

The Influence of Communication, Work Ethic, Work Motivation, and Organizational Culture on the Work Effectiveness of Java Heritage Hotel Purwokerto Employees

Rindi Fitri Antika¹, Hengky Widhiandono^{2*}, Erny Rachmawati³, Hermin Endratno⁴

Faculty of Economics and Business, Universitas Muhammadiyah Purwokerto

Corresponding Author: Hengky Widhiandono hengkywidhiandono@ump.ac.id

ARTICLE INFO

Keywords: Communication, Work Ethic, Work Motivation, Organizational Culture, Work Effectiveness

Received : 5, December

Revised : 19, December

Accepted: 21, January

©2025 Antika, Widhiandono, Rachmawati, Endratno: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of Communication, Work Ethic, Work Motivation, and Organizational Culture on the effectiveness of the work of Java Heritage Hotel Purwokerto employees and to find out which is more dominant and affects the effectiveness of work. The research sample was 110 Java Heritage Hotel Purwokerto employees using a quota sampling technique. The results showed that communication, work ethic, and motivation significantly affected work effectiveness. Conversely, organizational culture has no effect in the negative direction on work effectiveness. These findings provide valuable insights for hospitality industry leaders. And emphasize to employees the importance of optimizing work effectiveness through communication, work ethic, work motivation. Organizational culture needs to be improved.

INTRODUCTION

The hospitality sector in Indonesia has a role in supporting tourism and improving the economy and regional development (Ruslang et al., 2021). Along with the increasing number of tourists visiting, the hospitality industry in Purwokerto has grown rapidly. With the rising number of hotels and accommodation facilities that have sprung up to meet guests' needs, this increasingly competitive competition requires the hospitality industry to continue to innovate and improve service quality (Maharani et al., 2022). As experienced by one of the hospitality industries in Purwokerto, Java Heritage Hotel. The management informed the researcher that the Java Heritage Hotel currently faces challenges in optimizing employee performance because they are a key factor in creating a positive guest experience and maintaining competitiveness.

One way to survive in business competition is through the performance of human resources because it significantly affects the success of organizational management (Halim et al., 2022). The success or failure of a business is often influenced by the behavior of employees in carrying out their duties, making the human resource aspect an essential element in achieving the expected performance (Satar et al., 2023).

One of the things that can measure employee performance is the work effectiveness of these employees. Performance results from work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given (Nita & Noersanti, 2020). Effectiveness is a person's success in completing assigned tasks based on knowledge, earnestness, and time spent (Rambe, 2021). Increasing the effectiveness of individual employee work will encourage the performance of human resources to increase productivity (Mahrawati, 2020). An activity is considered adequate if it can achieve the goals set (Halim et al., 2022). Therefore, work effectiveness and performance cannot be separated and are key to achieving the goals set by the organization (Mahrawati, 2020).

Work effectiveness is one of the abilities or conditions for the success of a job carried out by a person or group of people by the time and objectives previously set and to provide the expected usefulness (Febianti et al., 2020). Work effectiveness refers to the extent to which a person or organization can achieve predetermined goals by using resources optimally (Halim et al., 2022). Therefore, work effectiveness is significant in an organization. So that it can be used as a reference for the success or failure of recruiters (Saputro et al., 2023). Factors influencing work effectiveness include communication, work ethic, work motivation, and organizational culture.

Effective communication between employees and management ensures a clear understanding of the task (Nova et al., 2023). Communication is the process of conveying information or the process of social tools. Communication in an organization is essential, poor communication will complicate receiving the information conveyed (Hasmi et al., 2023). Communication that runs well in the organization will, of course, affect employees' effectiveness at work (Akil, 2022). Communication that runs between employees and superiors or employees and

coworkers at Java Heritage Hotel through the use of appropriate technology in communication goes well in increasing employees' effectiveness at work. This is supported by Dendi (2024), Nova et al., (2023), Pasaribu et al., (2022) states that communication has a significant positive effect on work effectiveness. Conversely, research conducted Hasmi et al., (2023) and Sumarni et al., (2022) noted that communication does not affect work effectiveness.

Work effectiveness can also be influenced by work ethic, which reflects an attitude of discipline, responsibility, and willingness to work hard, increasing the enthusiasm to work to achieve work goals so that the results are compelling (Yusuf & Fauziah, 2022). Work ethic is how employees carry out their duties and responsibilities (Samiu et al., 2023). A good work ethic is usually related to views and actions that can show appreciation for work and sincerely work towards organizational goals (Yuanawati & Askafi, 2022). The work ethic of Java Heritage Hotel Purwokerto employees can be seen from the dedication, discipline, responsibility, and enthusiasm in carrying out work and committing to their duties by not leaving their jobs when working hours are up because the hotel is still busy with guests. This is supported by Saputro et al., (2023), Nova et al., (2023), Pahmawati et al., (2020) states that work ethic has a significant positive effect on work effectiveness. On the contrary, research Patriawan et al., (2023) and Yuanawati & Askafi (2022) indicated that work ethic does not affect effectiveness.

Work motivation provided by leaders to employees determines the success of an organization (Hasyim, 2019). Work motivation is the basic drive that encourages someone to give their best in their work to achieve specific goals (Sari et al., 2020). Work motivation is crucial to increase effectiveness because highly motivated employees will work harder and contribute more to the organization's success (Nur et al., 2023). The motivation given by the leadership to Java Heritage Hotel Purwokerto employees is strong enough to conduct effective communication between leaders and employees, thus increasing employee commitment to the organization and positively impacting overall business development and success. However, some employees lack communication intensity, making it difficult for leaders to understand and motivate them. Research by Fianta et al., (2021), Mardhiah (2021), Tampubolon et al., (2023) stated that work motivation has a significant positive effect on work effectiveness. Meanwhile, Fariska et al., (2022) and Najmudin et al., (2022) noted that work motivation does not affect work effectiveness.

Organizational culture is an integral part of an organization that can encourage making effective decisions to improve employee skills. One factor that can affect work effectiveness is organizational culture (Yusuf et al., 2023). Organizational culture is needed to change individual behavior to organizational behavior in internal integration and adaptation to the external environment (Fransiska, 2019). Organizational culture includes values, norms, and behaviors that develop in an organization and are directly related to the dynamics of life in it (Patriawan et al., 2023). A positive culture can create a conducive work environment, while a less supportive culture can create a hostile atmosphere that

adversely affects employee performance and the organization's image (Prasetyo et al., 2020). In this case, a bad organizational culture can give a bad impression to guests and create obstacles in achieving organizational goals optimally. The organizational culture formed at Java Heritage Hotel can be seen from the behavior of employees, namely wearing uniforms while working and getting used to cleaning and tidying up the workspace. However, some still do not wear uniforms when working and do not make it a habit to tidy up the workspace. Research conducted by Andriani & Wardana (2023), Ilyas et al., (2024), Pakpahan et al., (2021) shows that organizational culture has a significant positive effect on work effectiveness. Meanwhile, research Fauziah & Irawan (2024) and Resmanasari et al., (2022) stated that organizational culture does not affect work effectiveness.

This research is a development of previous research by Nova et al., (2023) shows that communication and work ethic positively and significantly affect work effectiveness. This study adds two new independent variables: work motivation and organizational culture. Several other studies found that communication, work ethic, work motivation, and organizational culture do not affect work effectiveness. So, this study examines the effect of communication, work ethic, work motivation, and organizational culture on employee work effectiveness at Java Heritage Hotel Purwokerto . So that researchers can provide results that can affect work effectiveness. Later, this research can contribute more comprehensively to understanding employee performance dynamics, especially in the hospitality industry.

LITERATURE REVIEW

Transactional Model Theory

This research discusses the relationship between communication and work effectiveness, so it requires a review of the underlying theory. By referring to the transactional model theory proposed by West & Turner (2008), this theory emphasizes the process of sending and receiving messages that take place continuously in a communication system. Communication is cooperative, where the sender and receiver are jointly responsible for the effectiveness of the communication outcome. Meaning is constructed through feedback from participants. This model also emphasizes continuous interaction by using verbal and nonverbal elements and negotiating meaning by the communicator. The transactional model has a field of experience; thus, in the ongoing communication process, each shows an active intertwined understanding process, so that a new understanding arises as a process of interaction, integration, and communication between each communication participant, which allows the formation of new meanings.

Goal-Setting Theory

This research discusses the relationship between work ethic, motivation, and work effectiveness, so it requires a study of the underlying theory. The goal-setting theory proposed by Edwin Locke (1968) emphasizes the importance of setting clear and specific goals to encourage better performance. According to

Locke, challenging but achievable goals will increase employee motivation and encourage them to work harder (Krismayanti, 2024).

Contingency Theory

This research discusses the relationship between organizational culture and work effectiveness, so it requires a study of the underlying theory. The contingency theory proposed by Fiedler (1967) states that effective HR management practices must be tailored to the organization's specific context, such as organizational culture, external environment, and business strategy (Krismayanti, 2024).

Work Effectiveness

Kamarudin (1982: 108) defines effectiveness as a measure of success in management activities to achieve predetermined goals. Employee work effectiveness is the state or ability of the success of a human's job to produce the expected results by the time set (Bormasa, 2022). Richard M. Steers (1985:9) identifies several key factors that influence work effectiveness: 1) Organizational Characteristics: This includes organizational structure and technology, which can affect various effectiveness aspects through different mechanisms. 2) Environmental Characteristics: Both internal and external environments play an important role in effectiveness. The success of an organization's relationship with its environment largely depends on key variables such as the predictability of external conditions, the accuracy of environmental perceptions, and the degree of organizational rationality. 3) Job Characteristics: The behavior of organizational members is critical, as it directly affects the progress in achieving goals. 4) Management Policies and Practices: As technology and environmental contexts become increasingly complex, effective management must coordinate individuals and processes to ensure organizational success.

Communication

According to Rogers (2019) and (Hasmi et al., 2023), communication is the process of conveying information or using social tools; communication in an organization is highly treated; if there is poor communication, it will complicate the process of receiving the information conveyed. Communication is the exchange of information between the sender and receiver and the conclusions between the individuals involved (Kreitner and Angelo, 2014). Previous research states that Communication has a significant positive effect on Work Effectiveness.

H1: Communication has a significant positive effect on Work Effectiveness

Work Ethic

Ethos" is rooted in a concept that also refers to 'ethics' or 'etiquette', which can be interpreted as moral or moral values, good and bad. Ethos contains a potent spirit or motivation to do a job optimally, try better, and even strive to achieve better work quality (Patriawan et al., 2023). According to Ginting (2016:

6), work ethic is the spirit of work that characterizes specific individuals or groups based on work ethics and perspectives that are believed and realized through determination and actual behavior in the world of work. Priansa (2016: 283) explains that work ethic has several characteristics that become the identity of the meaning of work ethic itself, namely: a.) Interpersonal skills, which refer to the ability of employees to build and maintain working relationships with other individuals, both inside and outside the organization; b) Initiative, which is a characteristic that encourages employees to improve their performance without being satisfied with mediocre results, c) Reliability, which includes expectations of employee performance and is an implicit agreement to carry out various job functions consistently and reliably. Previous research stated that Work Ethic has a significant positive effect on Work Effectiveness.

H2: Work ethic has a significant positive effect on Work Effectiveness

Work Motivation

According to Fianta et al., (2021), work motivation, a person's enthusiasm for intense activities and a high sense of volunteerism can affect their work results. Motivation provides an understanding of the desires that encourage a person to move closer to a predetermined goal (Saputra, 2019). Previous research Mardhiah (2021), Rusda et al., (2022), Sari et al., (2020) stated that Work Motivation significantly positively affects Work Effectiveness.

H3: Work Motivation has a significant positive effect on Work Effectiveness

Organizational Culture

According to Sudarsono (2019), organizational culture is an abstraction of organizational interests derived into values attached to an attitude and behavior so that it becomes a standard at work. Previous research Mendrofa et al., (2024), Ningsih & Setiawan (2019), Yusuf, M. T et al., (2023) states that Organizational Culture significantly positively affects Work Effectiveness.

H4: Organizational Culture has a significant positive effect on Work Effectiveness

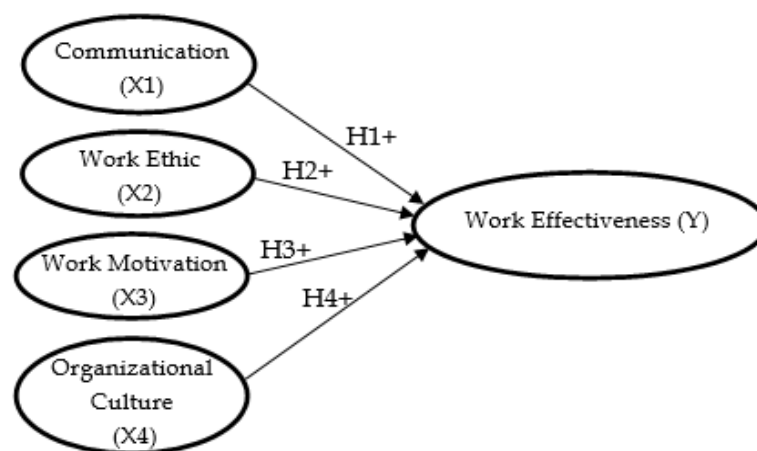


Figure 1. Conceptual Framework

METHODOLOGY

This research uses quantitative research methods with descriptive and associative approaches. This design is suitable for exploring and testing the relationship between variables and their impact on employee work effectiveness. The population used in this study were contract employees and permanent employees who worked at Java Heritage Hotel Purwokerto as 147. The technique used in this research is quota sampling to ensure representation from various departments by the proportion of the number of employees. The sample of this study amounted to 110 employees based on the determination of the previous sample size using the Slovin formula with an error rate of 5%. The independent variables of this study are communication, work ethic, work motivation, and organizational culture. The dependent variable of this research is work effectiveness.

To collect data, the research instrument used is a questionnaire containing statement items derived from previous research articles conducted by Haryati et al., (2023), Ningsih & Setiawan (2019), Nur et al., (2023), Nurhanifah et al., (2023), Saputro et al., (2023) and measured on a Likert scale with five levels of answers: Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS). The questionnaire was distributed offline. Descriptive statistical analysis, validity, reliability, classical assumptions, multicollinearity, heteroscedasticity, and regression analysis were used to test the hypotheses.

Table 1. Variable Indicators

Variable	Indicator
Work Effectiveness (Y)	1). Work quantity 2). Work quality 3). Time utilization Source: Hasibuan (2003) and Saputro et al., (2023)
Communication (X1)	1). Information is easy to obtain 2). Communication intensity 3). Communicatiob effectiveness 4). Message comprehension level 5). Attitude change Source: Mangkunegara (2014) and Nurhanifah et al., (2023)
Work Ethic (X2)	1). Regularity of time 2). Discipline 3). Responsibility 4). Creativity 5). Hard work Source: Siregar (2000) and Haryati et al., (2023)
Work Motivation (X3)	1). Achievements 2). Recognition 3). Responsibilities Source: Nur et al., (2023)
Organizational Culture (X4)	1) Involvement 2) Consistent 3) Adaptability 4) Mission Source: Denidon & Mishra (1995) and Ningsih & Setiawan (2019)

RESULTS AND DISCUSSION

Descriptive Statistics

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Precent
Gender	Male	83	75.5
	Female	27	24.5
Age	20-25 years old	36	32.7
	26-30 years old	28	25.5
	31-35 years old	12	10.9
	36-40 years old	24	21.8
	36-40 years old	10	9.1
Marital status	Married	63	57.3
	Unmarried	47	42.7
Length of service	<1 year	7	5.5
	1-3 year	32	29.1
	4-5 year	15	13.6
	6-7 year	17	15.5
	8-10 year	14	13.6
	>10 year	25	22.7
Division	Food and Beverage Service	23	20.9
	House Keeping	24	21.8
	Front Office	10	9.1
	Food and Beverage Product	21	19.1
	Engineering	10	9.1
	Accounting	10	9.1
	Sales Marketing	7	6.4
	Security	3	2.7
Last education	HRD	2	1.8
	SLTP	14	12.7
	SLTA	67	60.9
	Diploma	17	15.5
	S1	11	10.0
	S2	1	0.9

Analysis of the respondents' characteristics revealed that most were male (75.5%) and between 20-25 years old (32.7%). In addition, 57.3% of respondents were married, indicating their social stability. Most respondents stated that they have work experience in their field, which is 1-3 years. Finally, most respondents are from the Housekeeping division (21.8%) and the last education respondents are primarily from high school (60.9%).

Table 2. Descriptive Statistics of Communication

Item	N	Minimum	Maximum	Mean	Std. Deviation
C1	110	3	5	4.23	0.616
C2	110	3	5	4.19	0.533
C3	110	3	5	4.28	0.592
C4	110	3	5	4.10	0.649
C5	110	3	5	4.15	0.603
C6	110	3	5	4.20	0.675
Valid N (listwise)	110				

Based on the descriptive statistics table on each variable, it is known that the number of respondents who filled out the questionnaire was 110 people. The minimum value of all items is 3, while the maximum value is 5. The highest mean value of 4.28 is in statement item 3, namely, "I communicate effectively at work." In contrast, the lowest mean value of 4.10 is found in statement item 4: "I easily understand/do not misunderstand during work communication." The standard deviation of all items has a value lower than the mean value, which means that the level of data diversity is low.

Table 3. Descriptive Statistics of Work Ethic

Item	N	Minimum	Maximum	Mean	Std. Deviation
WE1	110	3	5	4.16	0.657
WE2	110	3	5	4.17	0.539
WE3	110	3	5	4.34	0.595
WE4	110	3	5	4.10	0.635
WE5	110	3	5	4.34	0.579
Valid N (listwise)	110				

The minimum value covering all items is 3, while the maximum is 5. The highest mean value of 4.34 is in statement item 3, namely, "I am responsible for the work and tasks assigned," and statement item 5, "I work diligently, enthusiastically, and highly dedicated to achieving the desired goals". The lowest mean value of 4.10 is in statement item 4, namely, "I am encouraged to provide creative ideas in improving hotel services". The standard deviation of all items is lower than the mean value which means that the level of data diversity is low.

Table 4. Descriptive Statistics of Work Motivation

Item	N	Minimum	Maximum	Mean	Std. Deviation
WM1	110	3	5	4.34	0.547
WM2	110	3	5	4.16	0.534
WM3	110	3	5	3.95	0.764
WM4	110	3	5	3.89	0.580
WM5	110	3	5	4.05	0.588
WM6	110	3	5	4.44	0.551
Valid N (listwise)	110				

The minimum value includes all items is 3, while the maximum value is 5. The highest mean value of 4.44 is found in statement item 6, namely "I am motivated to learn new things that are by the job," while the lowest mean value is 3.89, which is found in statement item 4, namely "I get a fair wage according to work given." The standard deviation of all items has a value lower than the mean value, which means that the level of data diversity is low.

Table 5. Descriptive Statistics of Organizational Culture

Item	N	Minimum	Maximum	Mean	Std. Deviation
OC1	110	3	5	3.95	0.626
OC2	110	3	5	3.92	0.623
OC3	110	3	5	4.19	0.697
OC4	110	3	5	4.23	0.616
OC5	110	3	5	4.24	0.690

OC6	110	3	5	4.09	0.671
OC7	110	3	5	4.18	0.623
OC8	110	3	5	4.21	0.692
Valid N (listwise)	110				

The minimum value of all items is 3, while the maximum value is 5. The highest mean value is 4.24 in statement item 5, namely, "This hotel can adapt quickly to changes in the hospitality industry," while the lowest mean value is 3.92 in statement item 2, namely, "I participate in hotel innovation and development." The standard deviation of all items is lower than the mean value, meaning the data diversity level is low.

Table 6. Descriptive Statistics of Work Effectiveness

Item	N	Minimum	Maximum	Mean	Std. Deviation
WEF1	110	3	5	4.16	0.599
WEF2	110	3	5	4.10	0.574
WEF3	110	3	5	4.36	0.570
WEF4	110	3	5	4.19	0.567
WEF5	110	3	5	4.18	0.652
WEF6	110	3	5	4.26	0.570
WEF7	110	3	5	4.29	0.640
Valid N (listwise)	110				

The minimum value, including all items, is 3, while the maximum value is 5. The highest mean value is 4.36, which is found in statement item 3, namely "I can work according to the assigned tasks," while the lowest mean value is 4.10, which is found in statement item 2, namely "I can achieve results according to orders." The standard deviation of all items is lower than the mean value, meaning the data diversity level is low.

Validity Test

Table 7. Validity Test of Communication

Variable	Item	R-count	R-table	Description
Communication (X1)	C1	0.669	0.1857	Valid
	C2	0.487	0.1857	Valid
	C3	0.614	0.1857	Valid
	C4	0.541	0.1857	Valid
	C5	0.617	0.1857	Valid
	C6	0.740	0.1857	Valid

Based on Table 7. the validity test on communication variables was performed using the Corrected Item-Total correlation analysis. The analysis results of all items have an r-count > r-table (0.1857) at a significance level of 0.05. Thus, all items C1 to C6 are declared valid.

Table 8. Work Ethic Validity Test

Variable	Item	R-count	R-table	Description
Work Ethic (X2)	WE1	0.669	0.1857	Valid
	WE2	0.487	0.1857	Valid
	WE3	0.614	0.1857	Valid
	WE4	0.541	0.1857	Valid

WE5 0.617 0.1857 Valid

Based on Table 8. the validity test on work ethic variables was performed using the Corrected Item-Total correlation analysis. The analysis results of all items have a value of $r\text{-count} > r\text{-table}$ (0.1857) at a significance level of 0.05. Thus, all items WE1 to WE5 are declared valid.

Table 9. Validity Test of Work Motivation

Variable	Item	R-count	R-table	Description
Work Motivation (X3)	WM1	0.405	0.1857	Valid
	WM2	0.593	0.1857	Valid
	WM3	0.635	0.1857	Valid
	WM4	0.520	0.1857	Valid
	WM5	0.717	0.1857	Valid
	WM6	0.468	0.1857	Valid

Based on Table 9. the validity test of work motivation variables using Corrected Item-Total correlation analysis. The analysis results of all items have an $r\text{-count} > r\text{-table}$ (0.1857) at a significance level of 0.05. Thus, all items WM1 to WM6 are declared valid.

Table 10. Validity Test of Organizational Culture

Variable	Item	R-count	R-table	Description
Organizational Culture (X4)	OC1	0.551	0.1857	Valid
	OC2	0.648	0.1857	Valid
	OC3	0.641	0.1857	Valid
	OC4	0.645	0.1857	Valid
	OC5	0.616	0.1857	Valid
	OC6	0.725	0.1857	Valid
	OC7	0.646	0.1857	Valid
	OC8	0.570	0.1857	Valid

Based on Table 10. the validity test of the organizational culture variable uses Corrected Item-Total correlation analysis. The analysis results of all items have an $r\text{-count} > r\text{-table}$ (0.1857) at the 0.05 significance level. Thus, all items OC1 to OC8 are declared valid.

Table 11. Validity Test of Work Effectiveness

Variable	Item	R-count	R-table	Description
Work Effectiveness (Y)	WEF1	0.685	0.1857	Valid
	WEF2	0.625	0.1857	Valid
	WEF3	0.664	0.1857	Valid
	WEF4	0.648	0.1857	Valid
	WEF5	0.681	0.1857	Valid
	WEF6	0.582	0.1857	Valid
	WEF7	0.615	0.1857	Valid

Based on Table 11. validity test of work effectiveness variables using Corrected Item-Total correlation analysis. The analysis results of all items have an $r\text{-count} > r\text{-table}$ (0.1857) at the 0.05 significance level. Thus, all items WEF1 to WEF7 are declared valid.

Reliability Test

Table 12. Reliability Test

Variable	Cronbach's Alpha	Description
Communication (X1)	0.669	Reliable
Work Ethic (X2)	0.590	Reliable
Work Motivation (X3)	0.557	Reliable
Organizational Culture (X4)	0.782	Reliable
Work Effectiveness (Y)	0.762	Reliable

After data processing, Cronbach's Alpha value of more than 0.5 in each variable is considered reliable. Cronbach's Alpha value of more than 0.90 is regarded as excellent reliability, 0.70-0.90 is considered high reliability, 0.50-0.70 is regarded as medium reliability, and 0.50 is considered low reliability (Ghozali, 2018).

Normality Test

The data will be normally distributed if the Kolmogorov-Smirnov test's significance exceeds 0.05 (Susanto, 2019). The Sig. (2-tailed) normality test of $0.200 > 0.05$ shows that the research model is usually distributed.

Multicolonierity Test

The VIF value can be used to determine multicollinearity; if the VIF value is < 10 , there is no multicollinearity (Ghozali, 2021). According to the SPSS results, the VIF value for the communication variable is $1.431 < 10$, the work ethic variable is $1.530 < 10$, the work motivation variable is $1.272 < 10$, and the organizational culture variable is $1.513 < 10$. Multicolonierity does not occur.

Heteroscedasticity Test

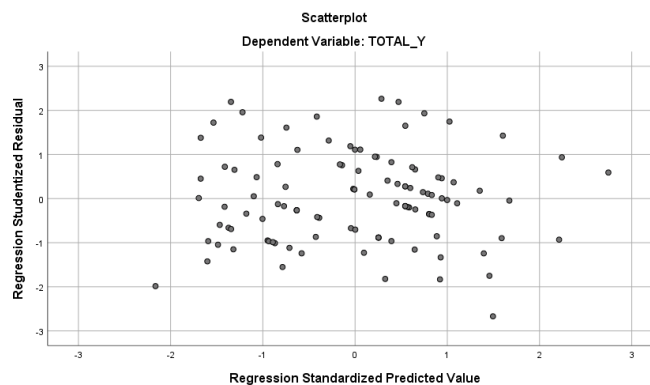


Figure 2. Scatterplot

The scatterplot graph shows symptoms of heteroscedasticity in the regression model, as the dots remain in a skewed pattern. The next test is a heteroscedasticity tester with the Glejser test, but heteroscedasticity occurs in organizational culture (X4). Then, the treatment is done using the Park Test.

Park Test

If the significance value (Sig.) > 0.05, the regression model does not show symptoms of heteroscedasticity (Ghozali, 2021). Analyzing each variable's significance value shows no significance value < 0.05. Therefore, it can be concluded that there is no heteroscedasticity in the regression model.

Determinant Coefficient

Table 13. R-Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567 ^a	0.322	0.296	0.45048

SPSS output results in the Adjusted R-Square value being 0.296 units. Thus, it can be said that the value of communication (X1), Work Ethic (X2), Work Motivation (X3), and Organizational Culture (X4) can influence work effectiveness (Y) by 29.6%.

The t-test

Table 14. t-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.020	3.317		2.418	0.017
	Communication	0.293	0.114	0.246	2.559	0.012
	Work Ethic	0.355	0.144	0.245	2.463	0.015
	Work Motivation	0.438	0.121	0.327	3.609	0.000
	Organizational Culture	-0.127	0.080	-0.156	-1.575	0.118

a. Dependent Variable: TOTALY

Based on table 14. multiple linear regression equations can be formulated as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

$$WEF = 8.020 + 0.293C + 0.355WE + 0.438WM - 0.127OC$$

Description:

WEF = Work Effectiveness

C = Communication

WE = Work Ethic

WM = Work Motivation

OC = Organizational Culture

The results of the analysis are shown in Table 14. The t-test states that:

1.) Communication, shows the value of β_1 is 0.293 with a positive direction of 0.293. The t value is 2.559, and the t table is 1.984, which means $t_{count} > t_{table}$. The α value is 0.012, which means $\alpha < 0.05$. Based on the β_1 value of 0.293, $t_{count} > t_{table}$, and α value of 0.012, communication positively and significantly affects work effectiveness. Thus, H1, namely communication, has a positive and significant impact on work effectiveness and can be accepted.

2.) Work Ethic, shows the value of β_2 is 0.355 with a positive direction of 0.355. The t value is 2.463, and the t table is 1.984, which means $t_{count} > t_{table}$. The α value is 0.015, which means $\alpha < 0.05$. Based on the β_2 value of 0.355, t_{count} 2.463 $<$ 1.981, and α value of 0.015, the work ethic positively and significantly influences work effectiveness. Thus, H2, namely work ethic, has a positive and significant effect on work effectiveness and can be accepted.

3.) Work Motivation, shows the value of β_3 is 0.438 with a positive direction of 0.438. The t value is 3.609, and the t table is 1.984, which means $t_{count} > t_{table}$. The α value is 0.000, which means $\alpha < 0.05$. Based on the β_3 value of 0.438, t_{count} 3.609 $<$ 1.981, and α value of 0.000, work motivation positively and significantly affects work effectiveness. Thus, H3, namely work motivation, has a positive and significant impact on work effectiveness and can be accepted.

4.) Organizational Culture, shows the value of β_4 is -0.127 with a negative direction of 0.127. The t value is -1.575, and the t table is 1.984, which means $t_{count} < t_{table}$. The α value is 0.118, which means $\alpha > 0.05$. Based on the β_4 value of -0.127, t_{count} -1.575 $<$ 1.981, and α value of 0.118, organizational culture has no effect in the negative direction on work effectiveness. Thus, H4, namely organizational culture, has a positive and significant impact on work effectiveness, H_a is rejected.

DISCUSSION

Effect of Communication on Work Effectiveness

Based on the analysis results, communication positively and significantly affects work effectiveness. Communication applied at Java Heritage Hotel Purwokerto, which emphasizes the delivery of information verbally and through communication technology, has gone well because it can affect employee work effectiveness.

This is in line with the transactional model theory. Leaders and employees communicate effectively, interact using verbal and nonverbal elements, and negotiate meaning. Thus, in the communication process, each shows an active intertwined understanding process so that a new understanding arises.

The results of the study are shown by the highest respondent's answer to the statement "I communicate effectively" and the lowest respondent's answer was on the statement "I easily understand/do not misunderstand during work communication". In this case, the leadership of Java Heritage Hotel Purwokerto can establish effective communication at work so that they can understand work instructions well to produce practical and maximum work.

These results are supported by previous research, namely Dendi (2024), Permani & Jubaidi (2022), Rochmah & A W, (2020) which states that communication variables have a significant positive effect on work effectiveness. However, it is not supported Hasmi et al., (2023) and Sumarni et al., (2022) which states that communication does not affect work effectiveness.

Effect of Work Ethic on Work Effectiveness

Based on the analysis results, work ethic positively and significantly affects work effectiveness. The work ethic applied at Java Heritage Hotel Purwokerto, which emphasizes dedication, discipline, responsibility, and

enthusiasm in carrying out work, has gone well because it can affect employee work effectiveness.

This aligns with goal-setting theory, where employees can understand clear and specific goals to encourage better performance, which will enable employees to work harder. Challenging but achievable goals will increase employee motivation and encourage them to work harder.

The results of the study are shown by the highest respondent's answer to the statement "I am responsible for the work and tasks assigned" and "I work diligently, enthusiastically, and highly dedicated to achieving the desired goals." Conversely, the lowest respondent's answer was on the statement "I am encouraged to provide creative ideas in improving hotel services". In this case, the leadership of Java Heritage Hotel Purwokerto can improve employees' work ethic through responsibility and enthusiasm in carrying out work and enthusiasm and commitment to their duties by not leaving their work when working hours are up because the hotel is still busy with guests.

These results are supported by previous researchers, namely Samiu et al., (2023), Sianipar & Azrin (2020), Yusuf & Fauziah (2022) state that work ethic significantly affects work effectiveness. However, Patriawan et al., (2023) and Yuanawati & Askafi (2022) state that work ethic does not affect work effectiveness do not support them.

Effect of Work Motivation on Work Effectiveness

Based on the analysis results, work motivation positively and significantly affects work effectiveness. Work motivation applied at Java Heritage Hotel Purwokerto, which emphasizes leaders who establish good communication with employees to build trust and motivate them, is considered appropriate because it affects employee work effectiveness.

This is in line with goal-setting theory, employees can understand clear and specific goals to encourage better performance, thereby increasing employee motivation. Challenging but achievable goals will increase employee motivation and encourage them to work harder.

The results of the study are shown by the highest respondent's answer to the statement "I am motivated to learn new things that are by the job". Conversely, the lowest respondent's answer was on the statement "I get a fair wage according to work given." In this case, the leadership of Java Heritage Hotel Purwokerto can increase employee motivation through open and honest communication between leaders and employees to build trust, increase motivation, and provide wages according to employee contributions.

Previous researchers have supported these results Husaeni et al., (2021), Satar et al., (2023), Tampubolon et al., (2023) stating that motivation significantly affects work effectiveness. However, Fariska et al., (2022) and Najmudin et al., (2022) those who state that work motivation does not affect work effectiveness do not support them.

Effect of Organizational Culture on Work Effectiveness

The results of the analysis show that organizational culture has no effect with a negative direction on work effectiveness. The organizational culture applied at Java Heritage Hotel Purwokerto, which emphasizes the use of uniforms when working and makes it a habit to clean and tidy up the workspace before and after working hours, is said to be less appropriate because it does not affect employee work effectiveness.

This is not in line with contingency theory, which states that effective HR management practices must be tailored to the organization's specific context, such as organizational culture, external environment, and business strategy.

The results of the study are shown by the highest respondent's answer to the statement "This hotel can adapt quickly to changes in the hospitality industry". Conversely, the lowest respondent's answer was on the statement "I participate in hotel innovation and development". In this case, the leadership of Java Heritage Hotel Purwokerto has not been able to improve the organizational culture of employees through changes in today's hospitality industry. Some employees still have not followed the managerial culture in hotel development.

Previous researchers supported these results Fauziah & Irawan (2024) and Resmanasari et al., (2022) stating that organizational culture does not affect work effectiveness. However, not supported by Patriawan et al., (2023) dan Sugiartono (2022) the following statement organizational culture positively and significantly affects work effectiveness.

CONCLUSION AND RECOMMENDATIONS

Based on the results of this study, it was concluded that communication, work ethic, and work motivation significantly positively affect the effectiveness of the work of Java Heritage Hotel Purwokerto employees. Meanwhile, organizational culture has no effect in the negative direction on work effectiveness. To improve the organizational culture of the hotel, management needs to ensure that the values of organizational culture are verbal and written and implemented in real terms in the daily work process.

This study's limitation is the Adjusted R-square value of 0.296 units, which indicates that this model does not fully explain the relationship between variables. Researchers were not permitted to obtain data on the names of permanent and contract employees of Java Heritage Hotel Purwokerto.

ADVANCED RESEARCH

This research is expected to increase knowledge and insight and be a reference for future researchers. It is hoped that future researchers can conduct research with other variables that are broader than this research, because Java Heritage Hotel Purwokerto is one of the hotels that has undergone many changes and developments since its inception. This hotel survived amid intense competition to successfully become a 4-star luxury hotel in the center of Purwokerto.

The adjusted R-square value in the coefficient of determination is 29.6%. While 29.6% of the variables in this study have an effect, the remaining 70.4% can be influenced by other independent variables. Subsequent studies should use

work environment variables to measure whether the work environment at Java Heritage Hotel Purwokerto can affect employee work effectiveness.

REFERENCES

- Akil, N. (2022). The Effect of Communication on Employee Work Effectiveness at the Public Works and Highways Office of Sidrap Regency. *Online Journal of ELPEI Management (JOMEL)*, 2. <https://doi.org/10.58191/jomel.v2i2>
- Andriani, D., & Wardana, M. A. (2023). Analysis of the Effect of Working from Home, Organizational Culture and Competence on the Work Effectiveness of JSR Healthy Garden Employees. *Management Research And Business Journal*, 1. <https://stiebp.ac.id/jurnal/index.php/MRB/article/view/22>
- Ayu Nur, L., Kharismasyah, A. Y., Astuti, H. J., & Widhiandono, H. (2023). The Effect of Motivation, Environment, Discipline, and Organizational Justice on Employee Performance. *Technomedia Journal*, 8(2), 313-330. <https://doi.org/10.33050/tmj.v8i2.2100>
- Fauziah, S., & Irawan, R. (2024). The Effect of Communication Skills and Organizational Culture on Employee Work Effectiveness at PT Interskala Sehat Sejahtera. *Indo-Fintech Intellectuals: Journal of Economics and Business*, 4(3), 955-965. <https://doi.org/10.54373/ifijeb.v4i3.1449>
- Fianta, S. P., Mei, R. A., & Iryanti, E. (2021). The Effect of Work Motivation and Work Discipline on Effectiveness During the Covid-19 Pandemic at the Regional Disaster Management Agency of East Java Province. *Journal of E-Bis (Economics-Business)*, 5(2), 543-552. <https://doi.org/10.37339/e-bis.v5i2.746>
- Hasmi, Hardiyansyah, & Fitriya. (2023). The Effect of Perceived Organizational Support, Training, Self-Concept and Communication on Work Effectiveness of Regional Secretariat of Muara Enim Regency. *Journal of Business, Management and Economics*, 4. <https://doi.org/10.47747/jbme.v4i3.1205>
- Husaeni, F., Herlina, E., & Kartika, R. (2021). The Effect of Motivation and Work Discipline on the Effectiveness of Employee Performance (Study at the Office of the Ministry of Religion of Ciamis Regency). *Business Management and Entrepreneurship Journal*. (Vol. 3, Issue 2). <https://jurnal.unigal.ac.id/bmej/article/view/5973>
- Ilyas, Y., Hanief, A., Husein, M. A., Hamdani, M., & Anwar, S. (2024). The Effect of Leadership Style and Organizational Culture on the Work Effectiveness of Employees of the Bogor Regency Housing, Settlement and Land Agency.

Economicus, 18. <https://doi.org/10.47860/economicus.v18i1.395>

Julian, D., & Wirawan, S. (2024). The Effect of Organizational Communication on Employee Work Effectiveness at PT Tabalong Jaya Marga Bersama Tabalong Regency. *ISSN* : 2723-0937. 7. <https://jurnal.stiatabalong.ac.id/index.php/JAPB>

Lily Haryati, Graverra Personata, & Gita Sugiyarti. (2023). Analysis Of Work Ethics And Workload On Job Satisfaction Impact On Employee Performance. *International Journal of Management Research and Economics*, 1(3), 75-90. <https://doi.org/10.54066/ijmre-itb.v1i3.654>

Mendrofa, Y. D., Waruwu, S., Harefa, P., & Laia, O. (2024). The Impact of Organizational Culture on the Work Effectiveness of Employees of PT. Surya Kekal Mandiri Gunungsitoli City. *Scientific Journal of Metansi Vol 7*, 346-353. <https://doi.org/10.57093/metansi.v7i2.304>

Ningsih, R. Y., & Setiawan, D. (2019). Reflections on Organizational Culture Research in Indonesia. *mix Scientific Journal of Management*, 9(3), 480. <https://doi.org/10.22441/mix.2019.v9i3.007>

Nova, S., Abdullah, H., Mahrizal, & Yanti, E. M. (2023). The Effect of Communication and Work Ethic on Work Effectiveness. *Journal of Management STIE Muhammadiyah Palopo*, 9(1). <http://dx.doi.org/10.35906/jurman.v9i1.1540>

Nurhanifah, S., Widhiandono, H., Darmawan, A., & Haryanto, T. (2023). The Influence of Leadership Style, Communication, Motivation, and Workload on Job Satisfaction. *Journal of Economic Appreciation*, 11(1), 49-63. <https://doi.org/10.31846/jae.v11i1.579>

Pahmawati, R., Darna, N., & Herlina, E. (2020). The Effect of Work Ethic and Counseling on Employee Work Effectiveness. *Business Management And Entrepreneurship Journal* (Vol. 2 No. 4). <https://jurnal.unigal.ac.id/bmej/article/view/2499>

Pasaribu, M. H., Tambunan, Y. S., & Kaharuddin. (2022). The Effect of Communication and Coordination on Work Effectiveness at the Office of Cooperatives, Small and Medium Enterprises of Central Tapanuli Regency. *Management Science Publication (JUPIMAN)*, 1. <https://doi.org/10.55606/jupiman.v1i4.705>

Patriawan, O., Syamsuri, & Sion, H. (2023). The Effect of Organizational Culture and Work Ethic on Employee Work Effectiveness at the Class IV Pulang

- Pisau Harbor Authority and Port Authority office. *Anterior Journal*.
<https://doi.org/10.33084/anterior.v22i3.5268>
- Permani, D. R., & Jubaidi, A. (2022). The Effect of Communication on Employee Work Effectiveness at the Samarinda City Pamong Praja Unit Office (SATPOL PP). *Journal of Administration & Policy* (Vol. 21, Issue 3).
<https://doi.org/10.31293/pd.v21i3.6687>
- Resmanasari, D. (2022). The Effect of Commitment and Organizational Culture on the Work Effectiveness of Employees of the Prokopim Section at the Regional Secretariat of Sukabumi City. *Ekonomak Journal* (Vol. 8, Issue 2). 2442-6857.
<https://ejournal.stiepgri.ac.id/index.php/ekonomak/article/view/203>
- Rusda, A., Verawati, D. M., & Novitaningtyas, I. (2022). The Effect of Work Motivation, Communication and Work Discipline on Partner Work Effectiveness at CV. Herbiglow Natural Skincare. *Journal of March Management Research*, 4(1), 60-77.
<https://jom.untidar.ac.id/index.php/market/article/view/2501>
- Samiu, L. D., Saudin, L., & Syamsir. (2023). The Effect of Work Ethic and Work Facilities on Employee Work Effectiveness at the Moilong Sub-District Office, Banggai Regency. *Scientific Journal of Management EMOR (Research Oriented Management Economics)*. (Vol. 7, Issue 1).
<https://doi.org/10.32529/jim.v7i1.2554>
- Saputro, A. F., Jauhari, A., & Hidayati, N. (2023). The Effect of Work Ethic and Morale on Employee Work Effectiveness at the Kediri City Revenue, Financial and Asset Management Agency (BPPKAD). *Journal of Creative Student Research (JCSR)*, 1(5), 101-111.
<https://doi.org/10.55606/jcsrpolitama.v1i5.2671>
- Satar, M., Yunus, M., & Astari, D. (2023). The Role of Work Environment in improving the Effectiveness of Employee Performance of BRI Unit Mallawa Barru Branch. *Journal of Management and Islamic Banking*. 5.
<https://doi.org/10.35905/banco.v3i2.6377>
- Tampubolon, M. M. M., Bahri, S., & Elfrianto. (2023). The Effect of Satisfaction, Motivation and Work Climate on the Work Effectiveness of Private High School Teachers in Air Putih District, Batu Bara Regency. *Journal of Administration and Educational Management (ALIGNMENT)*, 6(1), 193-206.
<https://doi.org/10.31539/alignment.v6i1.4936>

- Yuanawati, A., & Askafi, E. (2022). Competence, Individual Character, Work Ethic and Communication on Work Effectiveness through Organizational Climate during the Covid-19 pandemic. *Autonomy*, 22. <https://doi.org/10.32503/otonomi.v22i2.3088>
- Yusuf, I., & Fauziah, H. (2022). The Effect of Work Ethic on Work Effectiveness. *Journal of Economics, Finance and Business* Vol. 07 Number 01. <https://doi.org/10.24967/ekombis.v7i1.1568>