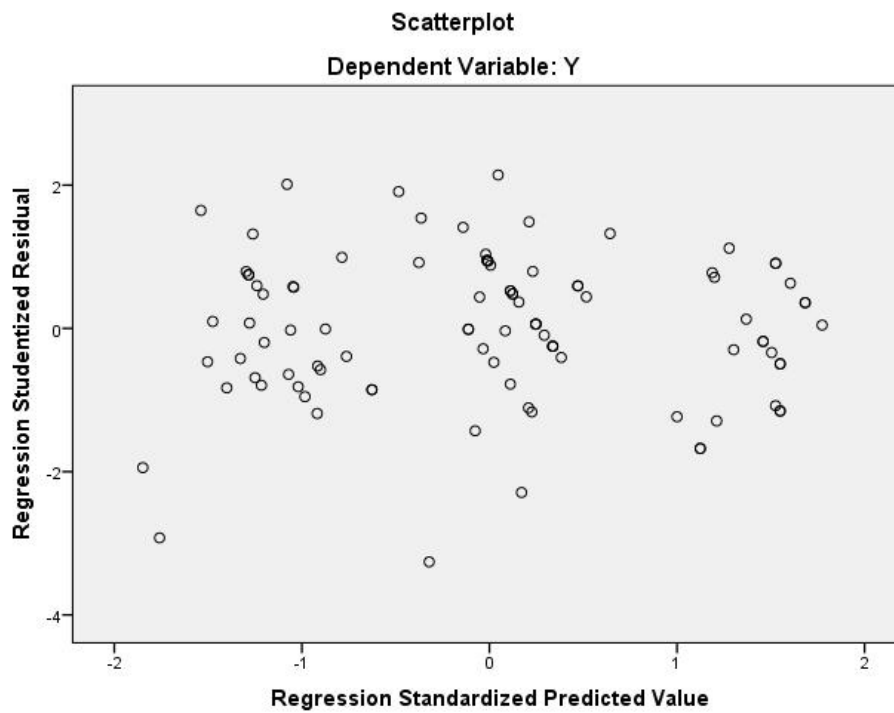
Variable	Tolerance	VIF	Results
Pf	0.265	3.775	No Multicollinearity
Wl	0.301	3.325	No Multicollinearity
Oc	0.244	4.097	No Multicollinearity

**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:  $Pr = a + \beta_1 Pf + \beta_2 WI + \beta_3 Oc + e$

**Notes:**

- Pr = Productivity
- a = Constant
- $\beta_1-\beta_3$  = Regression Coefficients
- Pf = Professionalism
- WI = 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  $\geq 0.67$ , 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 calculated t value for professionalism (Pf) is  $2.712 > t$  table 1.9852 with a sig. value of  $0.008 < 0.05$  means that professionalism has a positive and significant effect on productivity. The formula equation is  $Pr = - 1.132 + 0.144Pf$ , meaning that increasing professionalism leads to increased productivity of 0.144 predicted units. This study shows that Hypothesis 1 (H1) is accepted and Hypothesis 0 (H0) is rejected.
2. The t-value for workload (Wl) is  $3.459 > t$ -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  $Pr = - 1.132 + 0.238Bk$ , meaning that increasing workload leads to increased productivity of 0.238 predicted units. 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  $11.442 > t$ -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  $Pr = - 1.132 + 0.651$ , meaning that increasing organizational climate leads to increased productivity of 0.651 predicted units. 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 lo) to the endogenous variable (Pr) is 15.3%Pf, 18.3%Bk, and 67.1%lo. 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**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2652.215	3	884.072	365.582	.000 <sup>b</sup>
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  $365.582 > F$ -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:

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

**Table 11. Coefficient of Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 <sup>a</sup>	.922	.919	1.55508

a. Predictors: (Constant), Oc, WI, 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<sup>2</sup> 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 study show that professionalism significantly affects employee productivity, in accordance with the results of research by Guðbrandsdóttir & Oddsson (2022) and Mehner et al. (2025). Meanwhile, the results of the study differ from Zhang & Ma (2025) in that employee professionalism does not affect productivity. The difference in the results of this study lies in the aspect of the professionalism path, where the professionalism studied by Zhang & Ma (2025) is forced professionalism (unintentional), so that employees feel pressured to force their skills to complete work according to the wishes of the leader, which makes employees stressed. Meanwhile, this study targets employees who only work professionally following the administrative work procedures that have been set by the organisation, without looking at political actors in the DPRD institution. This means that the professionalism demanded by the organisation is professionalism following administrative rules, while Zhang demands professionalism from the aspect of the leader's desires, which are influenced by intrinsic motivation.

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. Riwu Kore et al. (2022a) state that professional individuals have a correlation in utilizing expertise towards the direction of the organizational goals to be achieved. Matulčíková & Breveníková (2022) explain that professionals form a professional attitude as an implication of responsibility and morality in their profession.

The managerial implications of this study indicate that employee professionalism needs to be improved not only in the administrative aspect alone, but also in professional skills outside their field of expertise. Skills training and education are required to improve the human resources of experienced employees. Tushar & Sooraksa (2023), employee employability is essential to be improved through education and training so that employees are able to have a set of global employability skills, are able to identify similarities, variations, or changes in these skills over time, and explore the existing employability skills that are most relevant to the workplace. Poláková et al. (2023) study findings reveal that in technology-driven domains, there is a clear demand for soft skills, such as critical and analytical thinking, problem solving, communication skills, and creativity with flexibility.

## **Influence of Workload on Productivity**

This study shows that workload has a positive and significant effect on employee productivity, according to the research results of Inegbedion et al. (2020) and Jalali et al. (2023), but these results differ from the findings of Ekowati et al. (2021) and Ramirez-Montoya et al. (2023) that workload does not affect employee productivity. The difference between this study and Ekowati et al. (2021) and Ramirez-Montoya et al. (2023) lies in the factors that influence workload. Workload in this study is influenced by dimensions related to the suitability of workload to organizational regulations that have been prepared and are purely administrative in nature. While other studies, workload must be in accordance with public satisfaction demands which are largely determined by the work environment and motivation. Thus, the difference in research results lies in the achievement of workload that is internal administrative in nature with workload determined by external factors that often change.

Productivity is influenced by workload, where excessive workload can reduce desired productivity (Riwu Kore et al., 2022). Workload can have a negative impact on productivity if there is a mismatch between the amount of work that employees have to do and their skill level (Susanto & Riwu Kore, 2020). Realyvásquez-Vargas et al. (2019) stated that high-intensity workloads make a person susceptible to overstress, while low-intensity workloads cause boredom and understress.

The managerial implication of this study is that organizations need to optimize employee workload so that there is a good match between changes in the work environment and employee professional demands. Demerouti (2025), organizations should prioritize optimizing employee workload to ensure a good match between changes in the work environment and employee professional demands. This means adjusting workload to align with the evolving nature of work and employee professional needs. A balanced workload can result in increased productivity, employee satisfaction, and reduced stress, which contribute to a positive work environment. Thilagavathy & Geetha (2023), there is a positive and significant relationship between optimizing employee workload and employee productivity.

## **Influence of Organizational Climate on Productivity**

The findings of this study indicate that organizational climate has a positive and significant effect on employee productivity, which is in accordance with the findings of Li et al. (2020). Puente Riofrío et al. (2024) have different findings from this study, that organizational climate has no effect on employee productivity. The difference in these findings lies in the aspect of the work environment, where the research of Puente Riofrío et al. (2024) shows that the work environment as a shaper of the organizational climate that is not in accordance with risk management and employee needs causes employee work motivation to decrease. Meanwhile, this study, the internal work environment has supported aspects of communication, trust, leadership, and risk control. In other words, the administrative organizational climate is the target of this research dimension, while other researchers use dimensions of organizational climate related to risk management and motivation.

Organizational climate is an important factor in determining the survival of the organization and employee job satisfaction, and has an impact on increasing productivity (Sims & Bias, 2021). Therefore, creating or maintaining an organizational climate is an effective way to increase employee productivity, which then becomes a driving factor for the success of an organization (Harper, 2020).

The changing organizational climate will cause every member of the organization to have to adapt to the influence of the external and internal environment. Therefore, every member of the organization will refuse to maintain the organizational climate that has been created, if a change occurs then the change has been planned. Harper (2020) explains that the organizational climate is created with its own uniqueness as a way of life and interaction between members of the

organization through culture, traditions, methods, and actions to deal with unexpected environmental changes. Sims & Bias (2021) explain that the organizational climate that is created continues to be managed as a psychological uniqueness that reflects the identity of the organization. The managerial implications of this study indicate that the organizational climate that is formed must be in accordance with the needs of the organization and its changes. Kim, Wang, Schuh, & Liu (2024), organizational climate must be adapted to the evolving needs and dynamics of the organization. This means that managers need to create a work environment that supports organizational goals and manages change effectively, which has the potential to impact employee engagement and overall workplace morale. Lo, Lu, Chang, & Wu (2024), a well-managed organizational climate has a positive impact, not only on employee productivity, but also on organizational productivity. A well-managed organizational climate can have a positive impact on employee engagement, morale, and job satisfaction. A positive climate can also reduce employee turnover and increase employee loyalty. By creating a supportive and adaptive climate, organizations can improve their ability to achieve goals, adapt to change, and remain competitive.

### **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 (Inegbedion et al., 2020; Guðbrandsdóttir & Oddsson, 2022; Mehner et al., 2025; Zhang & Ma, 2025), the simultaneity of workload, etc (Ekowati et al., 2021; Ramirez-Montoya et al., 2023; Jalali et al., 2023) and the simultaneity of organizational climate (Li et al., 2020; Puente Riofrío et al., 2024). 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.

The relationship between professionalism, workload, and organizational climate on productivity results in a formula definition that if productivity is increased, it will enhance professionalism, workload, and organizational climate. Conversely, if productivity is decreased, it will lower professionalism, workload, and organizational climate. If employee productivity is maintained, the determinant value of the exogenous variable will remain. This means that the implementation of productivity currently present in the Kupang City DPRD Secretariat is already good. If the productivity variable is given simulation or stimulus, it will impact the flexibility of the exogeneity of professionalism, workload, and organizational climate. The productivity of ASN has met the demands of professionalism, workload, and organizational climate at the Kupang City DPRD Office. Organizational management needs to enhance employee productivity so that the levels of professionalism, workload, and organizational climate improve. 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.

This study proves that employee productivity is influenced by professionalism, workload, and organizational climate. These factors can directly affect employee motivation, performance, and overall work results. A strong sense of professionalism, including commitment to work standards and behaviors, can result in higher productivity (Gazi, Yusof, Islam, Amin, & Senathirajah, 2024). Excessive or poorly managed workload can lead to stress, burnout, and decreased productivity. Conversely, a balanced workload can motivate employees to perform at their best (Chuang, Chiang, & Lin, 2025). A positive and supportive organizational climate, characterized by factors such as recognition, communication, and support from leaders, can significantly improve employee motivation and performance. Conversely, a negative climate can demotivate employees and reduce their overall productivity (Paredes-Saavedra, Vallejos, Huancahuire-Vega, Morales-García, & Geraldo-Campos, 2024). Lukito et al. (2025), it is very important for organizations to formulate organizational strategies based on identifying the dominant factors that affect employee productivity. Thus, organizations need to create a positive work environment that supports employee well-being and productivity. This includes addressing workload issues, fostering a culture of professionalism, and promoting a positive organizational climate. When these factors are managed effectively, organizations can expect increased employee productivity and overall success.

### **Limitations and Further Studies**

The population of the study was ASN in the Secretariat of the Kupang City DPRD. It is also important that the study be conducted on Members of the Kupang City DPRD as the highest political decision makers in the institution. Cross-sectional longitudinal perlu dilakukan untuk memperoleh dukungan data penelitian yang lebih komprehensif.

## **CONCLUSION**

This study highlights the important role of organizations in supporting employee productivity from the aspects of good employee professionalism, appropriate employee workload, and conducive organizational climate, offering actionable insights for employee management in DPRD organizations. Improving employee productivity can be done by improving employee education and skills to improve employee professionalism, standardizing employee workload so that the balance between responsibilities that must be carried out and organizational targets is achieved, and creating a more comprehensive organizational climate through attention and leadership style. Future research should explore longitudinal data to assess long-term retention patterns.

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