

Effectiveness of Organizational Climate through Work Ethic

Ardi Sahat Parasian, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of leadership style and work environment on organizational climate, with work ethic as an intervening variable, at the Belawan Harbormaster and Main Port Authority Office. This research is motivated by the important role of leadership style and work environment conditions in shaping employee work ethic and creating a conducive organizational climate in an agency with a strategic function in the field of shipping safety and supervision. The study was conducted at the Belawan Harbormaster and Main Port Authority Office, located on Jalan Deli, Medan Belawan District, Zip Code 20411, starting in June 2025. The study population consisted of 244 employees, and the Slovin formula was used for sampling, resulting in a sample size of 151 respondents. Data collection was conducted through questionnaires, while data analysis employed a PLS-based Structural Equation Modeling (SEM) approach. The results indicate that leadership style and work environment have a positive and significant effect on work ethic and organizational climate. Furthermore, work ethic has been shown to have a positive and significant impact on organizational climate and mediate the relationship between leadership style and work environment. Overall, this study confirms that improving effective leadership styles and a supportive work environment can strengthen employee work ethic and create a better organizational climate.

Keywords: Leadership Style, Work Environment, Work Ethic, Organizational Climate, Harbormaster's Office and Belawan Main Port Authority.

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Introduction

In the current era of globalization and modernization, organizations are required to enhance their efficiency, effectiveness, and competitiveness, both in the private and public sectors. One of the key factors influencing organizational success is human resources. Success in managing human resources greatly depends on the leadership style applied by management. Leadership style becomes the main foundation in shaping organizational culture, determining policy direction, and influencing employee behavior and morale. Effective leaders not only function as directors and controllers but also as motivators and role models in creating a positive work environment. In this context, the applied leadership style will have a direct impact on the organizational climate, which is the psychological and social atmosphere felt by employees in carrying out their duties. A healthy organizational climate can increase job satisfaction, loyalty, and employee performance, while a poor organizational climate can cause conflict, work stress, and decreased productivity. An unpleasant work environment will cause employees to have decreased performance and the time to achieve assigned tasks may not align with given targets, leading to ineffective and inefficient work systems. Conversely, a pleasant work environment will have a positive impact on oneself and the company, so employees gain satisfaction in their performance achievements and the company also achieves its desired goals.

Furthermore, leadership style also influences work ethic, which is an individual's attitude and spirit in performing their work, reflecting values of hard work, discipline, responsibility, and dedication. High work ethic is very important, especially in public organizational environments tasked with providing services to the community. Employees with good work ethic tend to show higher commitment, integrity, and productivity. However, the formation of work ethic cannot be separated from the role of leaders in setting examples, providing motivation, and reinforcing positive work values. In the context of government organizations, such as the Belawan Harbormaster and Main Port Authority Office (KSOP), the role of leadership style becomes even more crucial. As a government agency under the Ministry of Transportation of the Republic of Indonesia, KSOP has a strategic role in regulating, supervising, and controlling port activities and shipping safety. Given the complexity and dynamics of the work involved, leaders are needed who can create a conducive work climate and sustainably build employee work ethic. Employee performance in this organization is not only assessed based on work results but also on discipline, responsibility, and the ability to cooperate and adapt in facing challenges.

However, in reality, many problems related to organizational climate and low work ethic are still found, which can hinder the achievement of institutional goals. Disharmony in work relationships, low motivation, and lack of employee involvement often indicate that the applied leadership style is not entirely effective in creating a positive work environment. Therefore, it is very important to thoroughly examine the relationship between leadership style, organizational climate, and work ethic. This study aims not only to determine the direct influence of leadership style on organizational climate and work ethic but also to test the role of work ethic as an intervening variable that bridges the influence between leadership style and organizational climate. By understanding this intervening role, organizations can formulate more appropriate leadership strategies to improve employee work ethic and create a healthy and productive organizational climate.

Problem Formulation

1. Does Leadership Style have a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office?
2. Does Work Environment have a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office?
3. Does Leadership Style have a positive and significant effect on Work Ethic at the Belawan Harbormaster and Main Port Authority Office?

4. Does Work Environment have a positive and significant effect on Work Ethic at the Belawan Harbormaster and Main Port Authority Office?
5. Does Work Ethic have a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office?
6. Does Leadership Style have a positive and significant effect on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office?
7. Does Work Environment have a positive and significant effect on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office?

Research Objectives

1. To test and analyze the influence of Leadership Style on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
2. To test and analyze the influence of Work Environment on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
3. To test and analyze the influence of Leadership Style on Work Ethic at the Belawan Harbormaster and Main Port Authority Office.
4. To test and analyze the influence of Work Environment on Work Ethic at the Belawan Harbormaster and Main Port Authority Office.
5. To test and analyze the influence of Work Ethic on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
6. To test and analyze the influence of Leadership Style on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office.
7. To test and analyze the influence of Work Environment on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office.

Literature Review

Organizational Climate

According to Sopiah (2020), organizational climate is the psychological and social atmosphere in the work environment perceived by individuals and groups within the organization, which influences morale, satisfaction, and work productivity. A positive organizational climate creates a healthy and conducive work environment. According to Wirawan (2018), organizational climate is the perception held by individuals towards the internal work environment of the organization that is consistently felt by organizational members and influences their motivation, attitudes, and work behavior.

Indicators of Organizational Climate

According to Wirawan (2018), indicators of organizational climate are as follows:

1. Structure The level of clarity of roles, rules, and work procedures that apply within the organization.
2. Standards The level of organizational expectations regarding the quality and work productivity of employees.
3. Responsibility The extent to which employees are given freedom to make decisions and carry out their tasks independently.
4. Rewards The availability and fairness of reward systems for employee work achievements, both material and non-material.
5. Support The level of support given by superiors, co-workers, and the organization as a whole towards employee needs and work execution.

6. Commitment The level of loyalty and sense of belonging of employees to the organization where they work.

Factors Influencing Organizational Climate

According to Wirawan (2018), organizational climate is the members' perception of the organization's internal environment. Factors that influence it include:

1. Organizational structure
2. Work policies and regulations
3. Communication patterns within the organization
4. Leadership style
5. Inter-employee relationships
6. Physical work environment and facilities
7. Organizational culture
8. Reward and performance appraisal systems

Leadership Style

According to Robbins and Judge (2019), leadership style is the consistent pattern of behavior exhibited by a leader when influencing, motivating, and directing others. Leadership style affects team effectiveness and organizational goal achievement. According to Gibson et al. (2020), leadership style is an individual's approach in providing direction, implementing plans, and motivating people. Each leader has a different style depending on personality, experience, and the situations faced within the organization.

Indicators of Leadership Style

According to Gibson et al. (2020), leadership style can be measured with the following indicators:

1. Directing Ability
2. Motivating Ability
3. Decision-Making Ability
4. Communication Skill
5. Modeling Behavior

Work Environment

According to Sedarmayanti (2017), work environment is the entire tools and materials encountered, the surrounding environment where a person works, their work methods, and work arrangements both individually and as a group.

Indicators of Work Environment

According to Sedarmayanti (2017), indicators of work environment are as follows:

1. Lighting/illumination in the workplace.
2. Air circulation in the workplace.
3. Noise in the workplace.
4. Unpleasant odors in the workplace.
5. Safety in the workplace.

Work Ethic

According to Priansa (2019), work ethic is the character or value possessed by an individual towards work that drives them to work professionally, honestly, and with full dedication. Work ethic plays an important role in determining the quality and results of a person's work.

According to Sinambela (2017), work ethic is a mental attitude reflecting the belief that work is important and noble, and carried out with full responsibility, discipline, and high spirit. Work ethic forms the basis for shaping productive work behavior.

Indicators of Work Ethic

According to Priansa (2019), indicators of work ethic include:

1. Discipline Compliance with rules and working hours set by the organization.
2. Responsibility The ability to complete tasks and obligations according to expected standards without continuous supervision.
3. Hard Work Spirit and perseverance in completing work despite facing challenges or pressure.
4. Honesty Showing integrity and openness in work, and avoiding fraudulent actions.
5. Commitment Sincerity and loyalty in carrying out work as well as willingness to contribute to organizational progress.
6. Professionalism Behaving and acting according to work ethics and having competence in performing tasks efficiently and effectively.

Conceptual Framework

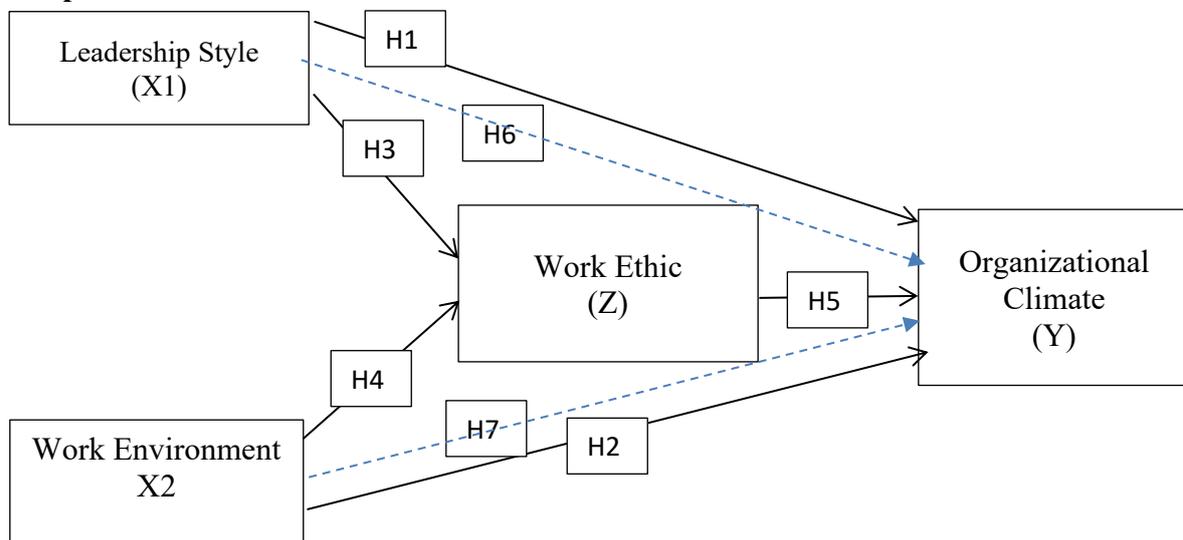


Figure 1. Conceptual Framework

Hypotheses

- H1 : Leadership Style has a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
- H2 : Work Environment has a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
- H3 : Leadership Style has a positive and significant effect on Work Ethic at the Belawan Harbormaster and Main Port Authority Office.
- H4 : Work Environment has a positive and significant effect on Work Ethic at the Belawan Harbormaster and Main Port Authority Office.
- H5 : Work Ethic has a positive and significant effect on Organizational Climate at the Belawan Harbormaster and Main Port Authority Office.
- H6 : Leadership Style has a positive and significant effect on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office.
- H7 : Work Environment has a positive and significant effect on Organizational Climate with Work Ethic as an intervening variable at the Belawan Harbormaster and Main Port Authority Office.

Research Type

According to Sugiyono (2017), quantitative research can be defined as a method based on the philosophy of positivism, used to research specific populations or samples, sampling techniques are generally done randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to create research aimed at adapting a study.

Research Location and Time

The research location is the Belawan Harbormaster and Main Port Authority Office, Jalan Deli, Medan Belawan District, Postal Code 20411. The research is conducted from December 2025 to January 2026.

Population

According to Sugiyono (2017), population is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population and sample in this study are employees of the Belawan Harbormaster and Main Port Authority Office, totaling 244 employees.

Sample

The sample in this study is 151 employees.

Table 1. Number of Samples

Section	Number of Respondents
1. Administration	33
2. Supervision and Enforcement	57
3. Sea Traffic Transportation	40
4. Shipping and Seafaring	21
Total	151

Source : Processed Data (2025)

Research Data Sources

The data source used in this research is primary data. According to Sugiyono (2017) in his book *"Metode Penelitian Kuantitatif, Kualitatif, dan R&D"*, primary data is data obtained directly from primary sources, either through interviews, observation, or questionnaires.

Data Analysis Technique

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014), Partial Least Square (PLS) is a fairly robust analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

Procedures in testing the measurement model consist of validity and reliability tests.

1. Validity Test
 - a. Convergent Validity
 - b. Discriminant Validity
2. Reliability

Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2015).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are performed using the bootstrapping method. The structural model is evaluated using R-square for dependent variables, Stone-Geisser Q-square test for predictive relevance, and t-test and significance of structural path coefficients with explanations as follows:

1. Coefficient of Determination / R Square (R^2)
2. Predictive Relevance (Q^2)
3. t-Statistic
4. Path Coefficient

Results and Discussion

Outer Model Analysis

Measurement model (outer model) testing is used to determine the relationship between latent variables and observed variables. This test consists of convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity is used to assess the validity of each indicator against the underlying latent variable. The validity results can be seen in the outer loading table in SmartPLS software. The outer loading table contains numbers or values showing the similarity between indicators and construct variables. Indicators are said to be reliable if they have a value greater than 0.7 in explaining the construct variable. The structural model illustration is depicted in the upcoming figure for this research.

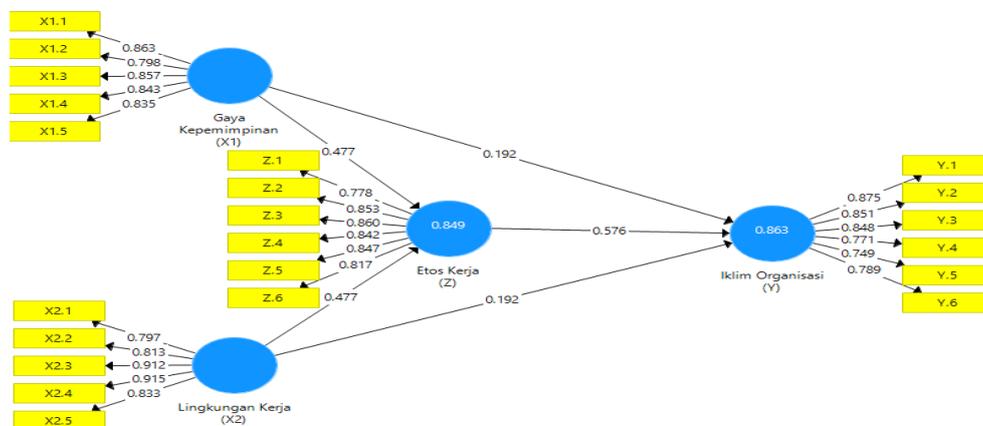


Figure 2. Outer Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factor provides results in the following table: Outer Loadings
In this research, there is an equation and the equation consists of two substructures.

For substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0,477 + 0,477 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0,192 + 0,192 + 0,576 + e_2$$

Table 2. Outer Loadings

	Work Ethic (Z)	Leadership Style_(X1)	Organizational Climate (Y)	Work Environment (X2)
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X1.1		0,863		
X1.2		0,798		
X1.3		0,857		
X1.4		0,843		
X1.5		0,835		
X2.1				0,797
X2.2				0,813
X2.3				0,912
X2.4				0,915
X2.5				0,833
Y.1			0,875	
Y.2			0,851	
Y.3			0,848	
Y.4			0,771	
Y.5			0,749	
Y.6			0,789	
Z.1	0,778			
Z.2	0,853			
Z.3	0,860			
Z.4	0,842			
Z.5	0,847			
Z.6	0,817			

Source: Smart PLS 3.3.3

Based on the outer loadings results, all indicators are considered valid although there is variation in strength between items. Overall, all indicators in the table have met the convergent validity criteria because they have outer loading values above 0.70, so it can be concluded that these indicators are suitable for use in the research model.

Discriminant Validity

Analyzing the cross-loading table can help determine discriminant validity. These results are used to assess discriminant validity at the indicator level, where the indicator should have a higher correlation with its latent variable compared to other latent variables (outside the block). To understand better, see the table below:

Table 3. Discriminant Validity

	Work Ethic (Z)	Leadership Style_(X1)	Organizational Climate_(Y)	Work Environment (X2)
X1.1	0,812	0,863	0,774	0,811
X1.2	0,772	0,798	0,774	0,698
X1.3	0,699	0,857	0,681	0,687

X1.4	0,696	0,843	0,678	0,685
X1.5	0,744	0,835	0,738	0,751
X2.1	0,656	0,684	0,689	0,797
X2.2	0,718	0,645	0,718	0,813
X2.3	0,834	0,798	0,790	0,912
X2.4	0,822	0,822	0,802	0,915
X2.5	0,766	0,754	0,723	0,833
Y.1	0,836	0,788	0,875	0,795
Y.2	0,790	0,747	0,851	0,759
Y.3	0,799	0,752	0,848	0,766
Y.4	0,713	0,670	0,771	0,632
Y.5	0,653	0,618	0,749	0,602
Y.6	0,677	0,669	0,789	0,683
Z.1	0,778	0,695	0,708	0,758
Z.2	0,853	0,751	0,750	0,780
Z.3	0,860	0,716	0,772	0,723
Z.4	0,842	0,754	0,791	0,742
Z.5	0,847	0,789	0,786	0,767
Z.6	0,817	0,744	0,778	0,683

Source: Smart PLS 3.3.3

The discriminant validity test results show that the loading values of indicators on their respective constructs are higher than the correlation values with other constructs. Discriminant validity in the model has been fulfilled and the research variables do not experience multicollinearity problems between constructs.

Composite reliability

The upcoming assessment calculates reliability values by considering the composite reliability of each component. A construct is said to be reliable if the composite reliability value is equal to or exceeds 0.6. If the Cronbach's alpha value exceeds 0.7, then all constructs in that block are considered reliable for each variable construct. Furthermore, if the AVE value is higher than 0.7, then each variable construct is considered valid. The following table presents the loading values of the research variable constructs obtained from the use of Smart PLS software.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Ethic (Z)	0,912	0,932	0,694
Leadership Style (X1)	0,895	0,923	0,705
Organizational Climate (Y)	0,898	0,922	0,664
Work Environment (X2)	0,907	0,931	0,732

Source: Smart PLS 3.3.3

Based on the construct reliability and validity test results, all research variables show Cronbach's Alpha and Composite Reliability values above 0.80, indicating a very good level of internal consistency of the instrument. In addition, the Average Variance Extracted (AVE) value for all variables is above 0.50, thus meeting the convergent validity criteria. The measurement instrument for all variables is declared reliable and valid for use in the research.

Inner Model Analysis

Inner model assessment is performed to verify the stability and accuracy of the created structural model. Several indicators are used in the structural model evaluation for the analysis stage.

Coefficient of Determination (R²)

The results of data analysis performed using SmartPLS 3.0 software show the R Square values as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Work Ethic (Z)	0,849	0,847
Organizational Climate (Y)	0,863	0,860

Source: Smart PLS 3.3.3

The R Square value shows that the independent variables in the model are able to explain the Work Ethic (Z) variable by 84.9% and the Organizational Climate (Y) variable by 86.3%, while the rest is influenced by other factors outside the research model. The Adjusted R Square value, which is not much different, indicates that the model has a strong and stable level of feasibility in explaining the dependent variables.

Hypothesis Testing

After reviewing the inner model, the next step is to evaluate the relationship between latent constructs according to the hypotheses in this research. Hypothesis analysis in this research uses T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is > 1.96 and the P-Value is < 0.05. This is the Path Coefficients output for direct effects:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Ethic (Z) -> Organizational Climate (Y)	0,576	7,785	0,000	Accepted
Leadership Style (X1) -> Work Ethic (Z)	0,477	7,261	0,000	Accepted
Leadership Style (X1) -> Organizational Climate (Y)	0,192	2,659	0,004	Accepted
Work Environment (X2) -> Work Ethic (Z)	0,477	7,302	0,000	Accepted
Work Environment (X2) -> Organizational Climate (Y)	0,192	3,019	0,001	Accepted

Source: Smart PLS 3.3.3

1. Influence of Work Ethic on Organizational Climate

Results show that Work Ethic has a positive and significant effect on Organizational Climate with a T Statistic value of 7.785 and P Value 0.000. This means the better the employee work ethic, the more positive the organizational climate that is formed. The hypothesis is accepted.

2. Influence of Leadership Style on Work Ethic

Leadership Style has a positive and significant effect on Work Ethic with a T Statistic value of 7.261 and P Value 0.000. This means applying an appropriate leadership style can improve employee work ethic. The hypothesis is accepted.

3. Influence of Leadership Style on Organizational Climate

Leadership Style is also proven to have a positive and significant effect on Organizational Climate with a T Statistic of 2.659 and P Value 0.004. This shows that leaders play a role in shaping a more conducive organizational atmosphere. The hypothesis is accepted.

4. Influence of Work Environment on Work Ethic

Work Environment has a positive and significant effect on Work Ethic with a T Statistic value of 7.302 and P Value 0.000. The better the work environment conditions, the higher the work ethic shown by employees. The hypothesis is accepted.

5. Influence of Work Environment on Organizational Climate

Work Environment also has a positive and significant effect on Organizational Climate, shown by a T Statistic value of 3.019 and P Value 0.001. Thus, a supportive work environment also strengthens the organizational climate. The hypothesis is accepted.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Leadership Style (X1) -> Work Ethic (Z) -> Organizational Climate (Y)	0,275	5,706	0,000	Accepted
Work Environment (X2) -> Work Ethic (Z) -> Organizational Climate (Y)	0,274	5,061	0,000	Accepted

Source: Smart PLS 3.3.3

1. Influence of tidak langsung Leadership Style on Organizational Climate melalui Work Ethic

Results show that Leadership Style has a positive and significant indirect effect on Organizational Climate through Work Ethic with a T Statistic value of 5.706 and P Value 0.000. This means Work Ethic is able to mediate the relationship between Leadership Style and Organizational Climate, so applying a good leadership style can strengthen the organizational climate through improved work ethic. The hypothesis is accepted.

2. Influence of tidak langsung Work Environment on Organizational Climate melalui Work Ethic

Work Environment is also proven to have a positive and significant indirect effect on Organizational Climate through Work Ethic with a T Statistic of 5.061 and P Value 0.000. This finding shows that supportive work environment conditions can improve employee work ethic, which in turn can create a better organizational climate. The hypothesis is accepted.

Conclusion

1. Work ethic has a positive and significant effect on organizational climate, so the higher the employee work ethic, the better the organizational climate formed.

2. Leadership style has a positive and significant effect on work ethic, meaning effective leadership can improve employee work ethic.
3. Leadership style has a positive and significant effect on organizational climate, so good leadership style also helps create a conducive organizational climate.
4. Work environment has a positive and significant effect on work ethic, which means a comfortable and supportive work environment can improve employee work ethic.
5. Work environment has a positive and significant effect on organizational climate, so good working conditions can improve the work atmosphere within the organization.
6. There is an indirect influence of leadership style on organizational climate through work ethic, so work ethic acts as a mediator.
7. Work environment has an indirect influence on organizational climate through work ethic, so work ethic also mediates the relationship between work environment and organizational climate.

Suggestion

1. Organizations need to improve employee work ethic through coaching programs, training, and provision of work motivation, because work ethic is proven to be able to strengthen organizational climate.
2. The application of more participative, communicative, and supportive leadership styles needs to be strengthened to encourage increased work ethic and build a positive organizational climate.
3. The physical and non-physical work environment needs to be improved, such as workspace comfort, inter-employee relationships, and facility support, because a good work environment is proven to influence work ethic and organizational climate.
4. For further researchers, it is suggested to add other variables outside the model, such as organizational culture, commitment, or job satisfaction to enrich the research model.
5. Further research is also suggested to expand the research object to different sectors or institutions so that research results can be generalized more broadly.

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