



# The influence of organizational climate, organizational culture and work environment on the performance of social service employees of Central Kalimantan province

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## ABSTRACT

This study aims to determine the effect of organizational climate, organizational culture, work environment on the performance of Social Service Employees of Central Kalimantan Province. It is important to improve the performance that has a positive impact on the independent variable, so that a quantitative test is carried out. The method of this research is this type of research is descriptive and quantitative with the SPSS 22.0 analysis tool. The results of the research are to provide information on research problems, and at the same time link the formulation, benefits in the research hypothesis as causation used to answer statements from the questionnaire. The type of sample data is primary data with a questionnaire of 51 people, Social Service employees. The results of research on organizational climate, organizational culture, work environment on employee performance have a significant positive effect of 63% on employee performance. This means that the higher the independent role of organizational climate, organizational culture, work environment, the better the performance of employees. The results provide implications, to pay more attention to organizational climate, organizational culture, work environment on employee performance. For further research, we can examine the variables of participatory leadership style.

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## 1. INTRODUCTION

The problem faced by the Indonesian nation today is the handling of the low quality of human resources. If a large number of human resources can be used effectively and efficiently, it will be useful to support the pace of sustainable national development (Mahavong, 2022). Human resource management in general is to obtain the highest possible employee development, harmonious working relationships among employees and effective integration of human resources or the aim of efficiency and cooperation so that it is hoped that it will increase employee work productivity (Kien, 2021).

Employees are the most important element in determining the progress of a government agency. To achieve agency goals, employees are needed in accordance with the requirements that exist within the agency and employees must also be able to carry out the tasks determined by the agency (Malik et al., 2020). Each agency will always try to improve the performance of its employees, with the hope that the goals of the agency can be achieved. Agencies that want to

improve performance must pay more attention to the role of HR and other resources in order to achieve organizational goals.

An organization must strive to improve the performance of human resources, because this is the main key factor for improving employee performance (Malik et al., 2020). Performance is the assembly of what work will get employees in line with work criteria and standards to be able to achieve goals. Therefore employee performance is a factor that plays an important role in achieving organizational or agency goals as well as individual goals. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibility of each in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Employee performance is an effort to manage systematically and continuously the ability of employees to perform in an agency, so that employees can achieve the desired level of performance from the agency, namely providing the best to achieve agency goals (SUSAN, 2019). Therefore, employee performance will be carried out well if it is supported by a good organizational climate, organizational culture and work environment.

Organizational climate is also the atmosphere of the organization is a series: work environment around the workplace that influences behavior, someone in carrying out work that ultimately makes a goal fast organization. The working climate of an organization is different from other organizations because each organization has special characteristics that differ from one organization to another.

Besides that, organizational culture also provides firmness and reflects the specifications of an organization so that it is different from other organizations (Agarwal, 2021). Organizational culture covers all patterns of behavior of members of the organization and becomes a guide for every individual in interacting both with the organizational environment and outside the organization. In this broad outline, organizational culture is a general perception that is held firmly by every member of the organization which becomes a system that has togetherness, organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed in a long time by leaders, and members of the organization which are socialized and taught to new members and applied in organizational activities in achieving organizational goals.

In addition to the organizational climate and organizational culture that affect the increase in morale, the work environment also greatly influences the morale of employee performance in carrying out their duties (Lina, 2018). By creating harmonious working conditions, employees will feel safe, calm and tireless in terms of work. one of the efforts to produce good employee performance or even improve employee performance is the work environment. One of the ways to improve employee performance is to pay attention to work environment factors, unhealthy working environment conditions can cause employees to be easily discouraged from working, arriving late, and vice versa if the work environment is healthy then employees will certainly be enthusiastic at work, not get sick easily, even to concentrate so that the work can be completed quickly according to the target.

Organizational climate is very important for a company. Because, the organizational climate will shape the attitude that will be directed by employees towards their work. Organizational climate is also a feature or characteristic (Conțu, 2020). A good organizational climate at work creates comfort, mutual respect and togetherness at work. A good organizational climate is the initial capital of an organization to be able to influence behavior the members of the organization and can form the characteristic values of a organization. Organizational climate is also the atmosphere of the organization is a series work environment around the workplace that influences behavior someone in carrying out work that ultimately makes a goal fast organization (Şahin & Aydın, 2020).

Climate as a perception or opinion together regarding organizational policies, implementation of policies and procedures both formal and informal. Climate as a representation of organizational goals and means and ways that are imitated and implemented to achieve the desired results (Pradoto et al., 2022). There are four factors that affect organizational climate, namely: 1). External Environment, a uniform industry usually has a uniform organizational climate

as well overall. The overall organizational climate of the organization transportation, government or schools have the same overall organizational climate. 2. Organizational Strategy, the company's performance is affected by the plans that are followed in implementation of company activities, the energy needed by employees to do the work, and environmental factors that affect energy the. The different strategies of each organization will affect the organizational climate. 3). The Power of History, the longer a company operates, the more historical strength. There are five aspects of the historical power of an organization can affect the organizational climate, namely historical values, beliefs, myths, customs and traditions that exist in an organization. 4). Leadership, can influence all units, activities and performance employees in the organization. Organizational climate can serve as an indicator of whether or not employees' expectations of working in the company are met. The organizational climate indicator is the dimension of the organizational climate variable which is a benchmark for the characteristics of an employee to behave in a corporate environment (Simbolon et al., 2022).

Organizational climate (Nur Zatna et al., 2022) indicators as follows: a. Problem solving, a planned process carried out to get a certain solution to a problem. b. Carry out work in accordance with SOP, carried out so that employees carry out work in accordance with company procedures. c. Interaction between employees, what kind of interaction relationship exists between fellow employees. d. Mutual trust, to find out whether there is trust between employees. The influence of organizational culture improves performance in everyday life, people usually associate the definition of culture with tradition. In this case tradition is defined as the general ideas, attitudes and habits of the people that appear in the daily behavior that has become the habit of certain groups of people (Deslatte et al., 2021). Meanwhile, organizational culture refers to a set of shared beliefs, attitudes and relationships as well as assumptions that are explicitly or implicitly accepted and used by all members of the organization to deal with the external environment in achieving organizational goals.

Organizational culture is a system of shared meaning shared by members that distinguishes an organization from other organizations (Lwanga et al., 2023). This shared meaning system, when observed more closely, is a set of main characteristics that are valued by an organization related to how employees perceive the characteristics of an organizational culture, not with whether employees like the culture or not. In Organizational Culture explains that organizational culture is an invisible social force, which can move people in an organization to carry out work activities. Unknowingly, everyone in an organization learns the culture that prevails in their organization (Kim et al., 2022). Organizational culture is a system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by members of an organization as a guideline for behavior and problem solving. in his organization.

Organizational culture indicators are as follows: 1). Implementation of norms, are rules of conduct that determine employee or employee responses regarding what is considered appropriate and inappropriate in certain situations. Organizational norms are developed over a long time by the founders and members of the organization. Organizational norms are very important because they regulate the behavior of organizational members, so that the behavior of organizational members can be predicted and controlled. 2). Implementation of values, are guidelines or beliefs that are used by people or organizations to behave when faced with situations that must make a choice of values. they must act honestly and with high integrity. 3). Trust, organizational beliefs relate to what the organization thinks is right and wrong. Trust describes the moral characteristics of the organization or the organization's code of ethics, for example, providing a minimum wage in accordance with decent needs will increase the motivation of employees or employees. 4. Implementation of the code of ethics, the code of ethics is a collection of good habits of a society that is passed down from generation to generation. The function of the code of ethics is a guideline of behavior for members of the organization.

The work environment in a company is one of the most important things to note. Even though the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production process (Lan et al., 2012). An inadequate work environment will reduce performance and ultimately reduce employee motivation. The work environment is the overall tools and materials encountered, the

surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. The work environment as a whole of work infrastructure that is around employees who are carrying out work that can affect the work itself. Even though the work environment is an important factor and can affect employee performance, currently there are still many companies that pay little attention to the working environment conditions around their company (Yang et al., 2022).

A good work environment will provide a comfortable, calm and peaceful atmosphere. If the existing environment gives a good impression, it will certainly have a positive influence on employee performance at work. The work environment, namely everything that covers the work facilities and equipment that are in the area of the employee's environment who are currently working and can affect employees when they are doing their work (Roberts et al., 2019). The work environment can include the place where employees work, work equipment, lighting, calm and also includes the working relationship between employees who are in the workplace. Work environment indicators 1) Physical work environment: Lighting, Temperature, Air Circulation, Noise. 2) Non-physical work environment. 3) Working relationship between subordinates and superiors 4) Working relationship between colleagues.

The phenomena encountered regarding organizational culture are that employees do not seem to comply with the norms that apply in agencies, employees are still not honest and open at work, and employees lack a code of ethics in carrying out work given by the leadership. Phenomena of the work environment, where the work environment is felt to be uncomfortable and inadequate, such as a layout that is not spacious enough to make it difficult for employees to do activities and is not flexible, the placement of office equipment is not neat so that employees feel uncomfortable at work and are in one of the air-conditioned rooms damaged unused, as well as less organized archive places. The implication of this research is that there is a positive impetus from organizational climate, organizational culture and work environment which have an impact on employee achievement and employee performance.

## 2. RESEARCH METHOD

A study must use research strategies and research methods so that the research it examines can be justified for the truth and can achieve the goals set (Lo et al., 2020). The strategy in this study, researchers used a descriptive study through hypothesis testing using a causal design. According to (van Knippenberg, 2023) causal design is a causal relationship, so it can be interpreted that in this case there are independent variables (variables that influence). The driving or exogenous variables are organizational climate and organizational culture and work environment, while the endogenous variables are employee performance. The type of research used in this research is explanatory research.

Explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another (Kristinae et al., 2019). The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. This research was conducted at the Central Kalimantan Province Social Services Office, Jalan Mayjen Jl. IN. Panjaitan No. 12, Palangka, Kec. Jekan Raya, City of Palangka Raya, Central Kalimantan 73111. The samples taken in this study were 51 employees of the Central Kalimantan Provincial Social Service. Descriptive analysis techniques are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2017). The data used later comes from the answers given by the respondents to the items contained in the questionnaire, and the statistical analysis tool used by SPSS 22.0. Based on HRM theory and previous empirical studies, the hypothesis proposed is H<sub>1</sub>: Organizational climate has a positive and significant effect on improving performance. H<sub>2</sub>: Organizational Culture has a positive and significant effect on improving performance. H<sub>3</sub>: The work environment has a positive and significant effect on improving performance.

### 3. RESULTS AND DISCUSSION

#### 3.1 Social Service Vision:

"Towards Central Kalimantan Forward, Independent and Fair for the Welfare of All People Towards Central Kalimantan Blessing (Dignified, Beautiful, Religious, Strong, Trustworthy and Harmonious)".

Social Services Mission: (a) Contribute in handling the poor; (b) Increasing the social welfare level of Persons with Social Welfare Problems (PMKS); (c) Increasing the participation of Social Welfare Potential and Sources (PSKS) in the administration of welfare. (d) Increasing the use of social capital by building awareness, trust and strengthening the values of social solidarity, mutual cooperation, social care and social responsibility.

#### 3.2 The results of the instrument test are as follows.

The results obtained have a high level of accuracy and consistency, so the research instruments used must be valid and reliable.

A variable is said to be valid if it meets the minimum requirements  $r \geq 0.3$  (Sugiono, 2016). Criteria for the results of the validity test on the questionnaire show that all items are valid.

Table 1. Test results for the validity of the research instrument

Item	Coeffisient	Result
X1.1	0.789	Valid
X1.2	0.699	Valid
X1.3	0.580	Valid
X1.4	0.717	Valid
X2.1	0.862	Valid
X2.2	0.891	Valid
X2.3	0.777	Valid
X2.4	0.814	Valid
X3.1	0.846	Valid
X3.2	0.866	Valid
X3.3	0.827	Valid
X3.4	0.803	Valid
X3.5	0.735	Valid
X3.6	0.856	Valid
Y.1	0.739	Valid
Y.2	0.811	Valid
Y.3	0.696	Valid
Y.4	0.711	Valid
Y.5	0.658	Valid
Y.6	0.771	Valid
Y.7	0.693	Valid
Y.8	0.733	Valid
Y.9	0.583	Valid

Source : Authors, 2023

The reliability test was carried out with the aim of testing the extent to which the measuring device is reliable. This reliability measurement is carried out using the Cronbach's Alpha coefficient ( $\alpha$ ). Usually the reliability of an instrument is accepted if it has a Cronbach's Alpha greater than 0.5. Based on the table above, Cronbach's Alpha value is greater than 0.5, meaning that all items are reliable.

Table 2. Reliability Test Results

Variable	Coeffisient	Result
X1	0.648	Reliable
X2	0.857	Reliable
X3	0.903	Reliable
Y	0.875	Reliable

Source: Authors, 2023

Multiple linear regression analysis is used to examine the linear relationship between two or more independent variables. Based on the results of data analysis using a computer program,

namely SPSS version 22, multiple linear regression calculations were obtained between the variables Organizational Climate, Organizational Culture and Work Environment on Employee Performance variables, namely:

Table 3. Multiple Linear Regression Equations  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.691	.270		2.555	.012		
	Organizational Climate (X1)	.243	.087	.193	2.725	.002	.678	1.474
	Organizational Culture (X2)	.761	.079	.791	7.435	.000	.489	2.043
	Work Environment (X3)	.273	.091	.210	2.036	.001	.560	1.786

Source : Authors, 2023

Based on the table in 3. it can be determined that the multiple linear regression model is expressed in the form of the following equation:

$$Y = 0.691 + 0.243 X1 + 0.761 X2 + 0.273 X3 + e$$

Then the results of hypothesis testing can be explained as follows: (a) The value of the constant  $a =$  positive can be interpreted if the variable Organizational Climate, Organizational Culture and Work Environment is considered constant or does not experience changes, then the increase in employee performance, assuming the other variables are constant. (b) The value of the regression coefficient  $b.1 =$  positive means that every increase in the Organizational Climate variable will result in a decrease in employee performance, assuming the other variables are constant. (c) The value of the regression coefficient  $b.2 =$  positive means that any increase in the Organizational Culture variable will result in an increase in employee performance, assuming the other variables are constant. (d) The value of the regression coefficient  $b.3 =$  positive means that every increase in the Work Environment variable will result in an increase in employee performance, assuming the other variables are constant.

The hypothesis is a temporary answer to the research problem formulation that aims to direct and provide guidance in the subject matter and research objectives. Furthermore, to find out whether the hypothesis proposed in this study is accepted or rejected, hypothesis testing will be carried out using the t test and F test. The results of hypothesis testing are explained as follows:

The statistical test is also known as the individual significant test. This test shows how far the influence of the independent variables, namely Organizational Climate, Organizational Culture and Work Environment partially on the dependent variable, namely Employee Performance. An independent variable can be said to have a significant effect on the dependent variable if the probability value is significantly less than 0.05. Based on data analysis in the table it is proven that: (a) The coefficient of the Organizational Climate variable is significant at  $\alpha = 0.05$ , because  $t \text{ count} > t \text{ table}$  ( $2.725 > 1.664$ ) or  $\text{sig. } 0.002 < 0.05$ . This means that the influence of Organizational Climate variables on employee performance is significant. This means that the hypothesis which states that Organizational Climate influences employee performance is acceptable. (b) The coefficient of the Organizational Culture variable is significant at  $\alpha = 0.05$ , because  $t \text{ count} > t \text{ table}$  ( $7.435 > 1.664$ ) or  $\text{sig. } 0.000 < 0.05$ . This means that the influence of Organizational Culture variables on employee performance is significant. It means that the hypothesis which states that Organizational Culture has an effect on employee performance is acceptable. (c) The coefficient of the Work Environment variable is significant at  $\alpha = 0.05$ , because  $t \text{ count} > t \text{ table}$  ( $2.036 > 1.664$ ) or  $\text{sig. } 0.001 < 0.05$ . This means that the influence of the Work Environment variable on employee performance is significant. Means the hypothesis which states that the work environment affects employee performance can be accepted.

F Test (Simultaneous), this test basically shows whether all the independents included in this model have a simultaneous effect on the dependent variable. In this test  $F \text{ count} > F \text{ table}$  then

the hypothesis is accepted, which means that the independent variables simultaneously have a real influence on the dependent variable, and vice versa if  $F_{count} < F_{table}$  then the hypothesis is rejected. The results of the F test can be seen in the table below:

Table 4. F Test (Simultaneous)  
ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.009	3	8.003	63.892	.000 <sup>b</sup>
	Residual	12.150	97	.125		
	Total	36.158	100			

Source : Authors, 2023

This test is used with the aim of proving whether the independent variables jointly affect the dependent variable. From the results of calculations through SPSS, it shows that  $F_{count}$  is 63,892 and  $F_{table} = 3.16$  (using a significance level of 0.05% and degrees of freedom (df);  $n-(k+1)$  ;  $51-(2+1) = 48$ ). This states that  $f_{count} (63,892) > F_{table} (3.16)$  so that the hypothesis is accepted. This means that the independent variables consisting of Organizational Climate, Organizational Culture and Work Environment simultaneously affect the performance of employees of the Central Kalimantan Provincial Social Service. The results coefficient of determination ( $R^2$ ):

Table 5. Coefficient of Determination

Model Summary <sup>b</sup>						
	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1		.815 <sup>a</sup>	.639	.584	.31292	1.688

Source: Authors, 2023

The coefficient of determination R Square ( $R^2$ ) of 0.639 indicates that the variation in employee performance is explained by the variables Organizational Climate, Organizational Culture and Work Environment of 63.9% while 36.1% is explained by other variables not analyzed in the model.

#### 4. CONCLUSION

The influence of organizational climate variables on employee performance. Organizational climate is a set of measurable characteristics (properties) of the work environment that is felt or seen visually directly or indirectly by living people working in the environment and is assumed to influence their motivation and behavior. Based on the results of partial analysis, it is found that the  $\beta$  coefficient of organizational climate is positive, the positive sign indicates that the relationship between organizational climate variables and employee performance variables is unidirectional, meaning that the more burdened an employee is, the lower the performance he has. After testing, it turns out that the sig value is significant, thus meaning that there is a significant influence between organizational climate on employee performance. The influence of organizational culture variables on employee performance. Organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on which have been developed for a long time by leaders and members of the organization which are socialized and taught to new members and applied in organizational activities in achieving organizational goals. Based on the results of partial analysis, it is found that the  $\beta$  coefficient of organizational culture is positive, a positive sign indicates that the relationship between organizational culture variables and employee performance variables is unidirectional, meaning that the better the employee's organizational culture, the higher the performance he will have. After testing, it turns out that the sig value is significant, thus meaning that there is a significant influence between organizational culture on employee performance. So the work environment has a positive and significant effect on employee performance. So that it can be interpreted that the better the work environment, the better the employee's performance. The influence of work environment variables on employee performance. According to Sedarmayati in (Rahmawati, 2017) the definition of the work environment as: "The work environment is the whole tools and materials encountered, the surrounding environment in

which a person works, his work methods, and work arrangements both as individuals and as a group". Based on the results of partial analysis, it is found that the  $\beta$  coefficient of the work environment is positive, a positive sign indicates that the relationship between work environment variables and employee performance variables is unidirectional, meaning that the better the employee's work environment, the higher the performance he will have. After testing, it turns out that the sig value is significant, thus meaning that there is a significant influence between the work environment on employee performance. The influence of Organizational Climate, Organizational Culture and Work Environment variables simultaneously on employee performance. Based on the results of simultaneous analysis it is known that the  $\beta$  coefficient of Organizational Climate, Organizational Culture and Work Environment is positive, this positive sign indicates that the relationship between Organizational Climate, Organizational Culture and Work Environment variables with performance variables is one way. The research contribution shows evidence that the higher the organizational climate of an employee, the higher the performance and the better the organizational culture and work environment of the employee, the higher the performance he will have. Furthermore, these results provide theoretical and practical implications that it is very important the influence of organizational climate, organizational culture, work environment on employee performance (so that this can be a reference in improving employee performance) of the Central Kalimantan Province Social Service. This shows empirical support and strengthens statements regarding the results of previous studies and statements in the literature that workload and supervision are indeed influencing factors for improving performance. In future research, the results of testing the three hypotheses show that among the three independent variables, organizational culture has the highest influence on performance compared to organizational climate and work environment variables, so that future research can add participatory leadership variables.

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