

Productivity and Job Satisfaction in PLN Mojokerto: The Influence of Organizational Factors

Suwandi

Economics Doctoral Program, University 17 August 1945 Surabaya 60188, East Java, Indonesia.

Mulyanto Nugroho

Economics Doctoral Program, University 17 August 1945 Surabaya 60188, East Java, Indonesia, 1272000014@surel.untag-sby.ac.id

Riyadi Nugroho

Economics Doctoral Program, University 17 August 1945 Surabaya 60188, East Java, Indonesia.

Abstract

Utilizing structural equation modeling (SEM) and PLS Warp software, we modeled independent, mediating, and dependent variables as a researcher. A number of instruments were tested and analyzed, and it appears that Person-Organization Fit contributes to Job Satisfaction. As a result, organizational climate, work life quality, and overall organizational climate all change as a result of job satisfaction. Employee satisfaction is directly related to their work environments, whether they feel comfortable with their jobs, whether they are highly influenced by their person-organization fit, and whether they are satisfied with the work they do. Those factors are all greatly influenced by the work environment. Organizational climate and justice have a direct influence on employee performance. Employee performance is significantly affected by these factors. Work-life quality and organizational climate both influence employee morale. Employee Performance is also directly influenced by Person-Organization Fit, whereas employee satisfaction is indirectly influenced by Job Satisfaction. Job satisfaction and performance seem to be indirectly affected by organizational climate. Increasing employee performance by increasing employee satisfaction is one of the most critical factors in enhancing employee performance through organizational justice.

Keywords: *Engagement, Good Governance, Performance Enhancement, Workplace Culture, Workplace Fit, Workplace Harmony.*

1. Introduction

A major benefit of globalization is that it brings nations, individuals, and businesses together. It is imperative for the Human Resources departments of worldwide corporations to exhibit adaptability and acquire the essential capabilities in order to keep pace with the evolving trends. An effective human resource department can be beneficial to both businesses

and professionals since it allows them to gain the necessary skills to succeed globally [1].

Globalization has enabled us to remove barriers between countries by implementing free market principles. The culture of a company can change dramatically without warning, resulting in problems for employees and opportunities for them as well. Whenever employees work for a global company, they

will be given the opportunity to meet people from all over the world. As a result, they will be forced to deal with things like culture shock, stress, and frustration that can result from your involvement with people all around the world. Management can therefore minimize the likelihood of these things happening to their employees by following a few simple steps [2].

It caused problems at PT PLN (Persero) Mojokerto when the rainy season arrived. Heavy rains caused flooding as well as strong winds that could break branches and fall trees, which resulted in high wind speeds. Research indicates that the System Average Interruption Duration Index (SAIDI) for the Bangsal and Gading feeders did not meet the standards established by PT PLN (Persero) [3].

Establishing network connections between websites is crucial for determining the Performance Quality of the Workplace. An employee is expected to discover and adopt innovations that are relevant to their fields in order to create best practices. As a final step toward ensuring that innovation results are effectively implemented across related units in the organization, it is critical to inform, share, and disseminate them in a manner that maximizes benefits by spreading them optimally across related units in a variety of ways. The model is based on the sharing of best practices across Indonesia. The composition of an organization is composed of a variety of crucial aspects, including personnel, district managers, implementation unit managers, customer service offices, and distribution centers, that must be taken into consideration. As part of this, district offices, district managers, and implementation unit managers are included.

A significant reduction in losses can be achieved by implementing Best-Practice

Sharing, which will result in significant savings. As a result, management must be capable of managing different types of attitudes and human behavior [4]. An organizational behavior researcher studies beliefs, standards, competencies, and behavior among groups and organizations through theories, methods and principles drawn from a variety of disciplines; also analyzing the impact of the external environment on organizational and human resources goals, objectives and strategies [5].

Organizations exist because individuals work together to accomplish goals, which is why Human Resources is important [6]. In order to execute the Global Company strategy, Human Resource Management is crucial [7].

Employee-company fit is about matching employee values with company values [8]. A company can run efficiently if it has a great workforce. According to the statement in question, a company that can develop and grow sustainably needs a great workforce [9]. Fit between person and organization impacts job satisfaction [10]. According to the theory of Person-Organization Fit, when remuneration or rewards are dependent on the work value, it will directly affect job satisfaction [11]. Responsibility in line with one's abilities leads to better employee productivity [12].

It is clear from the climate literature that construction definitions recognize a high level of variability in the aspects of climate which are most important to the construction industry. As an example, several characteristics can be identified within this initial definition of climate, including: the characteristics that differentiate organizations from each other, their relative stability over time, how individuals perceive it, and their influence on individuals within an organization [13]. It explains how all members view, understand,

and appreciate different organizational components, like structures, frameworks, and practices [14]. In the realm of organizational structure, the term 'climate' pertains to the ambiance within the organization and its paramount significance to the employees. It can be a good or bad climate, a friendly or unfriendly climate, a rigid or flexible climate, an innovative climate or a stagnant one [15]. A company with a good working atmosphere can satisfy its employees and retain them for a long time [16]. A variety of factors influence Organizational Climate and Employee Performance. One of the factors affecting Organizational Climate is increasing intrinsic motivation of employees. To achieve good relationships and the best work environment, top management must provide support and establish good communication with employees [17].

An objective set of organizational practices and conditions can be used to define employee well-being. A sense of security and fulfillment is fundamental for employees to flourish and evolve as individuals, as well as to enhance their work-life. A measure of quality of work life measures how well human needs are met [18]. These considerations should drive the Company's focus on fair rewards and compensation, continuous employee growth, and better participation opportunities [19]. Research has revealed that a pleasant work environment is connected to factors such as compensation, work schedules, and the environment of work. In order for employees to lead a fulfilling work-life, they must have a comfortable workplace, an equitable wage, job prospects, and promotions opportunities [20]. Workplaces that are safe and healthy provide a safe and healthy working environment, opportunities for advancement, and a sense of security for employees. An individual's environment shapes their identity, freedom

from suspicion, sense of belonging to society, and opportunities for advancement. Independence, accountability, and freedom of expression are constitutional rights that must be inviolable. Taking care of one's self and fulfilling one's family obligations should not be imperiled by roles. Organizations must conduct themselves with the utmost ethical standards [21].

Management of human resources should be familiar with the concept of Organizational Justice, especially in organizations that wish to institutionalize policies and procedures. A fair process, equitability, and equity in interactions are the three main components of organizational justice. Fairness in employee interactions, fairness in resource distribution, and fairness in bonus distribution are the three paramount types of justice acknowledged by experts and researchers, but it also important to note that there are some weak points that needs to be considered [22].

In a fair work environment, individuals will react emotionally and behaviorally in many ways. Organizational membership, trust in the organization, respect for leadership, thoughts of leaving, and performance have been shown to be affected by perceptions of fairness within the organization. When perceived injustice occurs to a relatively small number of individuals in the workplace, it can be extremely destructive [23]. Putting a lot of emphasis on how distribution, procedural, and interactional justice interact should be a priority [24].

There are many different interpretations of job satisfaction, as it is more of an attitude than a quantitative or qualitative feeling involved with personal achievement [25], hence, the best explanation is that job satisfaction is so broad that it can be captured by one question.

According to recent studies, employees in western cultures report higher levels of job satisfaction than those in eastern cultures, which is based on a wide range of findings [26]. An individual's job satisfaction can be described as the paramount level of contentment they feel towards their work, based on their evaluation of their work experiences, which can be heavily influenced by various factors such as the nature of work, work environment, work-life balance, and so forth. It is vital to grasp that an individual's job satisfaction is a subjective emotional response to their employment, which is frequently formed as a consequence of evaluating their individual work experiences. Job satisfaction is thus understood to refer to a person's feeling of satisfaction with the work that he or she does [27].

It is the management of performance that affects and improves the performance of individuals, supervisors, and subordinates as well as team members, organizations, and teams. Their discussion elaborates on the most important goals and behaviors that should be incorporated into the company, how colleagues and superiors should interact, as well as the changes that have to be made to meet the challenges of the business and meet its goals in the future [28]. Workplace performance can be improved by employing various strategies and interventions carried out in the industry [29]. Employees' failure to perform work tasks correlates to the company's failure to meet targets [30]. Performance agreements, setting goals, assessing performance, providing feedback, and coaching need to be developed with formal training, support from coaching, and mentorship [31].

Performance appraisals are meant to determine the effectiveness with which an employee performs their tasks, either individually or

collectively, through a number of factors. It is common to view performance appraisals in the workplace as routine actions without expertise, and they are generally frowned upon and negatively viewed as such. In spite of the fact that performance appraisals are crucial and provide a great deal of benefits to the company, they are often negatively viewed [32, 34]. Several reasons exist for which organizations choose to assess the performance of their employees. One of the reasons that companies measure employee performance is to decide which employees should be included in training programs, to identify employees who have earned awards, to identify those who qualify for promotions, as well as to measure employee performance in order to determine which employees need to be promoted [33].

2. Method

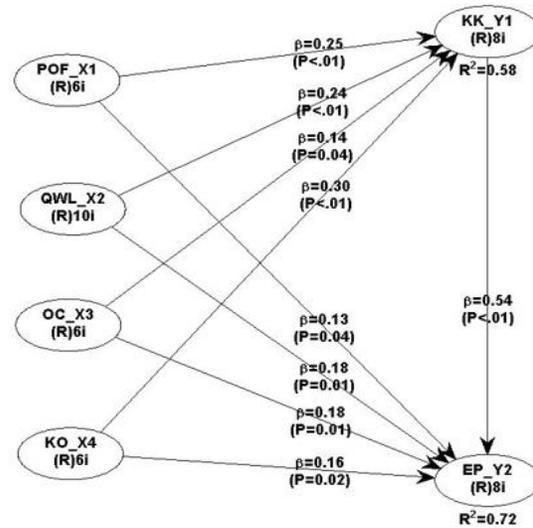
During this study, a survey was used. Data collected from the survey was analyzed cross-sectionally, revealing paramount differences between respondents based on their characteristics when answering questions relating to Person-Organization Fit, Work-Life Quality, Organizational Ambiance, Organizational Fairness, Job Contentment, and Employee Efficiency. However, it is important to note that these results are not based on time series analysis.

A proportional random sampling method is used to select a sample from the population based on the assumption that the population consists of 156 homogenous employees. The population is sampled using the assumption that the population is composed of 156 homogeneous employees. In this case, it is the employees of Mojokerto Customer Service Implementation Unit of PT PLN (Persero) that are selected as the unit of analysis.

A saturated sample consisting of 154 people was created when 2 people selected incomplete questionnaire statements.

3. Result

The results of the PLS Warp-PLS SEM regarding the Research Hypothesis Test are as follows:



The structural model in this study is as follows:

Table 1
Direct Effect Research Hypothesis Test

Hypothesis	Influence	Path coefficients	P-Value	Results
1.	X1 -> Y1	0.251	<0.001	significant
2.	X2 -> Y1	0.242	<0.001	significant
3.	X3 -> Y1	0.142	0.035	significant
4.	X4 -> Y1	0.299	<0.001	significant
5.	X1 -> Y2	0.135	0.044	significant
6.	X2 -> Y2	0.178	0.012	significant
7.	X3 -> Y2	0.180	0.011	significant
8.	X4 -> Y2	0.158	0.022	significant
9.	Y1 -> Y2	0.544	<0.001	significant

Table 2
Indirect Influence Research Hypothesis Test

Hypothesis	Influence	Path coefficients	P-Value	Results
1.	X1 -> Y1 -> Y2	0.137	0.007	significant
2.	X2 -> Y1-> Y2	0.131	0.009	significant
3.	X3 -> Y1-> Y2	0.127	0.035	significant
4.	X4 -> Y1-> Y2	0.163	0.002	significant

Based on Table 1 and Table 2, the direct influence and indirect influence are obtained as follows:

Hypothesis 1: Organizational fit affects (Y2) Work Morale, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X1) Organization-person fit is directly associated with work satisfaction (Y1), measured by a Path Coefficient of 0.251 and a P-Value < 0.001 . It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

The higher the Person Organization Fit, the more satisfied employees are.

Hypothesis 2: It is well established that the quality of work life has a direct and significant influence on job satisfaction, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X2) There is a direct, significant relationship between Quality Of Work Life and (Y2) Job Satisfaction, as indicated by Path Coefficients of 0.242 and P-Value < 0.001 . It has been proven true, this is due to less than the value of α (alpha) 5% (0.05)

There are indications that this shows that the better the Quality of Work Life, the greater the increase in Job Satisfaction.

Hypothesis 3: Satisfaction at work is directly influenced by organizational climate, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X3) With a P-Value of 0.035 and a Path Coefficient of 0.142, organizational climate has a direct and significant impact on (Y2) Job Satisfaction. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

Organizational Climate appears to be a key aspect of Job Satisfaction.

Hypothesis 4: Organizational Justice has a direct and significant effect on Job Satisfaction, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X4) The role of organizational justice on (Y2) Job Satisfaction is significant, based on Path Coefficients of 0.299 and a P-Value < 0.001 . It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that this is obtained the better the Organizational Justice, the more there will be an increase in Job Satisfaction.

Hypothesis 5: Performance is directly influenced by employee-organization fit, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X1) Employee Performance is directly associated with Person-Organization Fit (Y1), having a Path Coefficient of 0.135 and a P-Value of 0.044. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that the higher the Person Organization Fit, the higher the Employee Performance.

Hypothesis 6: Having a good quality of life at work impacts employee performance directly and significantly, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X2) Performance of (Y1) employees is directly affected by the quality of their work life, having a Path Coefficient of 0.178 and a P-Value of 0.012. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that the higher the Quality Of Work Life, the higher the Employee Performance.

Hypothesis 7: Performance is directly influenced by organizational climate, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X3) A company's culture affects its employees' performance (Y1), having a Path Coefficient of 0.180 and a P-Value of 0.011. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

An increase in employee performance is likely to occur when Person-Organization Fit improves.

Hypothesis 8: Employee performance is directly related to organizational justice, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X4) Employee performance (Y1) is directly impacted by organizational justice, with a Path Coefficients value of 0.158 and a P-Value of 0.022. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that this is obtained the better the Organizational Justice, the more there will be an increase in Employee Performance.

Hypothesis 9: Indirectly, Person-Organization Fit affects Employee Performance via Job Satisfaction, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X1) As a result of (Y1) Job satisfaction, Person-Organization Fit indirectly impacts (Y2) Employee Performance, with a Path Coefficients value of 0.137 and a P-Value of 0.007. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that show and mean that this is obtained the better the Person Organization Fit and the support from Job Satisfaction, the more there will be an increase in Employee Performance.

Hypothesis 10: Job satisfaction affects employee performance indirectly, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X2) Workplace quality has an indirect impact on employee performance (Y2) in the form of job satisfaction (Y1), with a Path Coefficients value of 0.131 and a P-Value of 0.009. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

Performance will improve if employees experience better working conditions and are supported by Job Satisfaction.

Hypothesis 11: Organization Climate has an indirect effect on Employee Performance through Job Satisfaction, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

(X3) A (Y1) Job Satisfaction-based organization climate impacts employee performance (Y2), with a Path Coefficients value of 0.127 and a P-Value of 0.035. It has been proven true, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that show and mean that this is obtained the better the Organizational Climate and the support from Job Satisfaction, the more there will be an increase in Employee Performance.

Hypothesis 12: A positive employee satisfaction level can be attributed to organizational justice as an indirect factor in employee performance, PT PLN (Persero)

Mojokerto Customer Service Implementation Unit.

(X4) Through the indirect effect of organizational justice on (Y2) Employee Performance, (Y1) Job Satisfaction can be described, with a Path Coefficients value of 0.163 and a P-Value of 0.002. The truth has been proven, this is due to less than the value of α (alpha) 5% (0.05).

There are indications that show and mean that this is obtained the better Organizational Justice and support from Job Satisfaction, the more there is an increase in Employee Performance.

Hypothesis 13: Performance is directly related to job satisfaction, PT PLN (Persero) Mojokerto Customer Service Implementation Unit.

The relationship between (Y1) Job Satisfaction and (Y2) Employee Performance has been found to be significant and direct, with a Path Coefficient (r) of 0.544 and a P-Value (0.001).

There are indications that the better the Job Satisfaction, the better the Employee Performance.

4. Discussion

Person Organization Fit, In this case regarding value conformity, namely the company conveys the company's values to employees during recruitment and employee selection, this has been found and felt by employees in the good category. There is conformity between employees and the company regarding company regulations such as staffing, etc., it is found that there has been a good realization. Conformity of objectives, namely that there is the same suitability between employees and the Company regarding the vision and mission of the Company, this has been felt by employees

regarding a shared commitment. There is a conformity between the employees and the Company regarding the performance targets set by the Company, it was found that there was a realization that the performance targets had been discussed together. Compatibility of Income, namely employees feel there is a match with the Company regarding the provision of salary, which has been regulated in the applicable provisions, this has been realized and is running well. Employees are compatible with the company, in addition to salary they also receive benefits, this has already been realized and has been felt by employees that getting benefits is going well. Therefore, as described above, it can increase job satisfaction and employee performance.

Participation of employees in the workplace is an indicator of work life quality, namely the Elite Team of Work in a State of Stress to maintain electricity reliability, in this case it is considered to be in a good and solid category. Work environment safety, namely employees always use personal protective equipment when carrying out dangerous work tasks, so this can be concluded that they have fulfilled the specified instructions. It has been felt that employees comply with standard operational procedures so that officers are safe in carrying out their work. Available facilities, namely it has been found that the Company provides health facilities to employees and their families who are sick. Meanwhile, companies providing recreational programs were found to be in a sufficient category. Best Practice Sharing, namely the creation of new value or added value for stakeholders directly which creates a positive influence, this is a finding that is felt by employees. Furthermore, regarding the form of Incremental Innovation which has the aim of improving company performance, a significant increase has been realized. Therefore, as

described above, it can increase job satisfaction and employee performance.

Organizational Climate, in this case the focus is external, namely the company always has good relations with low, middle or high customers regarding matters of disturbance and service complaints and related to electricity. violate the applicable regulations. Reflexivity, that is, employees are always included in training and education every semester in order to become competent and superior human resources, this can increase competitiveness. Employees and Managers are always open in evaluating and improving processes, so they can be realized properly. Realization of quality in terms of work results, good service, there is an increase in the competence of Human Resources. Therefore, as described above, it can increase job satisfaction and employee performance.

Organizational Justice, In this case regarding Distributive Justice, that is, all employees receive the same standard of pay, according to the grade they have. Leaders in terms of assessing employee performance based on the results they have done and the processes carried out. Interactional Justice, namely the Leader always communicates well with all employees regardless of position (position) in the organization. Leaders always consult with subordinates when making decisions. Procedural justice, that is, the company provides benefits and religious holiday allowance that are fair according to the grade they have. Meetings are held when there are company policies. Hence, in order to increase employee satisfaction and performance, as described above.

Satisfaction at work, in this case with salary, namely by ensuring similarity of the salary given based on the contribution, grade that is regulated. Employees feel happy that there is

conformity with the company, in addition to giving salaries they also get benefits. Colleagues, namely the realization of team work very well. Realization of good service to customers must be maintained. Corporate culture, namely the establishment of a harmonious and harmonious relationship with the surrounding community. Positive contributions made to the surrounding community in terms of economics, social welfare, and the environment. Therefore, as described above, so as to improve employee performance.

Employee Performance, in this case the quantity of work, namely the results of employee work in accordance with predetermined targets. Employees can complete work according to their fields properly and consistently according to predetermined time standards. Quality of work, namely employees always find a good solution when problems occur or there are problems at work. In carrying out work, employees always think and are guided by continuous improvement. Work creativity, that is, if there are new decisions taken by the company, then employees can adjust. If there are jobs that are urgent and prioritized, then employees are responsive to completing the work first. Job Responsibilities Employees in carrying out work always adhere to applicable regulations, Standard Operational Procedures and occupational Health and Safety. Employees control their own behavior, think critically, perform well, in completing light or heavy tasks.

5. Conclusions

Direct effect as follows:

Person-Organization Fit which allows employees to work together with the Company. In addition, there is a mutual relationship

between employees and the Company, so that there is a feeling of pleasure at work.

Quality Of Work Life which makes employees live a decent life at work, so that it can lead employees to enjoyment at work, therefore job satisfaction will automatically increase.

Organizational Climate which makes employees always accommodate complaints submitted by customers regarding new installations, added power and disturbances that can result in power outages. In this regard, the Company has made maximum efforts to correct the deficiencies that have occurred. This is in accordance with the program launched by the Company, namely Continus Improvement. Therefore employees feel happiness in carrying out work assignments.

Justice makes a need for all employees, therefore Pay for person, Pay for position, Pay for performance is given in accordance with applicable regulations, so that employees feel satisfied in carrying out their work.

Person-Organization Fit is needed in the Company so that there is good cooperation between the Company and Employees, so that the Company's Vision and Mission can be realized.

As a result of employee welfare, the Company has higher reliability and efficiency, resulting in new innovations that are in line with their duties..

Organizational Climate is urgently needed by the Company in order to maintain good cooperation with external parties and to realize continuous improvement on a regular basis, so that the Company will have more competitiveness and Human Resources to excel.

Organizational Justice is needed in the Company so that Justice can be applied in the workplace, so as to create a fair space and behave appropriately in accordance with applicable regulations and use competence and provide equal opportunities, then with a fair and comfortable perception can improve Employee Performance.

Indirect effect as follows:

Person-Organization Fit is very much needed in the Company to realize compatibility and harmony in any field between Employees and the Company, so this is also an instrument between employee values and Company values to realize Job Satisfaction. The greater the fit and harmony between employees and the Company, the higher the Job Satisfaction score.

To achieve good employee satisfaction, the company must realize employee welfare and implement innovations aiming to make the company competitive and efficient in all areas.

Organizational Climate is very much needed in the Company, then realizing Continous Improvement to realize complaints from customers or outsiders, then Satisfaction in carrying out work is achieved.

Distributive Justice, Interactional Justice and Procedural Justice are urgently needed in the Company, it is necessary to have support from structural officials who have an important role in implementing justice evenly in the Company, so that the justice felt by employees has been realized, so that employees have satisfaction in their work.

Job Satisfaction is needed in the Company. Therefore, individual employees or teamwork have felt happy about the realization and good achievements regarding Person-Organization Fit, Quality Of Work Life, Organizational Climate and Organizational Justice.

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