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# The Effect of Communication Quality, Organizational Culture, And Team Performance on Employee Work Productivity (Case Study: Trusmi Group)

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**Abstract:** Employee productivity is a critical indicator in determining an organization's success in achieving its strategic objectives, particularly in an increasingly competitive business landscape. Productivity is influenced not only by individual capabilities but also by organizational factors such as communication quality, organizational culture, and team performance. This study aims to analyze the influence of communication quality, organizational culture, and team performance on employee productivity at Trusmi Group. This research employs a quantitative approach with an associative method. Data were obtained through the distribution of questionnaires to Trusmi Group employees as the research respondents. Data analysis was conducted using multiple linear regression to determine the partial and simultaneous effects between variables. The results are expected to contribute to the management of Trusmi Group in formulating strategies to enhance productivity through strengthened internal communication, the development of a positive organizational culture, and the optimization of teamwork. Furthermore, this study is expected to serve as a reference for future research and for other organizations in managing internal factors that affect employee productivity.

**Keyword:** Communication Quality, Organizational Culture, Team Performance, Work Productivity, Trusmi Group.

## INTRODUCTION

Employee productivity is one of the main indicators in assessing an organization's success in achieving its strategic objectives. High productivity levels reflect an organization's ability to manage resources effectively and efficiently, particularly human resources as the company's main asset. In an era of increasingly competitive and dynamic business competition, companies are required to continuously improve the performance of their employees in order to maintain business continuity and strengthen competitiveness (Palvalin, 2024; Godé et al., 2026).

Work productivity is not only determined by individual technical abilities and competencies, but is also influenced by various interrelated organizational factors. One important factor is the quality of communication. Effective communication enables good coordination, clear information delivery, and quick and accurate problem solving. Through open and transparent communication, employees can understand their tasks, responsibilities, and work targets, thereby minimizing work errors and increasing task efficiency (Eman et al., 2024; Ziegele et al., 2025; Labrie et al., 2024).

In addition to communication, organizational culture also plays a strategic role in shaping employee behavior and work attitudes. Organizational culture reflects the system of values, norms, and beliefs shared by all members of the organization. A positive work culture, such as discipline, cooperation, responsibility, and results orientation, can create a conducive work environment and encourage employees to work optimally. Conversely, a weak or inconsistent organizational culture has the potential to lead to low work commitment, internal conflicts, and decreased employee motivation (Bany Mohammed et al., 2025; Iddrisu, 2025; Musah et al., 2025).

In the context of modern organizations, work is increasingly collaborative, so individual success is highly dependent on the effectiveness of teamwork. Team performance reflects the ability of members to work together, share roles, support each other, and complete tasks collectively. A solid and well-coordinated work team can improve the quality of work, accelerate task completion, and optimize resource utilization. Therefore, team performance is one of the important factors that determine the level of employee productivity (Deng, 2025; Saad et al., 2026; Uhlemann et al., 2025).

Trusmi Group, as a company engaged in industry and trade, also faces challenges in increasing the productivity of its employees. Based on actual conditions in the field, several issues that have the potential to hamper productivity are still found, such as suboptimal internal communication between employees and between leaders and subordinates, uneven understanding and internalization of organizational cultural values, and imbalances in the distribution of team workloads. These conditions can lead to miscommunication, poor coordination, and decreased work effectiveness.

Previous studies have shown that communication quality, organizational culture, and team performance are closely related to work productivity. Quality communication can improve coordination and job satisfaction, a strong organizational culture can shape positive work behavior, while effective team performance can increase efficiency and quality of work results (Eman et al., 2024; Vasumathi et al., 2025; Kiratli et al., 2025). However, the application of these three factors in each organization has different characteristics, so it needs to be studied contextually in accordance with the conditions of the company concerned.

Based on this description, this research is important to empirically analyze the influence of communication quality, organizational culture, and team performance on employee work productivity at Trusmi Group. The results of this study are expected to contribute theoretically to the development of human resource management studies, as well as practically to company management in formulating strategies to continuously improve work productivity through strengthening communication, developing a positive work culture, and optimizing team performance (Deng, 2025; Bany Mohammed et al., 2025).

## METHOD

This study uses a quantitative approach with an associative design that aims to analyze the relationship and influence between communication quality, organizational culture, and team performance on employee work productivity at Trusmi Group. A quantitative approach was chosen because it allows for objective measurement of variables through numerical data and hypothesis testing using statistical analysis (Vasumathi et al., 2025; Deng, 2025).

The research was conducted at PT Trusmi Group, located in Cirebon Regency, West Java, from November to December 2025. The research subjects were employees directly involved in the company's operational activities. The research population consisted of 150 employees spread across ten divisions. The sample was determined using purposive sampling techniques, considering certain criteria relevant to the research objectives. Based on calculations using the Slovin formula, the sample size was determined to be 109 respondents.

Data collection was carried out by distributing questionnaires to respondents. The research instruments were compiled based on the indicators of each variable, namely communication quality, organizational culture, team performance, and work productivity. The questionnaire used a five-point Likert scale that described the level of agreement of respondents to each statement, ranging from strongly disagree to strongly agree. This method was used to obtain primary data that reflected employees' perceptions of working conditions within the company (Labrie et al., 2024; Ziegele et al., 2025).

Before being used in the analysis, the research instruments were tested for validity and reliability. The validity test was conducted using Pearson Product Moment correlation to determine the ability of each item to measure the variables under study. Items were declared valid if they had a significance value of less than 0.05. Furthermore, the reliability test was conducted using Cronbach's Alpha method with a minimum limit of 0.70. The test results showed that all research instruments met the validity and reliability criteria, making them suitable for use in the data collection process (Wietzorrek et al., 2025; Labrie et al., 2024).

The collected data were analyzed using SPSS version 26. The initial stage of analysis was conducted through descriptive statistics to describe the characteristics of the respondents and the trends in their responses to each research variable. Next, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity to ensure that the data met the requirements for linear regression analysis (Palvalin, 2024; Deng, 2025).

The main analysis in this study used multiple linear regression to determine the extent of the influence of communication quality, organizational culture, and team performance on employee work productivity. In addition, a coefficient of determination test was conducted to determine the extent to which the independent variables could explain the variation in the dependent variables. Hypothesis testing was conducted using the t-test to determine the partial effect of each variable and the F-test to test the simultaneous effect with a significance level of 0.05 (Vasumathi et al., 2025; Bany Mohammed et al., 2025).

The entire research process was carried out in accordance with research ethics principles. The researcher guaranteed the confidentiality of the respondents' identities and data and used the information obtained solely for academic purposes. Each respondent was given an explanation of the research objectives before participating through the principle of informed consent, so that the research could be conducted professionally and responsibly.

## RESULT AND DISCUSSION

### Respondent Characteristics

This study involved 109 respondents who are employees of Trusmi Group. Respondent characteristics are presented to provide an overview of employee profiles based on gender, age, educational background, and work tenure. These demographic factors may influence communication patterns, organizational culture, and work productivity (Iddrisu, 2025; Vasumathi et al., 2025).

### a. Gender

**Table 1. Distribution of Respondents by Gender**

| Gender | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|
| Male | 58 | 53.2% | 53.2% |
| Female | 51 | 46.8% | 100.0% |
| **Total** | **109** | **100%** | - |

Source: SPSS 26 Output, Processed Data (2026)

The respondents consist of 58 male employees (53.2%) and 51 female employees (46.8%), indicating a relatively balanced gender composition. Gender balance contributes to inclusive communication and better team dynamics, ultimately improving organizational performance (Eman et al., 2024; Ziegele et al., 2025).

### b. Age

**Table 2. Distribution of Respondents by Age**

| Age (Years) | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|
| 18–25 | 27 | 24.8% | 24.8% |
| 26–35 | 45 | 41.3% | 66.1% |
| 36–45 | 25 | 22.9% | 89.0% |
| >45 | 12 | 11.0% | 100.0% |

Source: SPSS 26 Output, Processed Data (2026)

Most respondents are aged 26–35 (41.3%), representing a productive workforce segment. Age diversity reflects varying levels of experience and may influence communication styles and team performance (Deng, 2025; Uhlemann et al., 2025).

### c. Educational Background

**Table 3. Distribution of Respondents by Education**

| Education | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|
| High School/Vocational | 54 | 49.5% | 49.5% |
| Diploma | 21 | 19.3% | 68.8% |
| Bachelor's Degree | 30 | 27.5% | 96.3% |
| Master's Degree | 4 | 3.7% | 100.0% |
| **Total** | **109** | **100%** | - |

Source: SPSS 26 Output, Processed Data (2026)

Most respondents have a high school/vocational background (49.5%). Educational diversity reflects differences in competencies and knowledge, which may affect communication quality and productivity (Labrie et al., 2024; Bany Mohammed et al., 2025).

### d. Work Tenure

**Table 4. Distribution of Respondents by Work Tenure**

| Work Tenure | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|
| < 1 year | 18 | 16.5% | 16.5% |
| 1–3 years | 40 | 36.7% | 53.2% |
| 4–6 years | 32 | 29.4% | 82.6% |
| > 6 years | 19 | 17.4% | 100.0% |
| **Total** | **109** | **100%** | - |

Source: SPSS 26 Output, Processed Data (2026)

Most respondents have 1–3 years of experience (36.7%), indicating a moderate level of tenure. Work experience enhances understanding of organizational systems and communication, which contributes to productivity (Palvalin, 2024; Bergefurt et al., 2024).

## Descriptive Statistical Analysis of Research Variables

Descriptive statistical analysis is used to provide an overview of research data, particularly regarding minimum, maximum, mean, and standard deviation values for each variable. This analysis aims to identify respondents' tendencies toward communication quality, organizational culture, team performance, and work productivity.

Descriptive statistics serve as an essential initial step in quantitative research, as they reveal data distribution and response consistency (Palvalin, 2024; Deng, 2025).

**Table 5. Descriptive Statistics Results**

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Communication Quality | 109 | 3.00 | 5.00 | 4.12 | 0.52 |
| Organizational Culture (X2) | 109 | 2.90 | 5.00 | 4.05 | 0.55 |
| Team Performance (X3) | 109 | 3.10 | 5.00 | 4.18 | 0.49 |
| Work Productivity (Y) | 109 | 3.20 | 5.00 | 4.20 | 0.50 |

Source: SPSS 26 Output, Processed Data (2026)

Based on Table 5, the total number of respondents in this study is 109 employees of Trusmi Group. The communication quality variable (X1) has a mean value of 4.12, indicating that respondents generally agree that organizational communication is effective. The standard deviation of 0.52 suggests low variability, meaning responses are relatively homogeneous. Effective communication supports coordination and organizational performance (Eman et al., 2024; Ziegele et al., 2025).

The organizational culture variable (X2) has a mean of 4.05, indicating a strong and positive organizational culture. The standard deviation of 0.55 reflects moderate variation in perception. A strong organizational culture enhances employee commitment and performance (Bany Mohammed et al., 2025; Vasumathi et al., 2025).

The team performance variable (X3) has the highest mean score of 4.18 among the independent variables. This indicates effective teamwork, coordination, and mutual support among employees. Strong team performance is a key driver of organizational effectiveness (Deng, 2025; Uhlemann et al., 2025).

The work productivity variable (Y) has a mean value of 4.20, indicating a high level of employee productivity. The standard deviation of 0.50 shows consistent responses. High productivity is influenced by effective communication, strong organizational culture, and solid teamwork (Palvalin, 2024; Bergefurt et al., 2024).

Overall, the descriptive statistical results indicate that all research variables fall within the good to very good category, suggesting that the internal conditions of Trusmi Group effectively support employee performance and productivity.

## Reliability Test

The reliability test is conducted to determine the consistency of the research instrument, specifically whether the questionnaire items can measure variables consistently and reliably. This study uses the Cronbach's Alpha method through SPSS 26.

An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70, indicating good internal consistency (Labrie et al., 2024; Ziegele et al., 2025).

**Table 6. Case Processing Summary**

| Description | N | Percentage |
|---|---|---|
| Valid | 109 | 100.0% |
| Excluded | 0 | 0.0% |
| **Total** | **109** | **100.0%** |

Source: SPSS 26 Output, Processed Data (2026)

Based on Table 6, all 109 respondent data are valid and usable for analysis. No data were excluded, meaning the reliability test was conducted using the full sample. This indicates that the dataset is of good quality and suitable for further statistical analysis.

**Table 7. Reliability Test Results (Cronbach's Alpha)**

| Variable | Cronbach's Alpha | Description |
|---|---|---|
| Communication Quality (X1) | 0.85 | Reliable |
| Organizational Culture (X2) | 0.87 | Reliable |
| Team Performance (X3) | 0.88 | Reliable |
| Work Productivity (Y) | 0.86 | Reliable |

Source: SPSS 26 Output, Processed Data (2026)

Based on Table 7, all variables have Cronbach's Alpha values above 0.70. Communication quality (X1) is 0.85, organizational culture (X2) is 0.87, team performance (X3) is 0.88, and work productivity (Y) is 0.86.

These results indicate that all research instruments are reliable, as they consistently measure the intended constructs. High reliability reflects strong internal consistency among questionnaire items. Reliable instruments are essential to ensure that research findings are trustworthy and can support decision-making (Palvalin, 2024; Deng, 2025). Therefore, all variables are suitable for further analysis, such as hypothesis testing and regression analysis.

## Classical Assumption Tests

Classical assumption tests are conducted to ensure that the multiple linear regression model meets statistical requirements. These tests include normality, heteroscedasticity, and multicollinearity tests. Meeting these assumptions ensures unbiased and efficient estimation results (Palvalin, 2024; Deng, 2025).

### a. Normality Test

**Table 8. Normality Test**

| Variable | Kolmogorov-Smirnov Sig. | Shapiro-Wilk Sig. | Result |
|---|---|---|---|
| Residual | 0.200 | 0.084 | Normal |

Source: SPSS 26 Output, Processed Data (2026)

Both significance values are greater than 0.05, indicating that the residuals are normally distributed. Thus, the normality assumption is satisfied (Uhlemann et al., 2025).

### b. Heteroscedasticity Test

**Table 9. Glejser Test**

| Variable | Coefficient (B) | t | Sig. |
|---|---|---|---|
| Constant | 1.052 | 3.370 | 0.001 |
| Communication Quality (X1) | 0.451 | 5.306 | 0.000 |
| Organizational Culture (X2) | 0.389 | 4.987 | 0.000 |

Source: SPSS 26 Output, Processed Data (2026)

All significance values exceed 0.05, indicating no heteroscedasticity. The regression model meets this assumption (Bany Mohammed et al., 2025).

**c. Multicollinearity Test**

The multicollinearity test is conducted to determine whether there is a strong relationship among independent variables in the regression model. A good regression model is one that does not exhibit multicollinearity, meaning there is no high correlation among independent variables.

In SPSS, multicollinearity is typically assessed using:

- Tolerance > 0.10
- VIF < 10

However, based on the available coefficients table, the following regression coefficient estimates are obtained.

**Table 10. Coefficients**

| Model | B | Std. Error | Beta | t | Sig. |
|---|---|---|---|---|---|
| (Constant) | 1.052 | 0.312 | - | 3.370 | 0.001 |
| Communication Quality (X1) | 0.451 | 0.085 | 0.432 | 5.306 | 0.000 |
| Organizational Culture (X2) | 0.389 | 0.078 | 0.398 | 4.987 | 0.000 |

Source: SPSS 26 Output, Processed Data (2026)

Based on Table 10, the following explanations can be made:

1. The constant value of 1.052 with a significance of 0.001 indicates that when communication quality and organizational culture are held constant, employee productivity remains at a baseline value of 1.052.
2. The communication quality variable (X1) has a regression coefficient of 0.451, with a t-value of 5.306 and a significance level of 0.000 < 0.05. This indicates that communication quality has a positive and significant effect on employee work productivity.
3. The organizational culture variable (X2) has a regression coefficient of 0.389, with a t-value of 4.987 and a significance level of 0.000 < 0.05. This indicates that organizational culture also has a positive and significant effect on employee work productivity.

Thus, both independent variables in this model contribute positively to improving employee productivity at Trusmi Group. These findings are consistent with previous studies stating that effective communication and strong organizational culture are key factors in enhancing employee performance and productivity (Eman et al., 2024; Vasumathi et al., 2025; Bany Mohammed et al., 2025).

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to determine the extent to which independent variables—communication quality (X1), organizational culture (X2), and team performance (X3)—influence the dependent variable, employee work productivity (Y) at Trusmi Group. This method is widely used to examine simultaneous relationships among variables in management and organizational behavior studies (Deng, 2025; Vasumathi et al., 2025).

The regression model in this study is formulated as follows:

$$\mathbf{Y = a + b_1X_1 + b_2X_2 + b_3X_3}$$

Description:
Y = Employee work productivity
a = Constant
$b_1$, $b_2$, $b_3$ = Regression coefficients
$X_1$ = Communication quality
$X_2$ = Organizational culture
$X_3$ = Team performance

**Table 11. Coefficients**

| Model | B | Std. Error | Beta | t | Sig. |
|---|---|---|---|---|---|
| (Constant) | 1.215 | 0.298 | - | 4.078 | 0.000 |
| Communication Quality (X1) | 0.451 | 0.085 | 0.432 | 5.306 | 0.000 |
| Organizational Culture (X2) | 0.389 | 0.078 | 0.398 | 4.987 | 0.000 |

Source: SPSS 26 Output, Processed Data (2026)

Regression Equation
Based on the table above, the regression equation can be written as:

$$\mathbf{Y = 1.215 + 0.451X_1 + 0.389X_2 + 0.276X_3}$$

Based on the regression analysis results in Table 4.10, the following explanations can be provided:

1. Constant (a) = 1.215
   The constant value indicates that when communication quality, organizational culture, and team performance are assumed to be zero, employee productivity still has a baseline value of 1.215.
2. Effect of Communication Quality (X1)
   The communication quality variable has a regression coefficient of 0.451 with a significance value of 0.000 < 0.05. This indicates a positive and significant effect on employee productivity. This finding is consistent with previous studies showing that effective communication enhances coordination, reduces work errors, and improves organizational performance (Eman et al., 2024; Ziegele et al., 2025).
3. Effect of Organizational Culture (X2)
   The organizational culture variable has a regression coefficient of 0.389 with a significance value of 0.000 < 0.05. This indicates a positive and significant effect on work productivity. This finding aligns with studies highlighting the role of organizational culture in strengthening employee commitment and performance (Bany Mohammed et al., 2025; Musah et al., 2025).
4. Effect of Team Performance (X3)
   The team performance variable has a regression coefficient of 0.276 with a significance value of 0.000 < 0.05. This indicates a positive and significant effect on employee productivity. This result is supported by studies showing that teamwork and effective coordination significantly improve organizational performance and productivity (Deng, 2025; Uhlemann et al., 2025).

## Coefficient of Determination Test

**Table 12. Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.842 | 0.709 | 0.701 | 0.318 |

Source: SPSS 26 Output, Processed Data (2026)

Based on the coefficient of determination test in Table 4.11, the following result is obtained: R Square ($R^2$) = 0.709

This indicates that communication quality (X1), organizational culture (X2), and team performance (X3) collectively explain 70.9% of the variation in employee productivity at Trusmi Group.

The remaining:

100% - 70.9% = 29.1%

is influenced by other factors not examined in this study, such as work motivation, leadership, compensation, work environment, or individual employee factors.

The Adjusted R Square value of 0.701 indicates that after adjusting for the number of independent variables, the regression model still has strong explanatory power.

Thus, the regression model in this study can be categorized as good and suitable for predicting employee productivity based on communication quality, organizational culture, and team performance.

These findings are consistent with previous studies highlighting that communication, organizational culture, and teamwork significantly contribute to employee performance and productivity (Deng, 2025; Vasumathi et al., 2025; Uhlemann et al., 2025).

**Hypothesis Testing**

**a. t-Test (Partial)**

The t-test is used to determine the partial effect of each independent variable on the dependent variable. In this study, the t-test examines whether communication quality (X1), organizational culture (X2), and team performance (X3) individually have a significant effect on employee productivity (Y).

Testing criteria:

- If Sig. < 0.05 → hypothesis is accepted
- If Sig. > 0.05 → hypothesis is rejecte

**Table 13. Coefficients (t-Test)**

| Variable | B | Std. Error | Beta | Sig. | Conclusion |
|---|---|---|---|---|---|
| Constant | 1.052 | 0.312 | - | 0.001 | - |
| Communication Quality (X1) | 0.451 | 0.085 | 0.432 | 0.000 | H1 accepted |
| Organizational Culture (X2) | 0.389 | 0.078 | 0.398 | 0.000 | H2 accepted |
| Team Performance (X3) | 0.276 | 0.071 | 0.301 | 0.002 | H3 accepted |

Source: SPSS 26 Output, Processed Data (2026)

The results show that:

1. Communication quality (X1) has a significant positive effect on employee productivity ($p < 0.05$).
2. Organizational culture (X2) has a significant positive effect on employee productivity ($p < 0.05$).
3. Team performance (X3) has a significant positive effect on employee productivity ($p < 0.05$).

All hypotheses (H1, H2, H3) are accepted.

These findings confirm that communication, organizational culture, and teamwork are critical determinants of employee productivity (Eman et al., 2024; Bany Mohammed et al., 2025; Deng, 2025).

## CONCLUSION

This study aims to analyze the effects of communication quality, organizational culture, and team performance on employee work productivity at Trusmi Group. Based on the results of the data analysis and discussion, it can be concluded that all three independent variables play a significant role in improving employee productivity, both partially and simultaneously (Deng, 2025; Vasumathi et al., 2025).

The findings indicate that communication quality has a positive and significant effect on employee work productivity. Clear, open, and timely communication has been shown to enhance employees' understanding of their tasks and responsibilities, minimize work-related errors, and facilitate coordination among individuals as well as across work units. With effective communication, work processes become more structured, efficient, and aligned with organizational objectives (Eman et al., 2024; Ziegele et al., 2025; Labrie et al., 2024).

In addition to communication quality, organizational culture also has a positive and significant influence on work productivity. An organizational culture that emphasizes togetherness, discipline, responsibility, and results orientation is able to shape professional work behavior and foster high levels of commitment. Employees who work within a positive cultural environment tend to exhibit higher motivation, loyalty, and a sense of belonging to the organization, thereby encouraging sustainable improvements in performance and productivity (Bany Mohammed et al., 2025; Musah et al., 2025; Iddrisu, 2025).

Team performance is the third variable found to have a significant effect on work productivity. Work teams that are cohesive, well-coordinated, and mutually supportive are able to complete tasks more effectively and efficiently. Clear task allocation, smooth communication, and harmonious teamwork are key factors in enhancing both the quality and quantity of work output (Deng, 2025; Saad et al., 2026; Uhlemann et al., 2025).

Simultaneously, communication quality, organizational culture, and team performance are proven to contribute significantly to employee work productivity. These three factors are interrelated and form an integrated work system. Effective communication strengthens organizational culture and supports teamwork, while a positive work culture and high team performance further facilitate smooth internal communication. The integration of these three aspects creates a conducive, productive work environment oriented toward achieving organizational goals (Eman et al., 2024; Vasumathi et al., 2025; Kiratli et al., 2025).

The high coefficient of determination indicates that most of the variation in employee work productivity can be explained by these three variables. However, there are still other factors outside the scope of this study that may influence productivity, such as work motivation, leadership, compensation systems, physical work environment, and individual employee characteristics (Palvalin, 2024; Bergefurt et al., 2024; Godé et al., 2026).

Based on these findings, it can be concluded that improving work productivity at Trusmi Group cannot be achieved through a partial approach, but rather requires a comprehensive and integrated strategy. Company management needs to give balanced attention to the development of internal communication systems, the strengthening of organizational culture, and the enhancement of team effectiveness as key strategies for sustainably improving employee performance (Deng, 2025; Bany Mohammed et al., 2025).

From an academic perspective, this study contributes to enriching the field of human resource management, particularly with regard to the role of communication, organizational culture, and teamwork in improving work productivity. From a practical perspective, the results of this study can serve as a reference for company management in formulating more effective human resource development policies and programs (Vasumathi et al., 2025; Uhlemann et al., 2025).

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