

WORK ENVIRONMENT AS THE PRIMARY DRIVER OF EMPLOYEE PERFORMANCE: EVIDENCE FROM AN AUTOMOTIVE SERVICE FIRM IN SOUTHEAST SULAWESI

Alim Adhitya Nugraha¹, Abdul Razak², Abdul Hakim³

^{1, 2, 3}Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari, Jl. Bunga Kamboja, Sulawesi Tenggara, Indonesia
Email: alimnugraha1990@gmail.com

Article History

Received: 24-07-2026

Revision: 18-08-2026

Accepted: 26-08-2026

Published: 31-08-2026

Abstract. Employee performance in automotive service firms depends not only on formal organizational arrangements but also on the quality of the work environment experienced by employees. This study examines the effects of organizational style and work environment on employee performance at PT Kendari Berlian Motor, Southeast Sulawesi. A quantitative associative design was applied using a census of 45 employees. Data were collected through a structured Likert-scale questionnaire and analysed using descriptive statistics, classical assumption tests, and multiple linear regression. The results show that organizational style and work environment jointly have a significant effect on employee performance ($F = 381.041$, $p < .001$), explaining 94.8% of performance variance. However, organizational style does not have a significant partial effect ($B = 0.038$, $t = 1.244$, $p = .220$), while work environment has a strong positive and significant effect ($B = 0.762$, $t = 26.516$, $p < .001$). These findings indicate that a supportive, safe, comfortable, and socially enabling work environment is a more immediate driver of employee performance than formal organizational style in a relatively young automotive service organization.

Keywords: Employee Performance, Organizational Style, Work Environment, Automotive Service, Organizational Support

Abstrak. Kinerja pegawai pada perusahaan jasa otomotif tidak hanya ditentukan oleh pengaturan organisasi formal, tetapi juga oleh kualitas lingkungan kerja yang dirasakan pegawai. Penelitian ini menganalisis pengaruh organizational style dan lingkungan kerja terhadap kinerja pegawai PT Kendari Berlian Motor di Sulawesi Tenggara. Penelitian menggunakan desain kuantitatif asosiatif dengan metode sensus terhadap 45 pegawai. Data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis melalui statistik deskriptif, uji asumsi klasik, serta regresi linear berganda. Hasil penelitian menunjukkan bahwa organizational style dan lingkungan kerja secara simultan berpengaruh signifikan terhadap kinerja pegawai ($F = 381,041$; $p < 0,001$) dan mampu menjelaskan 94,8% variasi kinerja. Secara parsial, organizational style tidak berpengaruh signifikan ($B = 0,038$; $t = 1,244$; $p = 0,220$), sedangkan lingkungan kerja berpengaruh positif dan sangat signifikan ($B = 0,762$; $t = 26,516$; $p < 0,001$). Temuan ini menegaskan bahwa lingkungan kerja yang aman, nyaman, suportif, dan didukung hubungan sosial yang baik merupakan determinan utama kinerja pegawai pada organisasi jasa otomotif yang relatif muda.

Kata Kunci: Kinerja Pegawai, Organizational Style, Lingkungan Kerja, Jasa Otomotif, Dukungan Organisasi

How to Cite: Nugraha, A. A., Razak, A., & Hakim, A. (2026). Work Environment as the Primary Driver of Employee Performance: Evidence from an Automotive Service Firm in Southeast Sulawesi. *HORIZON: Indonesian Journal of Multidisciplinary*, 4 (4), 5963-5976. <http://doi.org/10.54373/hijm.v4i4.7439>

INTRODUCTION

Employee performance is an important indicator of organizational success because it reflects employees' ability to transform resources, work systems, and competencies into outcomes that support organizational objectives. In service-based organizations, performance is not limited to the amount of work completed but also includes accuracy, service speed, discipline, teamwork, responsiveness to customers, and the achievement of work targets. Employee performance is influenced by various organizational factors, including how the organization directs employee behavior and how the work environment supports task implementation (Diamantidis & Chatzoglou, 2019; Koopmans et al., 2014).

One factor associated with employee performance is *organizational style*. In this study, *organizational style* is defined as the pattern of organizational management and direction reflected in how the organization establishes work values and principles, communicates objectives, makes decisions, distributes roles, and responds to changes and work demands. This concept is closely related to organizational climate and organizational culture, but it emphasizes management practices and behavioral patterns that employees directly experience in their daily work. A clear organizational style provides guidance regarding expected behaviors, decision-making processes, communication patterns, and employee adaptation to change. Therefore, *organizational style* in this study does not refer only to an individual leader's style but also to the broader management pattern that shapes employees' work experiences.

In addition to organizational factors, the work environment represents the conditions that directly accompany employees while performing their duties. It includes physical conditions, facilities, safety, relationships among employees, relationships with supervisors, communication, organizational support, and psychosocial conditions. A supportive work environment can help employees manage job demands, increase work engagement, and facilitate the achievement of better performance (Bakker & Demerouti, 2017; Rhoades & Eisenberger, 2002). In service organizations, the work environment is particularly important because employees interact directly with customers, work under time constraints, and require coordination across functions to provide consistent services.

The relationship between *organizational style*, the work environment, and employee performance has been examined in previous studies, although the findings have not been entirely consistent. Diamantidis and Chatzoglou (2019) found that the work environment and

organizational characteristics are among the conditions that can support employee performance. Similarly, Parker et al. (2017) emphasized that work context and organizational conditions influence work behavior and performance. Studies on organizational climate have also shown that employees' perceptions of organizational practices and support may be related to work outcomes, although the strength of this relationship can vary depending on organizational characteristics and the psychological mechanisms involved (Ehrhart et al., 2014; Schneider et al., 2013).

The differences in previous findings can be observed in studies reporting direct effects as well as stronger effects through mediating variables. For example, Alqudah et al. (2022) demonstrated that organizational conditions may be associated with employee performance through employees' attitudes and behaviors. In contrast, other findings suggest that the influence of organizational climate or organizational conditions on performance may not be strong when psychological factors such as job satisfaction, organizational commitment, or work engagement are not considered (Jiang et al., 2012). These differences indicate that the existence of organizational systems, values, or practices does not automatically produce higher performance. Their effects may depend on the extent to which organizational principles are understood and implemented by employees and on the extent to which the work environment provides the support required to perform their duties.

This research gap is particularly relevant in automotive service organizations, where employees are required to coordinate effectively, work quickly and accurately, and interact directly with customers. Employees in sales, administration, customer service, and technical departments do not work independently but depend on one another to deliver effective services. In this context, *organizational style* can provide direction through communication, role distribution, work values, and adaptability, while the work environment provides the conditions necessary for these directions to be implemented in daily activities. PT Kendari Berlian Motor in Southeast Sulawesi therefore provides a relevant context for examining these relationships. Preliminary data indicate that employees perceive the organization's *organizational style* as good, particularly in terms of adaptability and communication, although the indicators related to organizational values and work principles receive relatively lower evaluations. Meanwhile, the work environment receives more favorable perceptions, especially regarding organizational support and relationships with supervisors.

Based on these conditions, the research gap does not merely concern the limited number of studies on *organizational style*, but also the lack of clarity regarding whether organizational

management patterns and the work environment make different contributions to employee performance. Previous studies have shown that organizational factors may influence performance directly or through job satisfaction, commitment, and engagement, while other studies have emphasized the importance of work conditions and organizational support. However, further empirical evidence is needed to determine whether *organizational style* and the work environment have equally strong effects when examined simultaneously and partially in an automotive service organization with a strong service orientation. Therefore, this study aims to analyze the simultaneous and partial effects of *organizational style* and the work environment on employee performance at PT Kendari Berlian Motor. The findings are expected to provide empirical insight into the different roles of organizational management patterns and work environment conditions in shaping employee performance in automotive service organizations.

METHOD

This study used a quantitative associative design to test the effects of organizational style and work environment on employee performance. The design was appropriate because the objective was to examine statistically whether variations in the independent variables were associated with variations in employee performance. The research site was PT Kendari Berlian Motor, an automotive service firm operating in Southeast Sulawesi, Indonesia. The population consisted of all 45 employees of PT Kendari Berlian Motor. Because the population was relatively small, the study applied saturated sampling, in which all members of the population were included as respondents. This approach minimized sampling error and ensured that the results represented the internal employee population of the organization. The respondent profile consisted of 31 male employees (68.90%) and 14 female employees (31.10%). Most respondents were aged 20-30 years (51.10%), held a bachelor's degree (57.80%), and had one year of tenure (46.70%).

Data were collected using a structured questionnaire measured on a five-point Likert scale. Organizational style was measured through six indicators: role and structural clarity, decision-making process, organizational communication pattern, work values and principles, organizational adaptability, and work and result orientation. Work environment was measured through seven indicators: physical work conditions, facilities and equipment, cleanliness and comfort, relationships among employees, relationships with supervisors, communication and coordination, and organizational support. Employee performance was measured through quality of work,

quantity of work, timeliness, work effectiveness, independence, cooperation, commitment, and work attitude.

The data were analysed using SPSS version 27. The analysis included descriptive statistics, instrument validity and reliability testing, normality testing, multicollinearity testing, heteroscedasticity assessment, multiple linear regression, t-tests, F-test, and coefficient of determination. Reliability was evaluated using Cronbach's alpha with a minimum acceptable threshold of .70. Multiple regression was used because the model involved more than one independent variable predicting employee performance. The significance level was set at 5%.

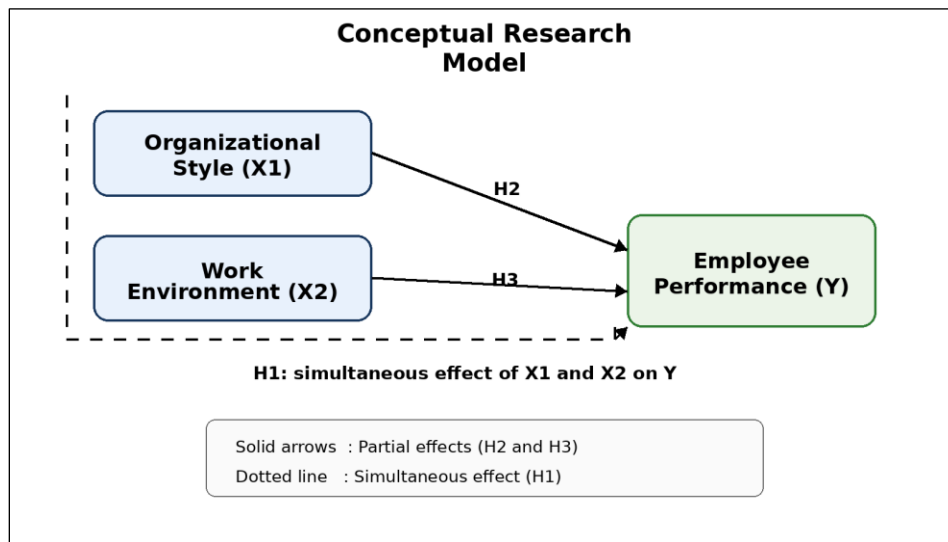


Figure 1. Conceptual research model

RESULTS

Table 1 summarises the demographic characteristics of the respondents. The profile indicates that the workforce was dominated by male employees, young employees aged 20-30 years, respondents with a bachelor's degree, and employees with relatively short tenure. This profile is important because younger employees and employees in early tenure stages may rely more strongly on immediate supervisory support, workplace comfort, and organizational guidance when forming work behaviour.

Table 1. Respondent profile

Characteristic	Category	N	%
Gender	Male	31	68.90
Gender	Female	14	31.10
Age	20-30 years	23	51.10
Age	31-40 years	16	35.60
Age	>40 years	6	13.30

Education	Senior High School	15	33.30
Education	Diploma III	4	8.90
Education	Bachelor	26	57.80
Tenure	1 year	21	46.70
Tenure	2 years	12	26.70
Tenure	3 years	12	26.70

Table 2 presents the descriptive statistics for organizational style, work environment, and employee performance. Organizational style had an overall mean score of 4.05 and was categorized as good. The highest-rated indicator was organizational adaptability ($M = 4.16$), while values and work principles had the lowest mean score ($M = 3.89$). The work environment had an overall mean score of 4.08 and was also categorized as good. Organizational support had the highest mean score ($M = 4.17$), whereas relationships among employees had the lowest score ($M = 3.89$). Employee performance had an overall mean score of 4.10, with timeliness and commitment receiving the highest scores ($M = 4.22$ for each indicator), while work effectiveness had the lowest score ($M = 3.91$).

Table 2. Descriptive statistics of study variables

Variable	Highest indicator	Lowest indicator	Overall mean	Category
Organizational Style	Organizational adaptability (4.16)	Values and work principles (3.89)	4.05	Good
Work Environment	Organizational support (4.17)	Relationships among employees (3.89)	4.08	Good
Employee Performance	Timeliness and commitment (4.22)	Work effectiveness (3.91)	4.10	Good

The reliability test showed that all three constructs had Cronbach's alpha values above the commonly accepted threshold of 0.70. Organizational style obtained a Cronbach's alpha of 0.7938, work environment obtained 0.927, and employee performance obtained 0.877. Thus, all instruments met the reliability criterion.

Table 3. Reliability test

Construct	Cronbach alpha	Decision
Organizational Style	.7938	Reliable
Work Environment	.927	Reliable
Employee Performance	.877	Reliable

The classical assumption tests were conducted before estimating the multiple linear regression model. The Kolmogorov-Smirnov test produced a significance value of 0.071. Because $p = .071 > .05$, the residuals did not show a statistically significant deviation from a normal distribution. The

multicollinearity test showed tolerance values of 0.945 and VIF values of 1.058 for both independent variables. The scatterplot also showed a random distribution of residuals. The results of the assumption tests are presented in Table 4.

Table 4. Regression assumption tests

Assumption	Statistic/criterion	Result	Decision
Normality	Kolmogorov-Smirnov Asymp. Sig.	0.071	Normal residuals
Multicollinearity	Tolerance / VIF for X1	0.945 / 1.058	No multicollinearity
Multicollinearity	Tolerance / VIF for X2	0.945 / 1.058	No multicollinearity
Heteroscedasticity	Scatterplot pattern	Random spread	No heteroscedasticity

Multiple linear regression was used to examine the partial effects of organizational style and work environment on employee performance. The estimated regression equation was:

$$Y = 17.921 + 0.038X_1 + 0.762X_2$$

Organizational style had a positive regression coefficient of 0.038, with $t = 1.244$ and $p = .220$. Because $p > .05$, the partial effect of organizational style on employee performance was not statistically significant. Work environment had a positive regression coefficient of 0.762, with $t = 26.516$ and $p < .001$. Because $p < .05$, the partial effect of work environment on employee performance was statistically significant.

Table 5. Multiple linear regression results

Predictor	B	Std. Error	Beta	t	p	Decision
Constant	17.921	2.927	-	6.123	.000	-
Organizational Style (X1)	0.038	0.031	0.045	1.244	.220	H2 rejected
Work Environment (X2)	0.762	0.029	0.962	26.516	.000	H3 accepted

Source: Primary data processed, 2026.

The simultaneous test showed that the regression model was statistically significant, with $F = 381.041$ and $p < .001$. The model had an R value of 0.974, an R^2 of 0.948, and an adjusted R^2 of 0.945. The R^2 value indicates that the regression model accounted for 94.8% of the observed variance in employee performance.

Table 6. Model summary and f-test

Statistic	Value
R	.974
R Square	.948
Adjusted R Square	.945
Std. Error of Estimate	2.002
F	381.041
Sig.	.000

DISCUSSION

The findings indicate that organizational style and work environment should be understood as complementary organizational conditions rather than as isolated determinants of employee performance. This interpretation is consistent with the socio-technical perspective, which views performance as the product of interaction between organizational arrangements and the conditions under which employees perform their work. Organizational style provides direction through values, communication, role expectations, decision-making, and adaptability, while the work environment determines whether employees have sufficient support and resources to translate those directions into daily performance.

This interpretation extends previous research rather than simply confirming it. Schneider et al. (2013) and Ehrhart et al. (2014) emphasize that organizational climate influences employee behavior through shared perceptions of organizational practices and support. However, their perspective also implies that organizational arrangements do not operate independently of the work context. In the present study, the simultaneous contribution of the two variables suggests that employee performance is associated with both the organizational direction employees experience and the immediate conditions that enable them to act on that direction.

The finding is also compatible with the Job Demands-Resources framework developed by Bakker and Demerouti (2017). In this framework, resources such as supervisory support, interpersonal relationships, communication, and adequate working conditions can help employees manage job demands and sustain motivation. This perspective is particularly relevant to automotive service organizations, where employees must respond to customers, coordinate across functions, and complete tasks within time constraints. Thus, organizational direction may establish expectations, but supportive working conditions can determine whether employees are able to meet those expectations consistently. The relatively strong explanatory contribution of the model should nevertheless not be interpreted as evidence that organizational style and work environment are the only determinants of performance. Employee performance is multidimensional and may also be influenced by individual capability, motivation, leadership, compensation, job satisfaction, workload, and organizational commitment. The present finding therefore supports the relevance of organizational conditions within this particular setting rather than establishing a universal explanation of employee performance.

The absence of a significant partial relationship between organizational style and employee performance provides an important contrast with studies that have reported positive relationships between organizational conditions and performance. Rather than indicating that organizational style is irrelevant, the finding suggests that organizational direction may not automatically be translated into individual performance. One possible explanation concerns the distinction between employees' perceptions of organizational practices and the deeper internalization of organizational values. Schneider et al. (2013) conceptualize climate primarily in terms of employees' shared perceptions of policies, practices, and procedures, whereas Schein (2010) distinguishes these visible organizational patterns from deeper assumptions and values that become embedded through longer-term socialization. This distinction is relevant to the present context because employees may recognize the organization's communication practices and adaptability without necessarily incorporating organizational values and work principles into their own decision-making and behavior.

The relatively weaker perception of organizational values and work principles provides a contextual explanation for this finding. Organizational style may therefore operate at the level of formal direction, while its effects on performance require employees to internalize the underlying values. Chatman and O'Reilly (2016) similarly argue that organizational culture becomes consequential when organizational values are aligned with employees' attitudes and behavior. The implication is that the quality of organizational style cannot be judged solely from whether communication and procedures exist. Its influence also depends on whether employees understand why those practices matter and consistently reproduce them in their work. The finding also differs from research suggesting that organizational conditions can have relatively direct effects on performance. Diamantidis and Chatzoglou (2019), for example, identify organizational and job-related conditions as important factors associated with employee performance. However, their findings do not imply that every organizational factor must exert an equally strong direct effect in every organizational setting. The present study instead suggests that the effect of organizational style may be conditional on employee attitudes and psychological processes.

This interpretation is supported by Jiang et al. (2012), who explain that HR practices can influence performance through employee knowledge, skills, motivation, and opportunities to contribute. Similarly, Peccei and Van De Voorde (2019) emphasize that HR practices may affect employee outcomes through multiple pathways rather than through a simple direct relationship.

Therefore, the non-significant direct relationship observed in this study may indicate that organizational style requires intervening mechanisms such as commitment, engagement, satisfaction, or value internalization before its influence becomes visible in employee performance.

This distinction is important for interpreting the finding. A company may have clear communication, adaptable procedures, and formal organizational principles, yet these characteristics will have limited direct influence if employees experience them primarily as administrative requirements. Organizational style is therefore more likely to become performance-enhancing when organizational values are repeatedly communicated, demonstrated by supervisors, reinforced through recognition, and incorporated into everyday work practices. The significant relationship between work environment and employee performance suggests that employees respond strongly to conditions that they encounter directly while performing their jobs. This interpretation is consistent with perceived organizational support theory, which proposes that employees develop reciprocal responses when they perceive that the organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002; Eisenberger et al., 2020).

The present finding is particularly consistent with the stronger perceptions of organizational support and supervisor relationships within the work environment. Employees who receive assistance, communication, and support from supervisors may experience fewer obstacles in completing tasks and may be more willing to invest effort in their work. This interpretation also corresponds with the Job Demands-Resources framework, in which social and organizational resources can protect employees from excessive job demands while supporting motivation and performance (Bakker & Demerouti, 2017). Previous empirical studies provide additional support, but they also help clarify why the work environment may have a stronger role in this setting. Nielsen et al. (2017) found that workplace interventions and organizational conditions can influence employee well-being and performance through changes in the work environment. Diamantidis and Chatzoglou (2019) likewise demonstrated that job and organizational factors contribute to employee performance. These studies support the importance of work context, but the present research adds a contextual distinction: in an automotive service organization, immediate workplace conditions may be more influential than broader organizational principles because employees must continuously respond to operational and customer-related demands.

The automotive service context is important here. Employees cannot rely only on formal organizational instructions when serving customers or coordinating with other units. They require accessible supervisors, effective communication, supportive colleagues, appropriate facilities, and conditions that allow them to respond quickly to operational problems. Consequently, the work environment may function as the mechanism through which organizational expectations become actual employee behavior. The finding also provides a useful contrast with the result for organizational style. Organizational style primarily communicates what employees are expected to do, whereas the work environment influences whether employees are able and supported to do it. When immediate work conditions are supportive, employees may perform effectively even when organizational values have not yet been deeply internalized. This may explain why the work environment demonstrates a more immediate relationship with performance in the present setting.

Taken together, the findings suggest that organizational style and work environment operate through different but interconnected pathways. The results do not support a simple assumption that every favorable organizational characteristic will produce a direct improvement in employee performance. Instead, the evidence points toward a distinction between organizational direction and workplace enablement. This distinction helps reconcile the mixed findings in previous research. Studies emphasizing organizational climate, culture, or HR practices demonstrate that organizational systems can influence performance, but the magnitude and pathway of that influence vary across contexts (Ehrhart et al., 2014; Jiang et al., 2012). Studies emphasizing work conditions and organizational support similarly demonstrate that immediate workplace resources are important for employee outcomes (Rhoades & Eisenberger, 2002; Nielsen et al., 2017). The present findings bring these perspectives together by showing that organizational style may provide a strategic and cultural foundation, while the work environment can have a more immediate role in translating organizational expectations into employee performance.

The findings therefore should not be interpreted as suggesting that PT Kendari Berlian Motor should prioritize the work environment while disregarding organizational style. Rather, the two dimensions require different managerial interventions. Improvement of the work environment should focus on maintaining supervisory support, communication, interpersonal relationships, facilities, and conditions that enable employees to perform effectively. At the same time, organizational style should be strengthened through consistent communication of organizational values, leadership modelling, employee involvement, and reinforcement of desired behaviors.

From a theoretical perspective, the study suggests that organizational style may have a less direct and more developmental role in employee performance, whereas the work environment may operate as a more immediate enabling mechanism. From a managerial perspective, this means that improving employee performance requires more than establishing organizational principles. Those principles must be translated into everyday workplace experiences in which employees receive sufficient support, resources, communication, and opportunities to apply organizational expectations.

CONCLUSION

This study examined the effects of organizational style and work environment on employee performance at PT Kendari Berlian Motor in Southeast Sulawesi. The results indicate that the two predictors jointly have a significant effect on employee performance and explain a large proportion of performance variance. However, the partial test shows different effects. Organizational style has a positive but non-significant effect, whereas work environment has a strong positive and significant effect. The findings suggest that in a relatively young automotive service organization, work environment is the primary driver of employee performance. Employees respond strongly to organizational support, supervisor relationships, workplace comfort, and coordination quality. Organizational style, although perceived positively, may not yet have been sufficiently internalized as shared values and work principles. Therefore, the organization needs to strengthen not only workplace conditions but also the cultural dimension of its organizational style.

RECOMMENDATIONS

First, management should maintain the quality of the work environment by ensuring adequate facilities, workplace comfort, safety, communication, and supervisory support. Since work environment is the strongest predictor of performance, investment in workplace support should be treated as a strategic HR priority. Second, management should strengthen the internalization of organizational values and work principles. This can be done through regular briefing sessions, leadership modelling, value-based performance appraisal, onboarding programmes for new employees, and team-based discussions that translate company values into daily service behaviour. Third, future studies should include mediating variables such as job satisfaction, work engagement, organizational commitment, or perceived organizational support to explain why organizational

style does not directly affect performance. Comparative studies across older and newer automotive service firms are also recommended to test whether organizational maturity changes the effect of organizational style on performance.

REFERENCES

- Alqudah, I. H. A., Carballo-Penela, A., & Ruza-Sanmartin, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), 100177. <https://doi.org/10.1016/j.iedeen.2021.100177>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>
- Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199-224. <https://doi.org/10.1016/j.riob.2016.11.004>
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: An empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Ehrhart, M. G., Schneider, B., & Macey, W. H. (2014). *Organizational climate and culture: An introduction to theory, research, and practice*. Routledge.
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101-124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? *Academy of Management Journal*, 55(6), 1264-1294. <https://doi.org/10.5465/amj.2011.0088>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C. W., & Van der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *Journal of Occupational and Environmental Medicine*, 56(3), 331-337. <https://doi.org/10.1097/JOM.0000000000000113>
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Kansala, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101-120. <https://doi.org/10.1080/02678373.2017.1304463>
- Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102(3), 403-420. <https://doi.org/10.1037/apl0000106>
- Peccei, R., & Van De Voorde, K. (2019). Human resource management-well-being-performance research revisited: Past, present, and future. *Human Resource Management Journal*, 29(4), 539-563. <https://doi.org/10.1111/1748-8583.12254>

- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388. <https://doi.org/10.1146/annurev-psych-113011-143809>