



The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiyustama

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Abstract

This study aims to examine how organizational climate, job satisfaction, and work engagement effect employee performance at PT Hasta Dwiyustama. The research applies a quantitative approach with an explanatory research design. The sampling technique used in this study was total sampling, in which all 32 employees of PT Hasta Dwiyustama were selected as respondents. The data consists of both primary and secondary sources. Data collection was conducted through the distribution of questionnaires using a Likert scale. The collected data were then analyzed using multiple linear regression. The results indicate that, partially, organizational climate and work engagement have a significant effect on employee performance. In contrast, job satisfaction does not show a significant effect on employee performance at PT Hasta Dwiyustama. Simultaneously, the three variables organizational climate, job satisfaction, and work engagement together have a significant effect on employee performance at the company. It is recommended that the company provide competency test programs to support employees in preparing for promotion opportunities. Future researchers are advised to conduct studies with a larger sample size and consider other potentially influential variables.

Keywords: organizational climate, job satisfaction, work engagement, employee performance, freight forwarding

Introduction

Indonesia is currently entering the era of a global market, where trade barriers are decreasing and competition is intensifying (Tianglangi & Sasabone, 2023). Exports, as one of the key aspects of Indonesia's economy, contribute significantly to national income and economic growth (Dwiguna et al., 2024). Exporters require the services of logistics companies to support their export activities. Freight forwarders or transportation service management companies play a vital role in facilitating export/import activities. Lampung Province itself has a main port for shipping goods or import exports, namely Panjang Port. The rapid growth of

the export industry has had an impact on the freight forwarder business which is becoming increasingly competitive. This is the cause of the increasing number of freight forwarding service companies established in Lampung to meet the needs of the community and export companies.

PT. Hasta Dwiyustama is one of the freight forwarding companies that is growing in Lampung Province. One way that service companies can survive in the face of competition is to increase customer loyalty which can be realized through employees, because service is seen from employee performance. The company has its own materials to provide a smooth operating process, which is a valuable element to handle and provide the best service professionally. Thus, the company not only ensures customer satisfaction, but also helps improve the efficiency of the supply chain as a whole.

Table 1. Employee Performance PT. Hasta Dwiyustama January-March 2024

Indicator	Target	Employee Performance Jan-Mar 2024	Information
Delivery Quantity	50 deliveries per month	40 deliveries per month	80% Productivity
Order Completion Time (Domestic)	2 days	2 days	On target, showing good efficiency
Order Completion Time (International)	7 days	7 days	Optimal delivery process
Error in Delivery (Damage/Loss)	< 3%	2,7%	Good performance, minimal errors
Number of Pending Shipments	< 5 shipments per month	7 deliveries per month	Below expectations, needs improvement
Productivity Delivery Time Per Working Hour	10 delivery/hour	9 deliveries/hour	Slightly below target
Number of Customer Complaints	< 5 complaints/month	3 complaints per employee/month	Productive in reducing customer problems
Customer Satisfaction	> 80%	88%	The level of customer satisfaction is quite high

Source: PT. Hasta Dwiyustama, 2024

Based on table 1.2, it can be seen that the work results of PT. Hasta Dwiyustama employees have not reached the target. However, based on the data obtained, the performance of PT. Hasta Dwiyustama employees has increased compared to the previous year. This means that there are factors that effect the workforce so that it has a direct impact on employee performance.

Koopmans et al. (2014) define individual performance as behavior or actions that are relevant to organizational goals. According to Paparang et al. (2021), employee performance greatly effects the success of a company, good employee performance or performance will be directly proportional to good results in the development of the company's business. Several factors that can affect employee performance include organizational climate, job satisfaction, and work engagement. Kusumaputri (2021) explains that organizational climate includes attributes that shape attitudes, feelings, and typical behaviors in organizational life, and also reflects the level of openness, commitment, motivation, courage to take risks, and other behaviors among members of the organization. Based on pre-research conducted by researchers, it can be seen that even though communication between employees takes place openly, the organizational climate in this company has obstacles in the flow of information between superiors and subordinates.

The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiustama

Job satisfaction is defined as the general attitude an individual has toward his or her job, which includes positive or negative feelings regarding tasks, the environment, and coworkers (Robbins & Judge, 2015). Judging from the pre-research conducted by researchers by interviewing several employees, employees of PT. Hasta Dwiustama feels that they have a workload that exceeds their job description and results in employee job satisfaction not being good enough, but with open communication employees can complete their tasks well. Work engagement is the effort shown by employees to commit intellectually and emotionally to the company, as well as the employee's efforts to remain and provide dedication to the company (Salsabila & Mulyana, 2022). Based on pre-research conducted by researchers by interviewing several employees, work engagement at PT Hasta Dwiustama is classified as sufficient, because overall, employees feel connected to work as a necessity and not of their own desire, improvements in terms of participation and collaboration opportunities are also still lacking.

Literature Review

Organizational Behavior

Organizational behavior is a study that discusses how the behavior of individuals, groups, and structures within an organization can affect the overall behavior of the organization itself (Robbins & Judge, 2015). Widyanti (2019) explains the main basis of organizational behavior consists of two components. The first component, individuals who demonstrate good behavior personally, in groups, and in the context of the organization. The second component, the formal organization that is the container for this behavior, acts as a means for individuals to interact in a community through involvement in the organization.

Employee performance

Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets/goals or criteria that have been determined in advance and agreed upon together (Rivai, 2020). Performance can also be interpreted as a comparison between the work results produced by employees with predetermined standards. According to Koopmans et al. (2014), Job performance is a person's attitude or skill in carrying out his/her duties, including the quantity and quality of work, job skills, and job-related knowledge. These results are measured based on the values or standards set by the company where the individual works.

Organizational Climate

Organizational climate is defined as a concept that reflects the content and strength of general values, norms, attitudes, behaviors and feelings of members towards a social system. According to Wirawan (2012), organizational climate is a characteristic of the internal environment of an organization that is consistently felt by its members and plays a role in shaping the behavior of each individual in it.

Job satisfaction

Job satisfaction can be defined as a person's positive feelings towards their job, which arise from the assessment of various aspects of the job (Robbins & Coulter, 2010). Employee job satisfaction is an important factor that effects the well-being and satisfaction of individuals with their jobs. This includes the level of employee satisfaction with the work environment, relationships with coworkers, and the fit between personal goals and job responsibilities.

Work Engagement

Salsabila & Mulyana (2022) conclude that work engagement is a positive attitude shown by a sense of enthusiasm, professionalism in working, commitment, having the willingness to be fully involved in work, focus while working, and also trying to survive and give the best dedication to the company. Work engagement contributes to the extent to which workers are committed to the company or organization, how hard they work, how high their self-confidence is in their principles, and how long they can persist with their commitment (Sunyoto et al., 2023).

Research Method

This study uses explanatory research with a quantitative approach. This study aims to explain the position of the variables studied and the relationship between variables, namely to determine the effect of organizational climate, job satisfaction, and work environment on employee performance. In this study, the population consisted of 32 employees of PT. Hasta Dwiustama. According to Sugiyono (2018) the population size of less than 100, the entire population can be used as a research sample. The sample was determined using a *total sampling technique* of 32 people. The data collection technique used in this study was a questionnaire using a *Likert scale*. The type of questionnaire used was a closed questionnaire, where the answers had been provided.

Results

Validity Test Results

In the research conducted by the researcher, the validity test was calculated using the SPSS 22 program, namely by testing each question item contained in each variable. The results of the validity test on 30 respondents with a r_{table} value of $df: n - 2$, $df: 30 - 2 = 28$, r_{table} of 0.361. The following results were obtained:

Table 2. Validity Test Results

Item	r_{count}	r_{table}	Information
Organizational Climate			
X1.1	0.393	0.361	Valid
X1.2	0.460	0.361	Valid
X1.3	0.474	0.361	Valid
X1.4	0.425	0.361	Valid
X1.5	0.385	0.361	Valid
X1.6	0.430	0.361	Valid
X1.7	0.365	0.361	Valid

The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiyustama

X1.8	0.438	0.361	Valid
X1.9	0.543	0.361	Valid
X1.10	0.473	0.361	Valid
X1.11	0.498	0.361	Valid
X1.12	0.366	0.361	Valid
X1.13	0.513	0.361	Valid
X1.14	0.402	0.361	Valid
X1.15	0.494	0.361	Valid
X1.16	0.454	0.361	Valid
X1.17	0.364	0.361	Valid
X1.18	0.374	0.361	Valid
X1.19	0.371	0.361	Valid
X1.20	0.397	0.361	Valid
X1.21	0.526	0.361	Valid
X1.22	0.438	0.361	Valid
X1.23	0.414	0.361	Valid
X1.24	0.382	0.361	Valid
X1.25	0.454	0.361	Valid
X1.26	0.394	0.361	Valid
X1.27	0.392	0.361	Valid
X1.28	0.453	0.361	Valid
X1.29	0.454	0.361	Valid
X1.30	0.452	0.361	Valid
Job satisfaction			
X2.1	0.652	0.361	Valid
X2.2	0.506	0.361	Valid
X2.3	0.428	0.361	Valid
X2.4	0.437	0.361	Valid
X2.5	0.420	0.361	Valid
X2.6	0.548	0.361	Valid
X2.7	0.802	0.361	Valid
X2.8	0.528	0.361	Valid
X2.9	0.475	0.361	Valid
X2.10	0.461	0.361	Valid
Work Engagement			
X3.1	0.497	0.361	Valid
X3.2	0.411	0.361	Valid
X3.3	0.588	0.361	Valid
Item	r count	r table	Information
X3.4	0.468	0.361	Valid
X3.5	0.715	0.361	Valid
X3.6	0.519	0.361	Valid
X3.7	0.410	0.361	Valid
X3.8	0.448	0.361	Valid
X3.9	0.557	0.361	Valid
X3.10	0.396	0.361	Valid
X3.11	0.593	0.361	Valid
X3.12	0.565	0.361	Valid
X3.13	0.691	0.361	Valid
X3.14	0.466	0.361	Valid
X3.15	0.632	0.361	Valid
X3.16	0.403	0.361	Valid

X3.17	0.555	0.361	Valid
Employee performance			
Y.1	0.800	0.361	Valid
Y.2	0.556	0.361	Valid
Y.3	0.706	0.361	Valid
Y.4	0.388	0.361	Valid
Y.5	0.578	0.361	Valid
Y.6	0.646	0.361	Valid
Y.7	0.435	0.361	Valid

Source: Processed data (2025)

Based on the results of the validity test in table 4.3, it can be seen that all items used in this study have a calculated r value that is greater than r table, so that all instruments are declared valid.

Reliability Test

The results of the reliability test after consulting the list of interpretations of the r coefficient can be seen in the following table:

Table 3. Reliability Test Results

Variables	<i>Cronbach's Alpha</i> Value	Information
Organizational Climate	0.848	Reliable
Job satisfaction	0.716	
Work Engagement	0.836	
Employee performance	0.672	

Source: Processed data (2025)

Based on the results of the reliability test in table 3.4, the variables in this study have met the reliability test standards. The Cronbach's Alpha value has exceeded the standard limit, which is >0.60 . Therefore, it can be concluded that the instruments used tend to produce consistent data or the same results, whenever and by whomever the instrument is used, even if repeated.

Classical Assumption Test Results

Normality Test

Table 4. Normality Test Results

<i>Tests of Normality</i>			
	<i>Shapiro Wilk</i>		
	<i>Statistics</i>	<i>df</i>	<i>Sig.</i>
Organizational Climate	,974	32	,630
Job satisfaction	,953	32	,175
Work Engagement	,971	32	,542
Employee performance	,960	32	,280

Source: Processed data (2025)

Based on table 4.6 above, it can be seen that the normality test using *Shapiro-Wilk* shows that the probability is >0.05 . Variable X1 (organizational climate) has a significance level of 0.630, variable X2 (job satisfaction) has a significance level of 0.175, variable X3 (work engagement) has a significance level of 0.542, variable Y (employee performance) has

The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiyustama

a significance level of 0.280. So the distribution of the regression model can be said to be normal.

Heteroscedasticity Test

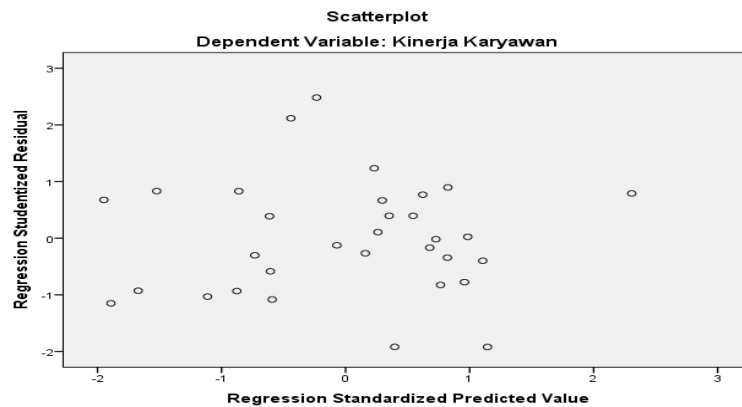


Figure 1. Heteroscedasticity Test Results

Source: Processed data (2025)

Based on Figure 4.9 above, the calculation results using SPSS 22 show that the points are spread above and below the number 0 on the Y axis, without forming a regular pattern. This indicates that there is no heteroscedasticity in this regression model.

Multicollinearity Test

Table 4.18 1Test Results

<i>Coefficients^a</i>			
<i>Model</i>		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	<i>VIF</i>
1	Organizational Climate	,377	2,652
	Job satisfaction	,512	1,954
	Work Engagement	,532	1,880

a . Dependent Variable: Employee Performance

Source: Processed data (2025)

Based on table 4.7 above, it can be seen that the values of the three independent variables have a tolerance value below 0.90 and a VIF value <10. Therefore, it can be concluded that this study does not experience multicollinearity.

Multiple Linear Regression Test Results

Table 4.19 2Linear Regression Test Results

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	8,680	2,615		3,319	,003
	Organizational Climate	,086	,033	,400	2,559	,016
	Job satisfaction	,122	,068	,239	1,785	,085
	Work Engagement	,088	,034	,344	2,613	,014

a . Dependent Variable : Employee Performance

Source: Processed data (2025)

Based on the table above, then enter it into the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 8.680 + 0.086X_1 + 0.122X_2 + 0.088X_3 + e$$

Hypothesis Testing

t-test (partial)

Based on the calculations that have been done, the t_{table} value is known, namely for $df = (n - k - 1)$, $t_{\text{table}} : df = (32 - 4 - 1) = 27 = 2.052$. The results of the t test (partial) can be seen in the following table:

Table 4.20 3of t-test (partial)

<i>Coefficients^a</i>				
<i>Model</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>Beta</i>		
1	(Constant)		3,319	,003
	Organizational Climate	,400	2,559	,016
	Job satisfaction	,239	1,785	,085
	Work Engagement	,344	2,613	,014

a. *Dependent Variable : Employee Performance*

Source: Processed data (2025)

Based on these values, it can be concluded that:

1. The results of the t-test of the organizational climate variable (X_1) are H_{a1} accepted and H_{o1} rejected, which means that partially the organizational climate has a significant effect on employee performance (Y).
2. The results of the t-test for the job satisfaction variable (X_2) are H_{a2} rejected and H_{o2} accepted, which means that partially job satisfaction does not have a significant effect on employee performance (Y).
3. The results of the t-test of the work engagement variable (X_3) are H_{a3} accepted and H_{o3} rejected, which means that partially work engagement has a significant effect on employee performance (Y).

F test (simultaneous)

$F_{\text{count}} > F_{\text{table}}$ then H_{a4} in the study is accepted. To calculate F_{table} , use the formula $df_1 = (k - 1) = (4 - 1) = 3$, $df_2 (n - k - 1) = (32 - 3 - 1) = 28$. The F_{table} value for $df_1 = 3$ and $df_2 = 28$ is 2.947. The following are the results of the F test (simultaneous):

Table 4.21 4Test Results (simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71,546	3	23,849	26,848	,000 ^b
	Residual	24,872	28	,888		
	Total	96,419	31			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Engagement, Job Satisfaction, Organizational Climate						

Source: Processed data (2025)

The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiyustama

Based on table 4.10, the results of the F test calculation show that the calculated F is greater than the F_{table} , which is $26.848 > 2.947$, with a significance level of 0.000 which is smaller than 0.05. This indicates that H_a is accepted and H_o is rejected, which means that there is a significant effect between the variables of organizational climate (X1), job satisfaction (X2), and work engagement (X3) on employee performance (Y) at PT. Hasta Dwiyustama.

Results of the Determination Coefficient Test (R^2)

The following are the results of the determination coefficient (R^2) test in this study :

Table 4.22 5of the Determination Coefficient Test (R^2)

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,861 ^a	,742	,714	,942
a. <i>Predictors</i> : (<i>Constant</i>), Job Engagement, Job Satisfaction, Organizational Climate				
b. <i>Dependent Variable</i> : Employee Performance				

Source: Processed data (2025)

Based on table 4.11 above, the results of the calculation of the coefficient of determination (R^2) in this study indicate that the correlation between organizational climate, job satisfaction, work engagement, and employee performance simultaneously has a value of 0.861. This figure indicates a strong relationship between the performance of PT. Hasta Dwiyustama employees and the three independent variables (organizational climate, job satisfaction, and work engagement). In addition, the coefficient of determination (R^2) indicated by the adjusted R Square, considering the number of variables is more than two, is 0.714 or 71.4%. This means that 71.4% of PT. Hasta Dwiyustama employee performance is effected by the three independent variables in this study, while the remaining 28.6% is effected by other factors not included in this study.

Discussion

1. The Effect of Organizational Climate on Employee Performance

Organizational Climate represents the employee's perception of his/her objective work situation, including the characteristics of the organization in which he/she works and the nature of his/her relationships with others while doing his/her work (Dinibutun et al., 2020). The work environment at PT. Hasta Dwiyustama tends to be dynamic and collaborative. This is because they rely on cross-divisional teamwork and the involvement of various parties for the continuity of delivery. The characteristics of the respondents also show that 72% of employees have a work period of >5 years, which proves that employees can survive for a long time due to a good organizational climate. Based on these results, it can be interpreted that the better the organizational climate at PT. Hasta Dwiyustama, the better the individual performance in it. Organizational climate is related to the interaction between people and groups that affect performance(Suti, 2021).

The results of this study provide the same results as the research conducted by Ratnasari et al. (2020), in his research showed that organizational climate has a significant effect on employee performance. Therefore, it can be concluded that a good employee organizational climate will affect to improve employee performance. Organizational climate covers various aspects, such as employee relations, leadership, work culture, communication, and organizational policies. When these factors are managed well, individuals in the organization will feel more comfortable, motivated, and able to work more effectively.

2. The Effect of Job Satisfaction on Employee Performance

Based on descriptive analysis of respondents' answers, it is known that there are factors that cause job satisfaction to have no effect on employee performance. Some employees consider that the workload they get is not in accordance with their abilities, in other words, their abilities are not sufficient to bear the existing workload. In addition, job promotion and supervision factors also make employees feel dissatisfied, where there are employees who feel that job promotions are given unfairly and less supervision tends to make them feel neglected. Aniversari (2022) explains that job satisfaction is an important issue that is considered in relation to employee performance and dissatisfaction is often associated with high levels of job demands and complaints. It can be seen based on the characteristics of the respondents, where the age of employees is dominated by those aged >30 years, reducing job opportunities and promotions elsewhere.

The results of the t-test of the job satisfaction variable are not in line with the research conducted Steven & Prasetyo (2020), which obtained the results in this study, namely job satisfaction has a significant positive effect on employee performance. The organizational context and research sample can affect the results. This can occur in different work environments, job satisfaction has a more significant role. But this study is supported by the results of previous studies conducted Basri & Rauf (2021), The results of the study indicate that job satisfaction does not directly affect performance and is not significant. Because job satisfaction does not directly affect performance, companies need to identify other more dominant factors and understand how other factors can be utilized to improve employee performance more effectively.

3. The Effect of Work Engagement on Employee Performance

Based on the results of the hypothesis testing, it shows that work engagement has an effect on employee performance. This is evidenced by the calculated t value of 2.613 which is greater than the t_{table} of 2.052. In addition, the significance value of 0.014 is smaller than the significance level of 0.05, so H_a is accepted and H_o is rejected, namely work engagement has a significant effect on employee performance at PT. Hasta Dwiyustama. Work engagement is defined as a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption (Garbero et al., 2019). The three indicators of work engagement, namely vigor, dedication, and absorption, directly contribute to improving employee performance, because employees who are engaged in their work tend to be more productive, have high loyalty, and make positive contributions to the organization.

The Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance at PT Hasta Dwiustama

Employees who have a high level of work engagement tend to be more enthusiastic about working, have a sense of ownership of their work, and strive harder to achieve organizational targets. The results of this study support the theory that states that work engagement has a positive relationship with individual productivity and performance in the organization. This study is also in line with research Anuari et al. (2020), where if all employees have a high level of work commitment, they will make a full contribution in the form of employee performance which will later be able to support the process of achieving the company's planned goals.

4. The Simultaneous Effect of Organizational Climate, Job Satisfaction, and Work Engagement on Employee Performance

Based on the results of simultaneous hypothesis testing, it was found that organizational climate, job satisfaction, and work engagement variables had an effect on employee performance at PT Hasta Dwiustama. Based on the results of descriptive statistical analysis of task performance, it was found that employees were successful in planning or managing work time to finish on time. Viewed based on the last education, namely 62% had a bachelor's degree and 72% of employees had worked <5 years, which can be interpreted that they already understand and can carry out their duties well. The results of the R^2 test showed that the R value was 0.861, which indicated that the relationship between the three independent variables was very strong. Meanwhile, the coefficient of determination (R^2) indicated by the R -square value was 0.714 or 71.4%. This means that 71.4% of the employee performance variables at PT Hasta Dwiustama were effected by the three independent variables in this study, while the remaining 28.6% were effected by other factors outside this study.

These results are in line with research Saragih (2022), which shows that the variables of organizational climate, job satisfaction, and work engagement simultaneously effect employee performance. Based on the previous explanation and the results of previous studies, it can be concluded that there is a very strong relationship between the three independent variables (organizational climate, job satisfaction, and work engagement) with the dependent variable (employee performance). Among the three, organizational climate and work engagement have a greater effect on employee performance at PT Hasta Dwiustama. Thus, the better the organizational climate, level of satisfaction, and employee work engagement, the better employee performance will be.

Conclusion

Based on the results of the study which show that job satisfaction does not significantly affect employee performance, with the lowest distribution of answers being satisfaction with the fairness of job promotions given. Therefore, it is expected that companies can provide mentoring or training programs and competency tests to help employees prepare for promotion opportunities. If promotion is not always possible for all employees, companies can increase job satisfaction through other rewards, such as incentives, bonuses, or recognition for good performance. It is recommended that further research can be carried out with a wider sample coverage and consider other variables that may contribute to employee performance. The

results of this study were conducted in the *freight forwarding industry*, further research can be done in other industrial sectors to see if similar results remain valid in different contexts.

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