

**THE INFLUENCE OF HR STRATEGY, ORGANIZATIONAL JUSTICE, AND AMBIGUITY ON EMPLOYEE PERFORMANCE AND ITS IMPACT ON THE PERFORMANCE OF PT ICON+ REGIONAL SUMATERA UTARA (SUMBAGUT)**

**Hendri Hariadi, Muhamamd Adam and Mahdani\***

Magister Management, Universitas Syiah Kuala

<http://doi.org/10.35409/IJBMER.2023.3465>

**ABSTRACT**

This research was conducted at PT ICON+ Regional Sumatera Utara (Sumbagut) to examine the HR strategy, organizational justice, and ambiguity influence on employee performance and their impact on organizational performance. The sample was all employees of PT ICON+ Regional Sumbagut totaling 212 people. Data analysis in this study used the Structural Equation Modeling (SEM) method. The result concludes that HR Strategy affects Employee Performance, Organizational justice affects Employee Performance, Ambiguity affects Employee Performance, HR Strategy affects Organizational Performance, Organizational justice affects Organizational Performance, Ambiguity affects Organizational Performance, Employee Performance affects Organizational Performance, Employee Performance mediates the HR Strategy effect on Organizational Performance, Employee Performance mediates the organizational justice effect on Organizational Performance, and Employee Performance mediates the ambiguity effect on Organizational Performance. The results also explain that employee performance acts as a partial mediator in the model. These findings also reveal that the model of increasing performance of PT ICON+ Regional Sumbagut is a function of HR strategy alignment, strengthening organizational justice, ambiguity adjustment, and improving employee performance.

**Keywords:** Organizational Performance, Employee Performance, HR Strategy, Organizational Justice, Ambiguity.

**1. INTRODUCTION**

PT Indonesia Comnets Plus or called ICON+ is a subsidiary of one of the Indonesian BUMNs, namely PT Perusahaan Listrik Negara (PLN) which is engaged in the telecommunications sector. ICON+ started its commercial activities in 2001 and has a Network Operation Center. In 2014, ICON+ was assigned to develop the optimization of back-office business process management and PLN back-office administrative management in stages. Currently, ICON+ also manages the PLN Mobile application which makes it easier for customers to find the latest information regarding PLN services through various communication media. This can be done because the PLN Mobile back-end system and the contact center system have been integrated. Starting from only serving electricity products, now the PLN 123 contact center has other values through the PLN Mobile service.

Other service solutions are also presented related to internet connectivity facilities for customers through ICONNET products which have the advantages of being reliable, affordable, and unlimited. ICONNET has a high and stable internet speed because it uses a fiber optic network.

---

ICONNET also has various internet packages according to the services and needs of each user. Of course, with an affordable price, users can get a satisfying internet experience according to their needs.

The ICONNET service has recently received many complaints from customers. Even though the ICONNET service provided by PLN is much cheaper than the others, ICONNET should be professional in providing services. This service provider company is considered not ready in developing the business of optical cable-based internet service providers, especially in Aceh. Residents who have paid in full are forced to wait up to two weeks because there is no ICONNET wifi modem, especially in the Banda Aceh area. This of course disappoints customers who have already paid in full to get internet facilities (waspada.co.id accessed on January 27, 2022).

The lack of good service from ICONNET shows that the performance of the organization or company has decreased. The initial survey shows the result that the overall performance of PT ICON+ Regional Sumatera Utara (Sumbagut), operating for the North Sumatra regional area, is not good with an average score of 3.08 ( $3.08 < 3.41$ ). This shows that the performance of PT ICON+ Regional Sumbagut has not been maximized where respondents think that the company has not completed its goals on time.

The initial survey shows the result that the overall performance of PT ICON+ Regional Sumbagut employees is not good with an average score of 3.35 ( $3.35 < 3.41$ ). This shows that the performance of PT ICON+ Regional Sumbagut employees has not been maximized where employees have not been able to work independently if they do not get help from co-workers. Employee performance that is not optimal is thought to have an impact on decreasing organizational performance. (Fachreza, Musnadi, & Shabri, 2018) revealed, employee performance significantly affects organizational performance. This means that the better the performance of employees, the better the performance of the organization, and vice versa. Research results of (Rizwan, Musnadi, & Faisal, 2018) and (Syarifanum, Yunus, & Chan, 2016) also found that employee performance influences organizational performance.

One of the factors that influence performance is the Human Resources (HR) strategy. HR strategy is an HR management process that relates to organizational strategy. The initial survey shows the result that overall the HR strategy of PT ICON+ Regional Sumbagut employees is not good with an average value of 3.31 ( $3.31 < 3.41$ ). This shows that the HR strategy at PT ICON+ Regional Sumbagut has not been maximized where the company has not recruited by selecting quality human resources. This HR strategy that has not been maximized is thought to have an impact on decreasing employee performance and organizational performance.

The next factor is organizational justice. (Wibowo, 2015) Decreased performance in a company can be caused by the injustice that employees feel towards their company. Based on the initial survey, it can be seen that overall the organizational justice of PT ICON+ Regional Sumbagut is not good with an average score of 3.24 ( $3.24 < 3.41$ ). This shows that organizational justice at PT ICON+ Regional Sumbagut has not been maximized where the company has not fully implemented an equal policy for all employees. Organizational justice that has not been maximized is thought to have an impact on decreasing employee performance and organizational performance.

The next factor that influences performance is ambiguity. Role ambiguity is caused by a lack of adequate information for someone to carry out their role. If the information conveyed is ambiguous, there will be role ambiguity. In fact, sometimes the information/knowledge needed to carry out tasks and roles is not needed (Wiryathi, Rasmini, & Wirakusuma, 2014). If there is no

clear role in the organization to carry out their duties, a job will not make a good contribution. Ambiguity in this role will reduce the level of certainty that the information obtained is relevant and objective, and can lead to stress and decreased organizational performance.

The initial survey shows the result that the overall ambiguity of PT ICON+ Regional Sumatra Utara (Sumbagut) employees is not good with an average value of 3.24 ( $3.24 < 3.41$ ). This shows that the ambiguity of employees at PT ICON+ Regional Sumbagut has not been maximized where respondents feel they do not know the scope of work. This ambiguity that has not been maximized is thought to have an impact on decreasing employee performance and organizational performance.

## **2. LITERATURE**

### **Organizational Performance**

Organizational performance is the totality of work results achieved by an organization. The performance of an organization means the degree to which the organization achieves its goals based on predetermined formulas (Surjadi, 2009). Organizational performance is something that has been achieved by an organization within a certain period, both in terms of input, output, outcome, benefit, and impact (Sobandi et al., 2006). Factors affecting organizational performance according to (Widoutomo, Sampeadi, & Utami, 2016) are human resource strategy and organizational climate. (Fachreza et al., 2018) reveals one of the factors that influence organizational performance is employee performance. According to (Fitriyani, 2013) the factors that affect organizational performance are organizational justice and participation. Meanwhile according to (Pratama, 2017) factors that influence organizational performance are ambiguity, work autonomy, and locus of control. According to (Mulyawan, 2009) measuring the level of performance can be thru Productivity, Quality of service, Responsiveness, and Accountability.

### **Employee Performance**

(Prawirosentono, 2010) comprehensively explain performance, namely work results that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and following morals and ethics. (Edison et al., 2016) disclosing performance is the result of a process that refers to and is measured over a certain period to achieve the goals of an organization. According to (Widjaja & Supriyatna, 2020) the factor that affects employee performance is HR strategy. According to (Widya, Tjahjono, Mustafa, & Prajogo, 2021) factors that affect employee performance are organizational justice and leader-member exchange. Meanwhile, according to (Triyono & Prayitno, 2017) one of the factors that affect employee performance is ambiguity or role ambiguity. (Rikantika, 2016) explains performance measurement through 6 criteria, namely Quality, Quantity, Timeliness, Effectiveness, Independence, and Commitment

### **HR Strategy**

According to (Marjuni, 2015) HR strategy is a policy and practice needed by someone who carries out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and evaluating. (Larasati, 2018) argues that HR strategy is an ongoing procedure that aims to supply an organization or company with the right people to be

---

placed in the right positions and positions in an organization that need them. HR is an implementation of the functions of planning, managing, directing, and supervising existing human resources. HR strategy indicators according to (Hasibuan, 2016) namely Procurement, Development, Compensation, Maintenance, Discipline, and Termination.

### **Organizational Justice**

(Gibson, Ivancevic, & Konopaske, 2012) defines organizational justice as a level where an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt, LePine, & Wesson, 2016). Organizational justice is a perception where employees feel they are treated fairly at work (Wahyuningsih, Deswary, & Santosa, 2014). Indicators to measure organizational justice (Kristanto, 2015) is :

1. Comparison of salary with work, namely the suitability of the salary earned with the work performed
2. Equality in the implementation and decisions of the company, namely the equality of company policies for all employees
3. Opportunity to voice opinions, namely the opportunity given by the company to express opinions
4. Superiors' treatment of employees, namely fair treatment received by subordinates
5. Transparency of superiors to subordinates, namely information disclosure from superiors to subordinates.

### **Ambiguity**

Ambiguity or unclear role according to (Robbins & Judge, 2017) states that roles are created when role expectations are not clearly understood and employees are not sure what they are doing. Role ambiguity is felt by someone if he does not have enough information to be able to carry out his duties, or does not understand or realize expectations related to certain roles. Meanwhile (Lubis, 2010) states that the ambiguity of the role is insufficient information owned and the absence of clear directions and policies, uncertainty about authority, clear obligations, and other relationships. According to (Partina, 2013), ambiguity can be measured using indicators namely Authority, Responsibility, Clarity of Purpose, and Scope of Work.

### **Hypothesis**

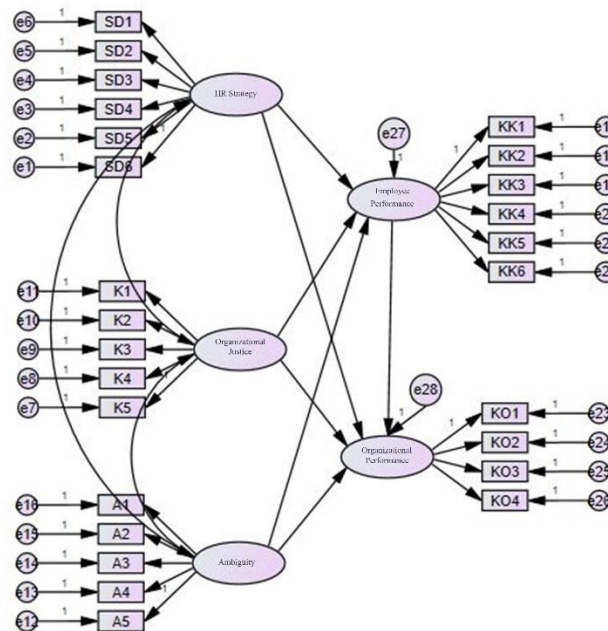
Based on the literature, the researcher formulates the hypothesis of this study as follows.

- H1 : HR strategy significantly influences PT ICON+ Regional Sumbagut Employee Performance.
- H2 : Organizational justice significantly influences PT ICON+ Regional Sumbagut Employee Performance.
- H3 : Ambiguity significantly influences PT ICON+ Regional Sumbagut Employee Performance.
- H4 : HR strategy significantly influences PT ICON+ Regional Sumbagut Organizational performance.
- H5 : Organizational justice significantly influences PT ICON+ Regional Sumbagut Organizational performance.
- H6 : Ambiguity significantly influences PT ICON+ Regional Sumbagut Organizational Performance.

- H7 : Employee Performance significantly influences PT ICON+ Regional Sumbagut Organizational Performance.
- H8 : Employee Performance mediates the HR Strategy influence on PT ICON+ Regional Sumbagut Organizational Performance.
- H9 : Employee Performance mediates the Organizational Justice influence on PT ICON+ Regional Sumbagut Organizational Performance.
- H10: Employee Performance mediates the Ambiguity influence on PT ICON+ Regional Sumbagut Organizational Performance.

**3. METHOD**

In this study, the population was all employees of PT ICON+ Regional Sumbagut totaling 212 people. All members of the population are taken as respondents (census). The census method was carried out because the population size was relatively small (Hair, Hult, Ringle, & Sarstedt, 2016). The data collected includes primary data and secondary data. The data were tested using the Structural Equation Model (SEM) technique through the AMOS software. The technique begins with confirmatory factor analysis (CFA) testing to confirm the measurement model, and then uses structural testing techniques (Hair, Black, Babin, & Anderson, 2014). The study model to be tested is shown below.



**Figure 1. Model**

$$\text{Employee performance } (\eta_1) = \gamma_{11} \text{ HR Strategy} + \gamma_{12} \text{ Organizational justice} + \gamma_{13} \text{ Ambiguity} + \zeta_1$$

$$\text{Organizational Performance } (\eta_2) = \gamma_{21} \text{ HR Strategy} + \gamma_{22} \text{ Organizational justice} + \gamma_{23} \text{ Ambiguity} + \beta_{24} \text{ employee performance} + \zeta_2$$



4. RESULT

After the CFA is carried out and produces a feasible loading factor, structural tests are carried out, namely as follows.

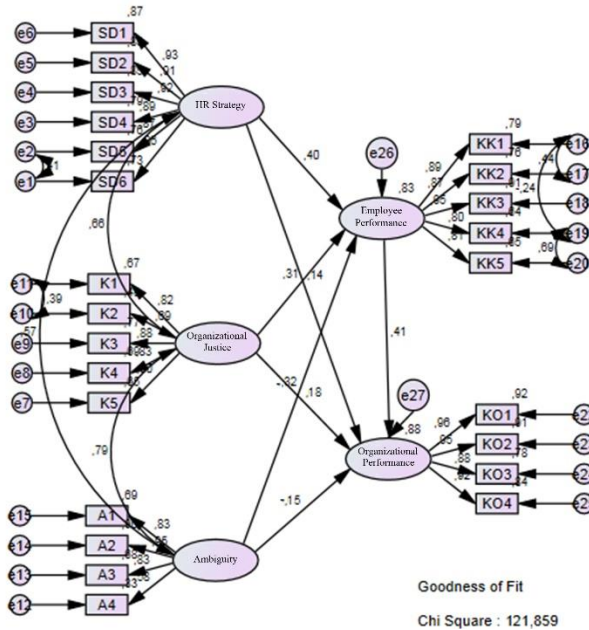


Figure 2. Model Test Results

After all the assumptions were fulfilled, then a test was carried out for 11 study hypotheses and looked at proving the effect of causality.

Table 1. Standardized Regression Weight

			Estimate	S.E.	C.R.	P
Emp_Performance	<---	HR Strategy	0.402	0.059	7.527	0.000
Emp_Performance	<---	Org_Justice	0.314	0.086	4.124	0.000
Emp_Performance	<---	Ambiguity	-0.319	0.114	-4.391	0.000
Org_Performance	<---	HR Strategy	0.142	0.068	2.538	0.011
Org_Performance	<---	Org_Justice	0.182	0.087	2.869	0.003
Org_Performance	<---	Ambiguity	-0.154	0.107	-2.667	0.006
Org_Performance	<---	Emp_Performance	0.408	0.103	7.449	0.000

Source: Primary Data Processed, (2023)

The SEM test results in Table 1 formulate the following statistical equation:

$$\text{Employee Performance} = 0.402 \text{ HR Strategy} + 0.314 \text{ Organizational Justice} - 0.319 \text{ Ambiguity}$$

$$\text{Organizational Performance} = 0.142 \text{ HR Strategy} + 0.182 \text{ Organizational Justice} - 0.154 \text{ Ambiguity} + 0.408 \text{ Employee Performance}$$

**HR Strategy on Employee Performance (H1 Test)**

Examination of the Role of HR Strategy on Employee Performance yields a significance 0.000, which means that HR Strategy significantly influences employee performance improvement. Furthermore, the coefficient is 0.402 or 40.2%, explaining that a better 1 unit HR Strategy will play a role in increasing Employee Performance by 0.402 units. This finding means that HR strategy has a large influence in driving changes in employee performance.

**Organizational Justice on Employee Performance (H2 Test)**

Examination of the role of organizational justice on employee performance produces a significance 0.000, which means that organizational justice affects employee performance significantly. The coefficient is 0.314 or 31.4%, indicating that the higher the level of organizational justice by 1 unit, the more employee performance will increase by 0.314 units. This finding means that organizational justice has a large influence on driving changes in employee performance.

**Ambiguity on Employee Performance (H3 Test)**

Testing the role of ambiguity on Employee Performance produces a significance 0.000, which means that ambiguity affects Employee Performance significantly. The coefficient is -0.319 or -31.9%, indicating that the higher the ambiguity of 1 unit, the lower the Employee Performance of 0.319 units. This finding implies that ambiguity has a large influence on driving changes in employee performance.

**HR Strategy on Organizational Performance (H4 Test)**

Examination of the role of HR Strategy on Organizational Performance produces evidence of a significance of 0.011, which means that HR Strategy significantly influences Organizational Performance. The coefficient is 0.142 or 14.2%, illustrating that increasing the precision of HR Strategy by 1 unit, will further increase Organizational Performance by 0.142 units. This finding means that HR strategy has a large influence in driving changes in organizational performance.

**Organizational Justice on Organizational Performance (H5 Test)**

Testing the role of organizational justice on organizational performance produces evidence of a significance of 0.003, which means organizational justice affects organizational performance significantly. The coefficient is 0.182 or 18.2%, which explains that the higher the level of organizational justice by 1 unit, the more organizational performance will increase by 0.182 units. This finding means that organizational justice has a large influence on driving changes in organizational performance.

**Ambiguity on Organizational Performance (H6 Test)**

Testing the role of ambiguity on Organizational Performance produces a significance of 0.006, which means that ambiguity affects Organizational Performance. The coefficient is -0.154 or -15.4%, which proves that the higher the level of ambiguity of 1 unit, the lower the Organizational Performance of 0.154 units. This finding implies that ambiguity has a large influence on driving changes in organizational performance.

**Employee Performance on Organizational Performance (H7 Test)**

Testing the role of Employee Performance on Organizational Performance produces a significance of 0.000, which means that Employee Performance influences Organizational Performance significantly. The coefficient is 0.408 or 40.8%, which indicates that a higher Employee Performance of 1 unit, will provide a direct increase in Organizational Performance of 0.408 units. This finding means that employee performance has a large influence on driving changes in organizational performance.

**HR Strategy on Organizational Performance through Employee Performance (H8 Test)**

From the treatment of the Sobel test, it produces a value of 3.424 and a significant 0.000, which proves that Employee Performance acts as a mediating variable for HR Strategy affecting Organizational Performance. From the previous results, directly Employee Performance can significantly affect organizational performance, and HR Strategy also has a significant role in influencing Organizational Performance. So these results prove the Employee Performance role in mediating the HR Strategy influence on Organizational Performance is partially mediating. Partial mediation means that HR Strategy can affect Organizational Performance in two ways, namely directly and indirectly (through employee performance).

**Table 2.H8 Test Results**

Input:		Test statistic:	Std. Error:	p-value:
a	0.402	Sobel test: 3.42450078	0.04789486	0.00061593
b	0.408	Aroian test: 3.39726359	0.04827886	0.00068063
s <sub>a</sub>	0.059	Goodman test: 3.45240377	0.04750777	0.00055562
s <sub>b</sub>	0.103	Reset all	Calculate	

**Organizational Justice on Organizational Performance through Employee Performance (H9 Test)**

The Sobel test treatment yielded a value of 2.684 and a significance of 0.000, which proves that employee performance acts as a mediating variable for organizational justice to affect organizational performance. From the previous results, employee performance directly plays a significant role as a mediating variable, and organizational justice also directly and significantly influences organizational performance. So these results prove the Employee Performance role in mediating the organizational Justice influence on Organizational Performance is partially mediating. Partial mediation means that organizational justice can affect organizational performance in two ways, namely direct and indirect (through employee performance).

**Table 3 H9 Test Results**

Input:		Test statistic:	Std. Error:	p-value:
a	0.314	Sobel test: 2.68467566	0.04771973	0.00726002
b	0.408	Aroian test: 2.63958492	0.0485349	0.00830076
s <sub>a</sub>	0.086	Goodman test: 2.73215906	0.04689039	0.00629208
s <sub>b</sub>	0.103	Reset all	Calculate	



**Ambiguity on Organizational Performance through Employee Performance (H10 Test)**

The Sobel test treatment yielded a value of 2.285 and a significance of 0.022, which proves that employee performance acts as a mediator for ambiguity affecting organizational performance. From the previous results, directly Employee Performance significantly affects organizational performance, and Ambiguity can directly affect Organizational Performance. So these results prove the Employee Performance role in mediating the Ambiguity influence on Organizational Performance is partially mediating. Partial mediation means that ambiguity can affect organizational performance in two ways, namely direct and indirect (through employee performance).

**Table 4 H10 Test Results**

Input:	Test statistic:	Std. Error:	p-value:
a 0.319	Sobel test: 2.28549783	0.05694689	0.02228365
b 0.408	Aroian test: 2.23840991	0.05814485	0.02519434
s <sub>a</sub> 0.114	Goodman test: 2.3356882	0.05572319	0.0195075
s <sub>b</sub> 0.103	Reset all	Calculate	

**5. CONCLUSION**

The results conclude that at PT ICON+ Regional Sumbagut, the HR strategy affects employee performance; Organizational justice affects employee performance; Ambiguity affects employee performance; HR Strategy affects Organizational Performance; Organizational justice affects Organizational Performance; Ambiguity affects Organizational Performance; Employee Performance affects Organizational Performance; Employee Performance mediates the HR Strategy effect on Organizational Performance; Employee Performance mediates the Organizational Justice effect on Organizational Performance; and Employee Performance mediates the Ambiguity effect on Organizational Performance. Employee performance in the model tested was found to function as a partial mediator. These findings also prove that the PT ICON+ Regional Sumbagut performance improvement model is a function of the accuracy of its HR Strategy, Strengthening Organizational Justice, Minimizing ambiguity, and improving employee performance. This tested model is useful academically for strengthening theory and developing further research. For further research, you can develop it by adding other variables that are also related to organizational performance and choosing a broader subject. This model is also useful for practitioners, especially for the research subject, namely PT ICON+ Regional Sumbagut to rearrange its strategy in improving its performance by involving variables in the model.

**REFERENCES**

Colquitt, J., LePine, J., & Wesson, M. (2016). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (5th ed.). New York: McGraw Hill.

Edison, E., Riyanti, A., & Yustiana, D. (2016). Organizational Culture in Employee Performance Improvement Aspect (Case Study at Perdana Wisata Hotel, Bandung). *Tourism Scientific Journal*, 1(2), 134–151. <https://doi.org/http://dx.doi.org/10.32659/tsj.v1i2.8>

Fachreza, Musnadi, S., & Shabri, M. (2018). The Influence of Work Motivation, Work Environment, and Organizational Culture on Employee Performance and Their Impact on the Performance of Bank Aceh Syariah in Banda Aceh City. *Jurnal Magister Manajemen*, 2(1),

---

115–122.

- Fitriyani, D. (2013). Analysis of the Influence of Organizational Justice on Managerial Performance with Participation in Budgeting as an Intervening Variable. *Jurnal Manajemen Terapan Dan Keuangan*, 2(3), 337–359. <https://doi.org/https://doi.org/10.22437/jmk.v2i3.1820>
- Gibson, J., Ivancevic, J., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). New York: Mc Graw Hill.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). United States of America: Pearson Education Limited.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: Sage Publications, Inc.
- Hasibuan, M. S. (2016). *Human Resource Management Book (Revised)*. Jakarta: Bumi Aksara.
- Kristanto, H. (2015). Organizational Justice, Organizational Commitment and Employee Performance. *JMK*, 17(1), 86–98.
- Larasati, S. (2018). *Human Resource Management*. Yogyakarta: Deepublish.
- Lubis, A. I. (2010). *Behavioral Accounting (Ed.2)*. Jakarta: Salemba Empat.
- Marjuni, S. (2015). *Human Resource Management*. Makassar: CV. Sah Media.
- Mulyawan, B. (2009). *The Effect of Good Governance Implementation on Organizational Performance (Study at the Palembang City Social Welfare Service)*. Universitas Sumatera Utara.
- Partina, A. (2013). Role Ambiguity And Role Conflict Sebagai Antecedent Dari Job Insecurity Pada Contingent Worker. *Jurnal Perilaku Dan Strategi Bisnis*, 1(1), 1–13. <https://doi.org/https://doi.org/10.26486/jpsb.v1i1.462>
- Pratama, A. (2017). The Influence of Role Ambiguity, Work Autonomy and Locus of Control on the Performance of Kudus Police Personnel. *Indonesian Journal of Police Studies*, 1(1), 145–206.
- Prawirosentono, S. (2010). *Human Resource Management: Employee Performance Policy: Tips for Building a Competitive Organization in the World Free Trade Era*. Yogyakarta: BPFE.
- Rikantika, R. (2016). The Influence of Work Family Conflict and Job Satisfaction on Employee Performance (Study on Female Employees of the Central Bureau of Statistics (BPS) Special Region of Yogyakarta). *Jurnal Ilmiah Mahasiswa Universitas Muhammadiyah Yogyakarta*, 1(1), 1–25.
- Rizwan, Musnadi, S., & Faisal. (2018). The Influence of Organizational Culture and Work Involvement on Organizational Commitment and Its Implications on Employee Performance at Meuraxa Hospital, Banda Aceh City. *Jurnal Magister Manajemen*, 2(1), 78–87.
- Robbins, S. P., & Judge, T. A. (2017). *Essential of Organisational Behaviour* (14th ed.). New Jersey: Pearson.
- Sobandi, B., Sedarmayanti, Utomo, T. W. W., Dawud, J., Nugraha, & Kusumah, I. B. (2006). *Decentralization and demands for regional institutional arrangements*. Bandung: Humaniora.
- Surjadi. (2009). *Pengembangan Kinerja Pelayanan Publik*. Bandung: Refika Aditama.
- Syarifanum, Yunus, M., & Chan, S. (2016). The Influence of Customer Relationships and Marketing Integrity on Marketing Performance and Their Impact on Banking Industry Performance in Aceh Province. *Jurnal Manajemen Universitas Syiah Kuala*, 5(1), 134–144.

- 
- Triyono, A. J., & Prayitno, A. (2017). The Influence of Role Conflict and Role Ambiguity on Work Stress and Employee Performance at the Street Lighting Service and Advertising Management in Semarang City. *Jurnal Penelitian Ekonomi Dan Bisnis*, 2(2), 92–100. <https://doi.org/https://doi.org/10.33633/jpeb.v2i2.2275>
- Wahyuningsih, R., Deswary, D., & Santosa, H. (2014). The Relationship Between Organizational Justice With The Behavior Of Administrative Employee Organization Members Of North Jakarta City Public High School. *Jurnal Provement*, 1(1), 1–7.
- Wibowo. (2015). *Behavior In Organizations (2nd ed.)*. Medan: Raja Grafindo Persada.
- Widjaja, R., & Supriyatna, E. (2020). The Influence of HR Development Strategy on Employee Performance. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 4(3), 63–68. <https://doi.org/https://doi.org/10.24912/jmbk.v4i2.7523>
- Widoutomo, L., Sampeadi, & Utami, E. S. (2016). The Influence Of Strategic Human Resource Management (SHRM) to Organizational Performance and Organizational Climate as an Intervening Variable. *Jurnal Ilmiah Mahasiswa Universitas Jember*, 1(2), 1–5.
- Widya, A., Tjahjono, H. K., Mustafa, Z., & Prajogo, W. (2021). The Effect of Organizational Justice on Employee Performance Mediated by Lmx (Leader-Member Exchange) Viewed From a Gender Aspect. *Jurnal Bisnis Strategi*, 30(2), 154–172. <https://doi.org/https://doi.org/10.14710/jbs.30.2.154-172>
- Wiryathi, N. M., Rasmini, N. K., & Wirakusuma, M. G. (2014). The Effect of Role Stressors on Auditor Burnout With Emotional Intelligence as a Moderating Variable. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 3(5), 227–244.