



The Influence of Employee Welfare and Organizational Culture on Work Loyalty

Veranita¹, Nurmadhani Fitri Suyuthi², Mujahid Yunus²

¹Program Fakultas Pascasarjana Universitas Fajar Makassar, Indonesia

²Universitas Fajar Makassar, Indonesia

*Corresponding Author: Veranita

Email: veranita559@gmail.com



Article Info

Article history:

Received 1 August 2025

Received in revised form 10

November 2025

Accepted 14 December 2025

Keywords:

Employee Welfare

Organizational Culture

Work Loyalty

JEL Classification:

J28, M12, M14, M54

Abstract

This study aims to analyze and examine the influence of transformational leadership and The purpose of this study is to analyze the effect of employee welfare on work loyalty at the Airport Authority Office of Region V Makassar, to analyze the effect of organizational culture on work loyalty at the Airport Authority Office of Region V Makassar, and to analyze the simultaneous effect of employee welfare and organizational culture on employee work loyalty at the Airport Authority Office of Region V Makassar. In this study, the population consisted of all employees working at the Airport Authority Office of Region V Makassar, totaling 164 individuals. The population focused on Civil Servants (PNS), amounting to 164 employees. This research employed a quantitative approach with a survey method. Primary data were collected through questionnaires. The sample size was determined using the Slovin formula, resulting in 116 respondents. The research instrument was tested for validity and reliability, as well as for classical assumptions including normality, multicollinearity, and heteroscedasticity. Data analysis was conducted using multiple regression analysis. The findings reveal that employee welfare has a positive and significant effect on work loyalty at the Airport Authority Office of Region V Makassar. Organizational culture also has a positive and significant effect on employee work loyalty. Simultaneously, employee welfare and organizational culture have a positive and significant effect on work loyalty among employees at the Airport Authority Office of Region V Makassar. The coefficient of determination (R Square) value of 0.375 indicates that 37.5% of the variation in work loyalty can be explained by these two variables, while the remaining variation is influenced by other factors outside the research model.

Introduction

Human resources are not only objects of management but also important assets of an organization. Therefore, the task of developing high-quality human resources must be to provide them not only with work opportunities but also as a learning tool to continuously improve their quality. As explained in Government Regulation of the Republic of Indonesia Number 64 of 2012 concerning the Human Resources Management System at the Ombudsman of the Republic of Indonesia, Article 6 states: The Human Resources Management System at the Ombudsman includes the following functions: planning, recruitment and selection, career development, performance appraisal, salary and social security, employee relations maintenance, appointment and dismissal, and evaluation (Alnefaie, 2022; Alesani, 2023; Zhyvko et al., 2025). The article explaining human resources, as explained above, protects human rights, such as the freedom to develop all of God's potential. According Soundararajan et al. (2021) further explained in their journal that, fundamentally, protection for workers is

intended to ensure that workers are more humanized. This allows workers to have the opportunity to carry out their various social duties and obligations, develop their potential, and ultimately improve their quality of life and thus live a decent life. By paying attention to employee rights at work, it is hoped that this will foster high-quality human resources with integrity and constant innovation, enabling them to effectively move toward organizational goals. In carrying out the function of human resource management, strategic management is key to successfully achieving organizational goals. From this definition, the function of an organization is not merely a place for the work environment, but also provides comfort and opportunities to carry out a predetermined vision and mission. Therefore, if the human resource management process is oriented toward the well-being and development of individual potential, it will be able to foster employee loyalty (Tortia et al., 2022; Salas et al., 2021; Jaskevičiute et al., 2021).

The Makassar Region V Airport Authority Office is a strategic institution under the Ministry of Transportation, primarily responsible for overseeing and controlling airport operations within its jurisdiction. In carrying out its functions, employees in this office are required to maintain optimal performance, particularly in service, oversight, and compliance with evolving regulations. However, fluctuations in employee performance have been noted in recent years. Based on performance assessment data from 2022–2024, there is an inconsistency between the achievement of Employee Performance Targets (SKP) and work behavior. In 2022, the SKP score was 78 and work behavior was 75, for a total score of 77.4 (good). In 2023, performance increased to a total score of 83.8 (very good), but then declined again in 2024 to 79.2 (good). This decline indicates that employee performance is not yet fully stable and optimal.

This fluctuation raises fundamental questions about the factors that contribute to both declining and improving employee performance (Saleem et al., 2025; Skakkebæk et al., 2022; Mirzadeh et al., 2024). One initial suspicion is that transformational leadership factors have not been consistently implemented across all work units. Leaders who fail to inspire, motivate, or provide clear direction can lead to low morale and a lack of initiative among employees. Furthermore, workload is also a concern. In some cases, employees reported experiencing a significant increase in work volume without a balanced division of tasks. An unbalanced workload can lead to fatigue, stress, and decreased productivity. If not managed properly, this has the potential to become a serious obstacle to achieving work targets.

Equally important, the work environment plays a significant role. An uncomfortable physical environment, a stressful work environment, or less harmonious relationships between employees can hamper work enthusiasm and effectiveness (Hamed et al., 2023; Khamaisi et al., 2022; Wulandari & Dara, 2023). Although some work facilities have undergone renovations, not all units have felt the positive impact of these changes. These phenomena indicate that employee performance at the Makassar Region V Airport Authority Office is influenced by various interrelated factors. Based on the description of the problem, the researcher is interested in conducting research with the title "The Influence of Employee Welfare and Organizational Culture on Work Loyalty at the Makassar Region V Airport Authority Office".

Method

This research will assume quantitative explanatory design, which is consistent with the aim of clarifying the effects of employee welfare and organizational culture variation in working loyalty among civil servants. This choice of the design is determined by the purpose of the research logically: the given study is not just descriptive, but aimed to examine the relationships between organizational factors and their influence on each other. Although descriptive factors

are still vital in presenting the characteristics of the respondents and the general patterns in data collection, the methodology stages to analytic practices that reveal a higher level of relationship, hence map the process into an organized course connecting what can be seen in the realities of the workplace to a greater conceptualizations of loyalty in governmental agencies. The study was carried out in the Makassar Airport Authority Office Region V in the months of June and July 2025. The sample population consisted of 164 civil servants whose roles and duties have been equated to the complexity of the institution. The extensive use of the Slovin formula with a margin of error of five percent provided a 116 sample. This sampling approach was selected due to its statistical strength and the ability to capture a variety of work units, responsibility levels, and levels of experience within an institution. In such a manner, the study recognizes the fact that loyalty is not a standalone phenomenon but rather is influenced by a set of everyday encounters, organizational demands and feelings of fairness and support.

The major data collection tool was a structured questionnaire based on known theoretical constructs in terms of welfare, culture, and loyalty. Each of the items was made to be clear but the purpose of the questionnaire was to also help to capture finer details in the perceptions of the employees to their organizational environment. Short follow-up interviews were taken to further contextual interpretation, but quantitative responses were used as primary sources of data. To ensure that every item was used to measure the construct they intended and to make sure that the answers were congruent with other people, the instrument was subjected to a set of validity and reliability tests before full administration. It is in this way that the researcher was able to ensure that the instrument was not only sound statistically but also meaningful in the provision of the lived experience of the employees. In order to justify the regression analysis to be conducted in the future, some classical tests of assumption were conducted. The test of the normality of the data distribution involved the Kolmogorov Smirnov method which enabled the establishment that the patterns that were observed were in line with what the parametric analysis expected. To determine whether multicollinearity was present or not, tolerance and VIF values were calculated to make sure that irrelevant information was not presented by independent variables.

Potential heteroscedasticity was investigated using Glejser test, and thus it was reassuring that there was no increase or decrease in error variance and thus the model could be interpreted. These diagnostic processes functioned as a critical connection between rawness on the one hand, and the more interpretive stages of quantitative analysis, on the other, so that subsequent conclusions are based on a good methodological basis. After testing assumptions, the paper then undertook a multiple linear regression analysis. Such an analytical design helped to provide a subtle discussion of individual and combined influence of employee welfare and organizational culture on work loyalty. The t -test was able to give a hint on the distinct contribution of each predictor to the loyalty and which attribute of the organizational environment influence the loyalty most. On the other hand, the F-test brought out the overall effect of these variables, and showed how welfare and culture interact to form a larger climate that either promotes or destroys loyalty. The coefficient of determination reflected the degree of changes in loyalty that the model explained and this enabled the researcher to determine the strength of the two predictors in explaining changes in loyalty based on the complexity of the organizational environment.

Result and Discussion

Partial Test (t-Test)

This test is used to determine the effect of each independent variable on the dependent variable individually. The test was conducted at a 5% significance level ($\alpha = 0.05$) with a two-tailed test and 113 degrees of freedom (df).

Tabel 1. Uji Parsial (Uji t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.726	2.980		4.271	.000
	Employee Welfare	.199	.058	.247	2.700	.002
	Organizational culture	.436	.072	.525	6.087	.000

a. Dependent Variable: Work Loyalty

Source: Results of SPSS Version 25 data processing (2025)

Based on Table 4.1 above, the t-value with $df_2 = n - k - 1 = 116 - 2 - 1 = 113$ shows a t-table value of 1.658. Based on this t-table value, the following hypothesis can be tested in this study: The Effect of Employee Welfare on Work Loyalty: The calculated t-value for the Employee Welfare variable is 2.700, and the t-table value is 1.658. Therefore, ($2.700 > 1.658$), it can be concluded that the Employee Welfare variable has a positive and significant effect ($0.002 < 0.05$). This means that if the Employee Welfare variable is increased, performance will increase by 0.199, or 19.9%. The Influence of Organizational Culture on Employee Loyalty: The calculated t-value for the Organizational Culture variable is 6.087 and the t-table value is 1.658. Therefore, ($6.087 > 1.658$), it can be concluded that the Organizational Culture variable has a positive and significant effect ($0.000 < 0.05$). This means that if the Organizational Culture variable is increased, Employee Loyalty will increase by 0.410, or 41.0%.

Simultaneous Test (F Test)

The simultaneous test, or F test, is used to determine whether the independent variables, namely Employee Welfare (X1) and Organizational Culture (X2), have a significant effect on the dependent variable, Employee Loyalty (Y). The test is conducted by comparing the calculated F-value with the F-table at a significance level of $\alpha = 0.05$.

Tabel 2. Uji Simultan (Uji F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	375.358	2	187.679	33.898	.000 ^b
	Residual	625.633	113	5.537		
	Total	1000.991	115			

a. Dependent Variable: Work Loyalty
b. Predictors: (Constant), Organizational Culture, Employee Welfare

Source: SPSS Version 25 data processing results (2025)

Based on the results of the simultaneous test (F test) presented in the ANOVA table, the calculated F-value was 33.898 with a significance level of 0.000. This value is significantly lower than the significance limit of 0.05 ($0.000 < 0.05$), and the calculated F-value is also greater than the F-table value ($33.898 > 3.087$) at 2 and 113 degrees of freedom (df). This indicates that the regression model constructed in this study is simultaneously significant, meaning that the variables Employee Welfare and Organizational Culture jointly have a positive and significant influence on Employee Loyalty. In other words, the combination of employee welfare and the organizational culture created in the work environment can explain changes or variations in employee loyalty levels. This finding confirms that these two independent variables play a significant role in shaping employee attitudes, commitment, and loyalty to the organization. Therefore, the simultaneous hypothesis in this study is accepted, and the regression model used is deemed feasible and valid to explain the relationship between the variables studied. Organizations are advised to synergistically consider these two aspects to improve employee loyalty comprehensively and sustainably.

Coefficient of Determination (R²) Test

The coefficient of determination essentially measures the model equation's ability to explain the variation in the dependent variable. The R² value ranges from 0 to 1 ($0 \leq R^2 \leq 1$). The coefficient of determination can be calculated to determine the influence of the independent variables on the dependent variable. A high R² value is considered a good process, but a low R² value does not necessarily indicate a poor regression model.

Tabel 3. Uji Koefisien Determinasi

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.364	2.353
a. Predictors: (Constant), Organizational Culture, Employee Welfare				
b. Dependent Variable: Work Loyalty				
Source: Results of data processing using SPSS Version 25. (2025)				

Based on the results of the coefficient of determination test, an R-square value of 0.375 was obtained, indicating that 37.5% of the variation in employee loyalty can be explained by employee well-being and organizational culture together. The remaining 62.5% is influenced by factors outside the model not examined in this study. The adjusted R-square value of 0.364 indicates that the regression model adequately explains the relationship between the studied variables, although other factors also influence employee loyalty. Therefore, these results indicate that employee well-being and organizational culture are two strong and relevant factors in increasing employee loyalty. However, further research should consider other variables to enhance the analysis. Based on the results of the coefficient of determination test, an R-square value of 0.375 was obtained, indicating that 37.5% of the variation in employee loyalty can be explained by employee well-being and organizational culture together. The remaining 62.5% is influenced by factors outside the model not examined in this study. The adjusted R-square value of 0.364 indicates that the regression model explains the relationship between the variables studied, although other factors also influence employee loyalty. Therefore, these results indicate that employee well-being and organizational culture are two strong and relevant factors in increasing employee loyalty. However, further research should consider other variables to enhance the analysis.

Table 4. Results of the Kolmogorov – Smirnov Test for Normality

Statistic	Value
N	116
Mean	0.0000000
Standard Deviation	2.33244273
Most Extreme Differences (Absolute)	0.054
Most Extreme Differences (Positive)	0.051
Most Extreme Differences (Negative)	-0.054
Test Statistic	0.054
Asymptotic Significance (2-tailed)	0.200

Table 4. shows that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance value of 0.05. Thus, there is no significant difference between the residual data distribution and the normal distribution, so the assumption of residual normality is acceptable.

Table 5. Multicollinearity Test

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
1	(Constant)	12.726	2.980	—	4.271	0.000	—	—
1	Employee Welfare	0.199	0.058	0.247	2.700	0.002	0.744	1.344
1	Organizational Culture	0.436	0.072	0.525	6.087	0.000	0.744	1.344

Based on the multicollinearity test results presented in Table 5, it can be concluded that the regression model in this study does not contain multicollinearity issues. This is indicated by the Tolerance and Variance Inflation Factor (VIF) values for each independent variable, Employee Welfare and Organizational Culture, which are still within the tolerance limits established in the regression analysis. Specifically, the Tolerance value for both variables is 0.744, and the VIF (Variance Inflation Factor) value is 1.344. A Tolerance value greater than 0.10 and a VIF less than 10 indicate that there is no strong linear relationship between the independent variables, meaning each independent variable operates independently in explaining the variation in the dependent variable, namely Work Loyalty. This absence of multicollinearity is important because it ensures that the regression coefficient estimates are reliable and stable. Thus, the results of the regression analysis can be interpreted accurately without bias caused by high correlations between the independent variables. This strengthens the validity of the regression model used in this study to test the influence of Employee Welfare and Organizational Culture on Work Loyalty at the Makassar Region V Airport Authority Office.

Based on the scatterplot of the heteroscedasticity test above, which shows the relationship between the studentized residual values and the standardized predicted values, it can be concluded that there are no symptoms of heteroscedasticity in the regression model used. This is indicated by the random distribution of points around the zero horizontal line without forming any particular pattern, such as a cone or a wide spread. This random and even distribution of points indicates that the residual variance is constant (homoscedastic), which means that the classic assumption of linear regression regarding homoscedasticity is met. Therefore, the regression model in this study can be said to be free from heteroscedasticity, resulting in efficient and reliable estimates of the regression coefficients produced by the

model. This is important for accurate and valid interpretation of the influence of the independent variables on the dependent variable (Work Loyalty).

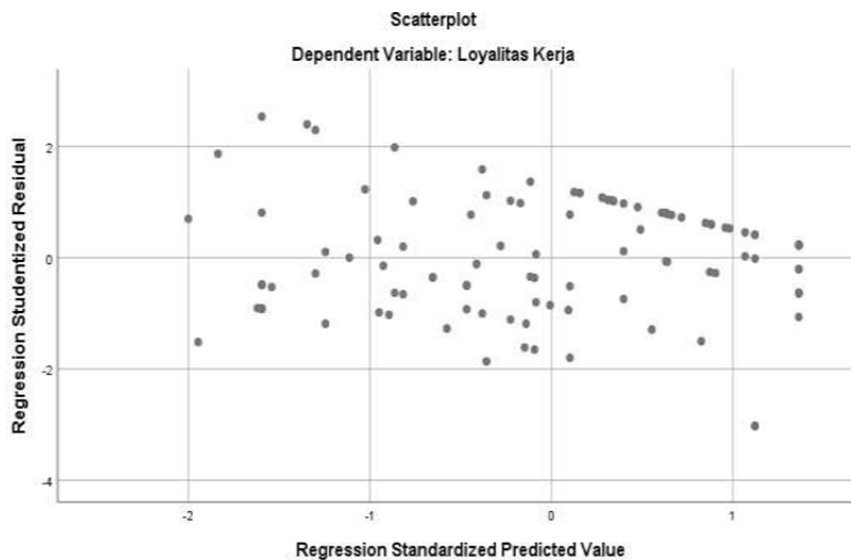


Figure 1. Heteroscedasticity Test

The Interplay of Employee Welfare and Organizational Culture in Shaping Sustainable Employee Loyalty

The conclusions of the current research provide a subtle view of the role that the welfare of the employees and the culture of the organization play in determining loyalty in the Airport Authority Office Region V Makassar. Instead of thinking of these variables as independent predictors, the findings suggest a better understanding of the social and psychological mechanisms of understanding the work environment among employees. In this respect, loyalty is not simply a consequence of favorable policies or a pleasant cultural environment, but a relational and interpretive reaction which is created when workers feel that their organization becomes the place where the wellbeing of employees is ensured, their identities are respected, and their professional dreams are supported. The recent research in the field of organizational psychology and the management of the public sector offers a fruitful ground to the comprehension of the formation of these perceptions and the reasons behind such influence (Ludviga & Kalvina, 2024; Bryson et al., 2024; Duygan et al., 2023).

There is an accumulating literature on the view that employee welfare is not merely a structural benefit package but a symbolic indication of organizational care. As in the case of Abadi & Wijono (2023), psychological wellbeing developed in the framework of supportive leadership and regular institutional practice turns out to be a determining factor in enhancing the attachment of employees. According to their research (Ayunasrah et al., 2022), it is possible to state that welfare programs produce the impact that goes beyond the provision of material rewards and the significance that the employees attach to them. This is close to the situation of the present study: the sense of safety and the feeling of being valued among the staff members in the area of a high-level of control and a safety issue, such as an airport authority, is strongly connected with the way that welfare provisions are perceived. A properly and regularly implemented welfare creates an atmosphere of trust and this translates to loyalty. On the contrary, the ad hoc or strictly procedural welfare initiatives usually lack the emotional appeal needed to build the commitment.

The similar interpretive aspect also finds its reflection in the work by Wang et al. (2022), who reveals that welfare programs create more impact in the industries where the pressures and the risks of employment increase the dependency of employees on the organizational support. Despite the fact that the oil and gas industry is completely dissimilar to the civil aviation industry, the mechanism behind it is close: when employees operate in conditions where strict measures and operational demands are prominent, welfare has the protective value which makes its impact even larger. Therefore, the large impact of welfare noted in this paper could be both a result of the sufficiency of the programs themselves and also a measure of how much welfare programs are in line with the psychological needs of airport-authority employment. This dynamic is further broken down by the JD -R framework as revised by Bakker et al. (2023). which suggests that job resources like welfare work best when they complement or buffer job demands. Such a theoretical approach can be used to shed some light as to why welfare is a significant determinant of loyalty but fails to explain all of its variance: the determination of loyalty is by the interaction of a variety of resources and constraints, which include more than simply welfare.

Recent scholarship theoretically understands organizational culture as a powerful social infrastructure against which employees explain welfare practices, leadership behavior, and their locus in the organization (Torres, 2022; Alvesson & Sveningsson, 2024; Akpa et al., 2021). Empirical studies by Vu and others (2024, 2025) carried in higher education institutions demonstrate that cultures based on integrity, respect, and purpose between employees and their organizations lead to strong affective relationships with the institutions (Pell & Amigud, 2023). These results are quite relevant to the current study, and they indicate that culture is not just a backdrop of contexts but a prism through which employees evaluate the communication of decisions, the conflict management, and the reward of achievements, and thus, affect their perception of the organization as a community where they can commit to it. A sustaining culture can have an extra salience in a publicly-sector organisation, like an airport authority, where procedural clarity and shared responsibility is a dominant feature, and a sense of belonging needs to be strengthened. This interpretation is further narrowed down by Indonesia-based studies of the public sector. Lodi et al. (2022) and Kartini & Bagus (2021) show that despite formal organizational frameworks being seemingly strong, the lack of commitment under the pretense of established values and daily routines can result in cultural discrepancies between the two. The dissonance may arise when employees are exposed to the contradictions between espousal values like working as a team or transparency and informal norms or inconsistency in implementation (Delfino & Espinosa, 2025; Frandsen et al., 2025; Burton & Vu, 2021). This finding explains the strong impact that culture has on loyalty in the present research: the staff is especially sensitive to how organizational values are reflected in company behaviors. Under these circumstances, loyalty is not an aspect that is created through slogans but instead through lived experiences.

The importance of culture is further enhanced when the correlation of culture with innovation, participation and learning is explored. Recent organizational literature: The current PMC studies (2023-2024) show that a culture that promotes employee voice, as well as the culture of continuous improvement, are more likely to foster the deeper loyalty associated with the recognition of agency of the individual and professional development. Employees who feel enabled to change, learn and contribute would find the organization a place to develop their career more especially in a regulatory institution like an airport authority where new safety protocols, technology and policy modifications are common. This dynamic provides a necessary dimension to the findings that remain to give us an idea that loyalty can be

maintained not only by comfort or familiarity but also by an environment that can help people to enhance their upward mobility and intellectual stimulation.

Importantly, the study of the division of welfare and culture is one of the major themes of modern research. As it is mentioned in the studies by Pamungkas et al. (2022) and Marsiglia et al. (2021), welfare efforts gain a significant portion of their efficacy due to how they are culturally grounded. With openness, equality and understanding of culture, welfare is seen as a genuine expression of organizational assistance; in this case employees do not externalize welfare as a transactional gain but as part of a relationship exchange that enhances trust and devotion. On the other hand, where there is no consistency or imbalance in the culture, welfare programs can be taken with a grain of salt thus constraining their psychological effect. The interactional view explains the synergistic impact of the study welfare and culture are not independent predictors but reinforcing variables that influence the emotional attachment of the employees to the organization (Ratnasari & Sutjahjo, 2021).

The significance of the mediating variables of job satisfaction, motivation, and perceived fairness is also highlighted in the Indonesian studies by Wisudayanti (2024), Fadhyllah et al. (2023), and Tossa et al. (2023). These influences are an interpretive filter that defines the way employees understand welfare and culture (Fauziah, 2019; Hermawan & Ismail, 2022). Welfare and cultural support will be more converted into loyalty when the employees feel satisfied, well treated and intrinsically motivated. On the other hand, welfare and culture can lead to a negative effect on work, particularly when workloads are too high or work-life balance is damaged, as Mangindara et al. (2023) and Rohman & Ichsan (2021) reported. The insight is important in understanding the explained variance of 37.5 per cent in the study: the large share of the loyalty is determined not only by the structural conditions but also by the subjective experiences and emotional states of employees (Sunarya, 2022).

Conclusion

The analysis and data processing of the relationship between employee welfare and organizational culture and work loyalty at Makassar Region V Airport Authority Office produced the following results: A positive relationship exists between employee welfare and organizational culture, which is statistically significant and shows that the higher the perceived welfare, the higher the employee loyalty to an organization. Similarly, organizational culture shows a positive and statistically significant impact on work commitment; a clear, consistent and performance-enhancing culture has been depicted to increase the engagement of employees. At the same time, employee welfare and organizational culture have positive impacts on work loyalty which are synergistic and cumulative to create a conducive work environment that encourages employee retention and optimum performance. Based on these findings, the following recommendations are put forward in the Makassar Region V Airport Authority Office. To begin with, maintain the increase in total employee welfare schemes, including fair benefits, healthcare centers, career growth opportunities, and work-life balance plans. Second, foster a positive and adaptive organizational culture; an inclusive, collaborative, and high-integrity work culture must be cultivated by using specific training, a regular leadership practice, and modeling behavior. Third, make employee loyalty a strategic human-resource indicator as it leads to higher efficiency, job security and quality of the public services; therefore, a constant control and enhancement of the loyalty indicators is justified. Researchers working in the future are suggested to add other variables, including leadership traits, job satisfaction, motivational factors, or organizational climate, to the investigation of factors influencing employees loyalty. The use of qualitative or mixed-methods would provide a more detailed discussion of the subjective experiences of the employees and their perceptions. By

widening the empirical range of the study to include other governmental agencies, particularly those working in the air-transportation industry or other larger public service areas, this would enable comparative studies and more generalizability of the results.

References

- Abadi, A. W., & Wijono, S. (2023). Gaya Kepemimpinan Transformasional Dan Kesejahteraan Psikologis Karyawan Di Pt Primayudha Mandirijaya Kabupaten Boyolali Jawa Tengah. *Jurnal Ilmiah Psyche*, 17(2). <https://doi.org/10.33557/Jpsyche.V17i2.2791>
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International journal of advances in engineering and management*, 3(1), 361-372.
- Alesani, D. (2023). Human resources management. In *Management of International Institutions and NGOs* (pp. 350-380). Routledge.
- Alnefaie, B. D. (2022). *The UK Public Sector Ombudsmen: a doctoral and socio-legal analysis on the possibility of transplanting an ombudsman into Saudi Arabia inspired by the UK model* (Doctoral dissertation, University of Glasgow).
- Alvesson, M., & Sveningsson, S. (2024). *Changing organizational culture: Cultural change work in progress*. Routledge. <https://doi.org/10.4324/9781003474555>
- Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Dinas Lingkungan Hidup Kabupaten Bener Meriah. *Jurnal Ilmiah Ilmu Manajemen*, 4(1). <https://doi.org/10.55542/Juim.V4i1.147>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands-Resources Theory: Ten Years Later. In *Annual Review Of Organizational Psychology And Organizational Behavior* (Vol. 10). <https://doi.org/10.1146/Annurev-Orgpsych-120920-053933>
- Bryson, J. M., George, B., & Seo, D. (2024). Understanding goal formation in strategic public management: a proposed theoretical framework. *Public Management Review*, 26(2), 539-564.
- Burton, N., & Vu, M. C. (2021). Moral identity and the Quaker tradition: Moral dissonance negotiation in the workplace. *Journal of Business Ethics*, 174(1), 127-141. <https://doi.org/10.1007/s10551-020-04531-3>
- Delfino, A., & Espinosa, M. (2025). Value Dissonance at Work. <https://dx.doi.org/10.2139/ssrn.5159998>
- Duygan, M., Fischer, M., & Ingold, K. (2023). Assessing the readiness of municipalities for digital process innovation. *Technology in Society*, 72, 102179. <https://doi.org/10.1016/j.techsoc.2022.102179>
- Fadhyllah, W., Idris, M., & Asri, A. (2023). Pengaruh Kepemimpinan, Motivasi Dan Komitmen Terhadap Kinerja Pegawai Badan Pengelolaan Keuangan Dan Aset Daerah Kota Makassar. *Jurnal Aplikasi Manajemen & Kewirausahaan Massaro*, 5(1). <https://doi.org/10.37476/Massaro.V5i1.1668>
- Fauziah, O. (2019). *Pengaruh Kepemimpinan, Pengembangan Karir, Kompensasi Dan Lingkungan Kerja Terhadap Keterikatan Karyawan (Studi Pada Karyawan Pt. Upaya Sarana Kosala Jakarta)*. Sekolah Tinggi Ilmu Ekonomi Indonesia (SteI) Jakarta.

- Frandsen, S., Grant, J., & Kärreman, D. (2025). Working with pride in the shadow of shame: Emotional dissonance and identity work during a corporate scandal. *human relations*, 78(1), 3-31. <https://doi.org/10.1177/00187267241227819>
- Hamed, S. A., Hussain, M. R. M., Jani, H. H. M., Sabri, S. S. S., & Rusli, N. (2023). The impacts of physical workplace environment (PWE) on employees productivity. *International Journal of Business and Technology Management*, 5(4), 369-376. <https://doi.org/10.55057/ijbtm.2023.5.4.33>
- Hermawan, E., & Ismail, D. H. (2022). Kepemimpinan: Mengenal Konsep Dan Gaya Kepemimpinan. In *Angewandte Chemie International Edition*, 6(11), 951–952. (Issue Mi).
- Jaskeviciute, V., Stankeviciene, A., Diskiene, D., & Savicke, J. (2021). The relationship between employee well-being and organizational trust in the context of sustainable human resource management. *Problems and perspectives in management*, 19(2), 118-131.
- Kartini, T. M., & Bagus, H. (2021). Pengaruh Gaya Kepemimpinan Transformasional Dan Lingkungan Kerja Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Intervening: The Influence Of Transformational Leadership Style And Work Environment On Organizational Commitment With Job. *Jurnal Riset Manajemen Dan Akuntansi*, 1(1), 23–32.
- Khamaisi, R. K., Brunzini, A., Grandi, F., Peruzzini, M., & Pellicciari, M. (2022). UX assessment strategy to identify potential stressful conditions for workers. *Robotics and Computer-Integrated Manufacturing*, 78, 102403. <https://doi.org/10.1016/j.rcim.2022.102403>
- Lodi, P. I., Saleh, H., & Cahyono, C. (2022). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Dimediasi Kepemimpinan Pada Kantor Dinas Sosial Provinsi Sulawesi Selatan. *Indonesian Journal Of Business And Management*, 5(1). <https://doi.org/10.35965/Jbm.V5i1.1869>
- Ludviga, I., & Kalvina, A. (2024). Organizational agility during crisis: do employees' perceptions of public sector organizations' strategic agility foster employees' work engagement and well-being?. *Employee Responsibilities and Rights Journal*, 36(2), 209-229. <https://doi.org/10.1007/s10672-023-09442-9>
- Mangindara, Reski Dewi Pratiwi Darmawati Junus, & Risnawati. (2023). Analisis Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Perawat Di Instalasi Rawat Inap Rumah Sakit Bhayangkara Tk.Ii Makassar Tahun 2022. *Public Health And Medicine Journal (Pama) 2023., Vol.1(2),0*.
- Marsiglia, F. F., Kulis, S. S., & Lechuga-Peña, S. (2021). *Diversity, oppression, and change: Culturally grounded social work*. Oxford University Press.
- Mirzadeh, I., Alizadeh, K., Shahrokhi, H., Tuzel, O., Bengio, S., & Farajtabar, M. (2024). Gsm-symbolic: Understanding the limitations of mathematical reasoning in large language models. *arXiv preprint arXiv:2410.05229*. <https://doi.org/10.48550/arXiv.2410.05229>
- Pamungkas, A., Wahyono, G. B., & Kurniawan, M. Y. (2022). Pengaruh Perilaku Inovatif, Iklim Kerja Dan Beban Kerja Terhadap Kinerja Pegawai Pada Bri Cabang Mojokerto. *Jurnal Riset Mahasiswa Manajemen*, 10(1).

- Pell, D. J., & Amigud, A. (2023). The higher education dilemma: The views of faculty on integrity, organizational culture, and duty of fidelity. *Journal of Academic Ethics*, 21(1), 155-175. <https://doi.org/10.1007/s10805-022-09445-5>
- Ratnasari, S. L., & Sutjahjo, G. (2021). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen, Organisasi Dan Bisnis*, 1(4), 593–602.
- Rohman, M. A., & Ichsan, R. M. (2021). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pt Honda Daya Anugrah Mandiri Cabang Sukabumi: Manajemen Sumber Daya Manusia. *Jurnal Mahasiswa Manajemen*, 2(1), 1–22.
- Salas-Vallina, A., Alegre, J., & López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), 333-347. <https://doi.org/10.1002/hrm.22021>
- Saleem, A., Anwar, S., Nawaz, T., Fahad, S., Saud, S., Ur Rahman, T., ... & Nawaz, T. (2025). Securing a sustainable future: the climate change threat to agriculture, food security, and sustainable development goals. *Journal of Umm Al-Qura University for Applied Sciences*, 11(3), 595-611. <https://doi.org/10.1007/s43994-024-00177-3>
- Skakkebak, N. E., Lindahl-Jacobsen, R., Levine, H., Andersson, A. M., Jørgensen, N., Main, K. M., ... & Juul, A. (2022). Environmental factors in declining human fertility. *Nature Reviews Endocrinology*, 18(3), 139-157.
- Soundararajan, V., Wilhelm, M. M., & Crane, A. (2021). Humanizing research on working conditions in supply chains: Building a path to decent work. *Journal of Supply Chain Management*, 57(2), 3-13. <https://doi.org/10.1111/jscm.12260>
- Sunarya, F. R. (2022). Implementasi Teori Motivasi Frederick Herzberg Dalam Sebuah Organisasi. *Salam: Jurnal Sosial Dan Budaya Syar-I*, 9(3). <https://doi.org/10.15408/Sjsbs.V9i3.25915>
- Torres, L. L. (2022). School organizational culture and leadership: Theoretical trends and new analytical proposals. *Education sciences*, 12(4), 254. <https://doi.org/10.3390/educsci12040254>
- Tortia, E. C., Sacchetti, S., & López-Arceiz, F. J. (2022). A human growth perspective on sustainable HRM practices, worker well-being and organizational performance. *Sustainability*, 14(17), 11064. <https://doi.org/10.3390/su141711064>
- Tossa, T., Rina, R., & Hafipah, H. (2023). Pengaruh Locus Of Control Dan Beban Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Biringkanaya Kota Makassar. *Yume : Journal Of Management*, 6(1). <https://doi.org/10.37531/Yum.V6i1.3542>
- Wang, I. A., Lin, H. C., Lin, S. Y., & Chen, P. C. (2022). Are employee assistance programs helpful? A look at the consequences of abusive supervision on employee affective organizational commitment and general health. *International Journal of Contemporary Hospitality Management*, 34(4), 1543-1565. <https://doi.org/10.1108/IJCHM-06-2021-0765>
- Wisudayanti, A. W. (2024). Motivasi Kerja Sebagai Intervening Pengaruh Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Pegawai Dinas Perhubungan Kabupaten Tabanan. *Jurnal Ilmiah Satyagraha*, 7(1). <https://doi.org/10.47532/Jis.V7i1.1003>

- Wulandari, A. A. N., & Dara, S. R. (2023). Determinants of employee performance in healthcare organization: the role of work environment, workload, and motivation. *Human Capital and Organizations*, 1(1), 23-32. <https://doi.org/10.58777/hco.v1i1.118>
- Zhyvko, M., Dombrowska, A., & Kiblyk, D. (2025). The Role of Ombudsman Institutions in Administrative Accountability: a Comparative Perspective. *Public Administration and Law Review*, (1 (21)), 87-98.