

The Influence of Organizational Climate and Job Autonomy on Performance Through Harmonious Work Passion as a Mediating Variable (Case Study of Politeknik Pertanian Negeri Samarinda)

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ABSTRACT: *This study aims to analyze the influence of organizational climate and job autonomy on harmonious work passion and its impact on the performance of lecturers at Politeknik Pertanian Negeri Samarinda. The study involved 98 lecturers selected using purposive sampling based on specific criteria. Data analysis was conducted using Structural Equation Modeling (SEM) with Smart PLS to assess both direct and indirect effects among variables. The results indicate that organizational climate has a significant positive effect on harmonious work passion, as does job autonomy. However, harmonious work passion does not significantly affect lecturer performance. Organizational climate shows a significant negative direct impact on performance, while job autonomy has no significant effect. The indirect influence through harmonious work passion is also not significant for both organizational climate and job autonomy on performance. These findings suggest that the harmonious work passion formed by organizational climate and job autonomy requires additional resources and support systems to enhance performance. The study concludes that a balanced approach between a conducive organizational climate and guided autonomy is essential for improving performance.*

KEY WORD: *Organizational Climate, Job Autonomy, Harmonious Work Passion, Performance, Lecturers, Politeknik Pertanian Negeri Samarinda.*

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I. INTRODUCTION

This study delves into the increasingly competitive climate in higher education, where institutions globally and domestically strive to produce highly qualified graduates equipped to meet the demands of a dynamic, technology-driven job market. As technological advancements continue to shape industries, universities are pressured to cultivate human resources (HR) that are both innovative and adaptive. According to Wahyudi et al. (2022), the quality of a country's educational institutions significantly impacts the nation's ability to compete on the global stage, especially in terms of economic interrelations. Qatrunnada et al. (2022) echo this concern, noting that countries with insufficient HR quality face serious risks, including heightened unemployment rates, a challenge particularly relevant in Indonesia. Although Indonesia benefits from a demographic dividend, the lack of skilled human resources has impeded the nation's potential to maximize this advantage. Consequently, the Indonesian workforce struggles to compete internationally, and even domestically, fails to meet the competency standards required by various industries.

Within this context, Politani Samarinda—a public polytechnic focused on agriculture—faces ongoing challenges in producing graduates who are not only competent but also possess the skills and experience required by the current labor market. This endeavor is complex, especially considering the intense competition among Indonesia's 3,151 higher education institutions (Sianturi & Daryanto, 2019). Producing high-quality graduates is a strategic goal for Politani Samarinda, yet recent reports indicate that only one of its programs actively incorporates project-based learning (PBL) methodologies, a progressive approach that emphasizes hands-on, practical skills. This implementation falls short of the target set in Politani Samarinda's Performance Report, where the institution aimed for 35% of courses to include PBL, with only 11% achieved. As a result, the institution's objectives to develop practical, market-ready skills in its graduates remain unmet, underscoring the need for improvement in teaching and learning practices.

Faculty members are central to the achievement of these goals, acting as key agents in the educational process. Balanquit & Nool (2023) assert that faculty play a dominant role in determining student success, as they shape the learning environment and influence educational outcomes through their instruction. Graham et al. (2020) discuss the intricate, cyclical, and non-linear nature of factors affecting student success, with faculty involvement

being a significant component of this complex relationship. Anisah et al. (2020) further emphasize the critical role of faculty, arguing that high-quality education depends on educators who can guide students toward becoming highly skilled graduates. García-Aracil et al. (2021) suggest that well-prepared graduates, developed through effective teaching, can compete more effectively in the labor market and contribute to social mobility. Akcan et al. (2023) add that technological advancements necessitate graduates who are adaptable and relevant in a competitive, evolving job market, an achievement that hinges on faculty-driven teaching and learning methods that prepare students to navigate complex work environments.

However, faculty at Politani Samarinda face substantial challenges that hinder their ability to optimize the educational process. In the past three years, the institution's Performance Report indicates significant obstacles, including heavy administrative demands on faculty, which impede their ability to design and implement effective teaching strategies. This burden has particularly impacted the institution's ability to expand PBL, as only one program currently utilizes this approach. These constraints highlight a gap between institutional goals and actual implementation, calling for a renewed focus on enhancing faculty performance. Manopo (2019) and Salju (2020) argue that improving faculty performance is crucial for advancing educational quality and national competitiveness in science and technology. As part of its strategy, Politani Samarinda has introduced several initiatives aimed at improving faculty competence and professionalism, including certification programs and increased collaborations with industry partners. Despite these efforts, however, the institution has not yet seen optimal results, as faculty continue to struggle with administrative responsibilities, limiting their ability to focus on curriculum development and student engagement.

Faculty performance is further compromised by burnout and a lack of harmonious work passion (HWP), which negatively impact enthusiasm and motivation. Benitez et al. (2023) describe burnout as a significant factor in reducing work engagement, which is essential for effective teaching and student success. Hussain (2022) and Ding (2022) propose that HWP plays a critical role in boosting faculty performance, as individuals who feel harmoniously passionate about their work experience higher levels of job satisfaction and productivity. Jiantreerangkool & Boonsathorn (2019) also emphasize the importance of HWP, associating it with a sense of focus and engagement that fosters positive outcomes in the workplace. Supporting this, studies by Commer Soc Sci et al. (2016), Husni & Feriyana (2020), and Hussain (2022) reveal that HWP positively influences performance, underscoring its significance in enhancing job satisfaction and achievement.

Given the role of HWP in fostering faculty engagement, this study explores organizational climate as a crucial factor influencing work passion. According to Cheah et al. (2023), organizational climate plays a central role in nurturing employee engagement by creating a supportive environment that encourages the retention of talent and promotes job satisfaction. Gao & Jiang (2019) expand on this, noting that a harmonious organizational climate can align employees' personal identities with their professional roles, leading to a deeper sense of investment in their work. Research by Maqsood et al. (2023) and Chandra & Setiawan (2018) further supports the impact of organizational climate on HWP, indicating that a positive work environment enhances motivation and promotes a collaborative atmosphere. However, findings by Rizqi & Qamari (2022) and Siregar et al. (2023) suggest that organizational climate may not always have a significant impact on performance, pointing to the complexity of this relationship and highlighting the need for further investigation.

Another critical factor explored in this study is job autonomy, which is posited as a unique contributor to faculty performance. Job autonomy allows faculty members the freedom to exercise control over their teaching methods and curriculum design, potentially enhancing their engagement and job satisfaction. Benitez et al. (2023) argue that HWP and job autonomy are interconnected, with individuals who have a strong work passion benefiting from the freedom to express their skills and creativity. Jung & Sohn (2022) support this, stating that autonomy reinforces the positive effects of HWP on job enrichment, fostering a sense of agency and fulfillment. Studies by Furkan (2023), Mworira et al. (2021), and Prasetyo (2022) align with these findings, suggesting that autonomy empowers employees to take ownership of their work, thereby minimizing stress and improving performance. However, contrasting results from Putra et al. (2021), Saragih (2011), and Herwiek et al. (2016) suggest that job autonomy does not universally lead to performance improvements, exposing a research gap that this study aims to address.

The limitations of faculty autonomy at Politani Samarinda are particularly evident in the structuring of course curricula, where, despite the institution's efforts to provide flexibility, faculty autonomy remains underutilized. According to E. Zhou (2020), job autonomy is not a resource that always guarantees positive outcomes; excessive autonomy can have detrimental effects if not managed carefully. Zhou's findings imply that "too much freedom" may lead faculty to overlook essential tasks, potentially harming both individual and institutional performance. Tentama et al. (2020) add that autonomy is closely linked to responsibility and self-confidence, which are essential for achieving organizational goals. Wong et al. (2022) assert that higher autonomy enables faculty to minimize work-related stress, as they operate with minimal institutional intervention. This perspective is supported by Furkan (2023), Mworira et al. (2021), Prasetyo (2022), and Ramadhani & Indawati (2021), who all found a positive correlation between autonomy and performance.

This research, titled "The Influence of Organizational Climate and Job Autonomy on Performance through Harmonious Work Passion as a Mediating Variable at Politani Samarinda," seeks to bridge the existing research gaps by examining the effects of organizational climate and job autonomy on faculty performance, with HWP serving as a mediating variable. By exploring these dynamics, the study aims to provide valuable insights into how a supportive organizational climate and enhanced job autonomy can improve faculty passion and engagement, ultimately contributing to the development of highly qualified graduates who are ready to meet the demands of the labor market. Additionally, this research offers practical implications for institutional policy, highlighting areas where Politani Samarinda and similar institutions can implement strategic improvements to bolster faculty performance and meet educational goals effectively.

II. LITERATURE REVIEW

The Influence of Organizational Climate on Harmonious Work Passion

Organizational climate refers to employees' perceptions of the objective work environment, encompassing company characteristics and the nature of connections between employees as they perform tasks. Individual perceptions of the work environment are significantly influenced by organizational climate, reflecting the importance of a psychologically supportive and harmonious atmosphere and management style, as noted by Cheah et al. (2023). Maqsood et al. (2023) describes organizational climate as a set of psychological and social characteristics and interactions among different groups within an organization, where positive interactions foster an increased passion for work. Employee behaviors toward their organization and workplace environment are critical in enhancing work passion, as emphasized in the study by Obeng et al. (2020), which hypothesizes that organizational climate impacts Harmonious Work Passion (HWP). H1: Organizational climate has a positive and significant effect on harmonious work passion.

The Influence of Job Autonomy on Harmonious Work Passion

Job autonomy fosters employees' independence and enthusiasm in the workplace, allowing them the freedom to engage in activities that enhance their capacity and motivation for growth and future readiness, as discussed by Peter et al. (2022). Job autonomy boosts work enthusiasm by involving a set of procedures that provide hierarchical tasks and greater decision-making authority for employees to fulfill core duties (Okolie & Egbon, 2023). It enables individuals to organize their work with freedom of thought and action, enhancing their psychological well-being, according to Benitez et al. (2023). Autonomy promotes engagement in activities that align with one's interests, leading to internally driven motivation and a readiness to undertake significant tasks voluntarily. This self-driven motivation reflects one's personal commitment to the work, as noted by Mantiri et al. (2023). Studies by Jung & Sohn (2022) and Gao & Jiang (2019) confirm that job autonomy positively impacts HWP. H2: Job autonomy has a positive and significant effect on harmonious work passion.

The Influence of Harmonious Work Passion on Performance

Harmonious Work Passion (HWP) is typically marked by a determination to work hard toward specific goals, fostering enthusiasm and energy when tasks align with an individual's interests and competencies. This dedication leads to job comfort, ultimately contributing to organizational goal achievement. Such comfort fosters positive work behavior, leading to improved performance, as shown by Hussain (2022). HWP is also seen as a response to a holistic state of work comfort (Jiantreerangkool & Boonsathorn, 2019). HWP is linked to various cognitive attitudes and outcomes, manifesting as a strong tendency toward activities viewed as meaningful and involving substantial time and energy investment. Studies by Hussain (2022) and Srijaya et al. (2020) demonstrate that HWP positively affects performance. H3: Harmonious work passion has a positive and significant effect on performance.

The Influence of Organizational Climate on Performance

A positive internal organizational climate fosters a collaborative and supportive work environment among faculty, encouraging productivity and leading to high performance. Paisal et al. (2019) note that organizational climate significantly influences attitudes, including personal relationships and performance in the workplace. A positive climate encourages enthusiasm, which in turn enhances performance. Mutonyi & Lien (2020) argue that a conducive climate fosters innovation, enhancing organizational performance and competitiveness. H4: Organizational climate has a positive and significant effect on performance.

The Influence of Job Autonomy on Performance

Job autonomy often entails giving faculty the authority to work independently based on measurable objectives without institutional intervention, as faculty members are best positioned to understand the material's scope and the time required for student comprehension. With job autonomy, faculty experience greater comfort, as they are not pressured, allowing them to independently design and plan instructional activities, thereby

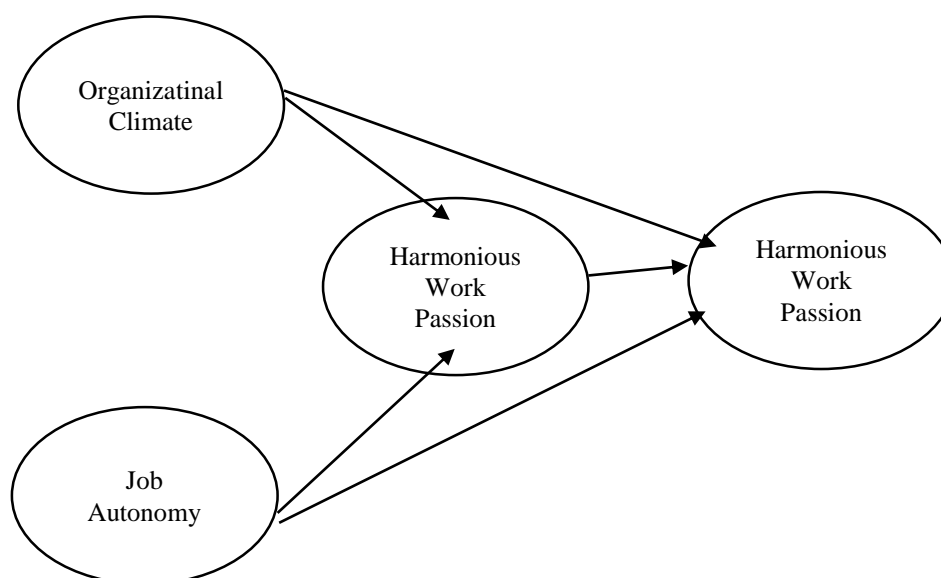
enhancing performance. Mworia et al. (2021) suggest that job autonomy enables employees to engage in multiple activities with a sense of comfort, fostering motivation and self-preparation. Tentama et al. (2020) contend that autonomy encourages individuals to improve performance, aligning with organizational goals. Furkan (2023) also confirms that job autonomy positively impacts performance. H5: Job autonomy has a positive and significant effect on performance.

The Influence of Organizational Climate and Job Autonomy on Performance Through Harmonious Work Passion as a Mediating Variable

A supportive organizational climate, which allows faculty to openly express aspirations, combined with job autonomy that enables faculty to independently determine learning strategies, methods, and timelines without institutional intervention, promotes Harmonious Work Passion. Faculty experience comfort, as they can freely express their aspirations, develop personal skills, and enhance competencies, leading to innovative behavior that aligns with organizational goals and supports performance improvement. Gao & Jiang (2019) state that a supportive work climate and job autonomy trigger intrinsic motivation like HWP. Jiantreerangkool & Boonsathorn (2019) add that this relationship encourages innovative or competitive behavior, which contributes to performance improvement. Additionally, Obeng & Zhu (2021) find that high HWP can significantly boost performance. H6: Organizational climate and job autonomy affect performance through harmonious work passion as a mediating variable.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2024

III. RESEARCH METHODOLOGY

This study employs a quantitative research approach with a causal-comparative method to investigate the influence of organizational climate and job autonomy on performance, both directly and through harmonious work passion as a mediating variable. Operational definitions are provided for each variable to ensure they are measurable: Organizational Climate (X_1) represents the environment at Politeknik Pertanian Negeri Samarinda that impacts faculty motivation and behavior. Indicators include responsibility, identity, warmth, support, and conflict. Job Autonomy (X_2) is defined as the degree of freedom given to faculty members to make decisions within their duties. It is measured by indicators such as flexibility in scheduling, independence in choosing procedures, and authority in decision-making. Harmonious Work Passion (Y_1) captures the faculty's strong desire to engage in tasks they enjoy. It is indicated by high motivation, a positive attitude towards work, full utilization of skills, and low levels of stress. Performance (Y_2) reflects the faculty's competencies, which include pedagogical, personal, professional, and social competencies. The research gathers data from faculty members, with 98 respondents selected using purposive sampling based on specific criteria such as being Civil Servants and having a tenure of more than two years. Data is collected through a Likert-scale questionnaire, and responses are analyzed using descriptive statistics and Structural Equation Modeling (SEM) with the Smart PLS software. The

analysis involves two models: the Outer Model, which evaluates the reliability and validity of indicators based on criteria such as Loading Factor and Composite Reliability; and the Inner Model, which assesses the structural relationships among latent variables using R-Square and path coefficients. Hypothesis testing is conducted through bootstrapping, with p-values used to determine significance ($p < 0.05$ indicates significance).

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Organizational Climate (X ₁)	X _{1.1}	0,810	0,948	0,645	Yes
	X _{1.2}	0,833			
	X _{1.3}	0,853			
	X _{1.4}	0,818			
	X _{1.5}	0,836			
	X _{1.6}	0,767			
	X _{1.7}	0,656			
	X _{1.8}	0,853			
	X _{1.9}	0,785			
	X _{1.10}	0,798			
Job Autonomy (X ₂)	X _{2.1}	0,598	0,913	0,680	Yes
	X _{2.2}	0,878			
	X _{2.3}	0,853			
	X _{2.5}	0,853			
	X _{2.6}	0,904			
Harmonious Work Passion (Y ₁)	Y _{1.1}	0,92	0,933	0,778	Yes
	Y _{1.2}	0,913			
	Y _{1.3}	0,894			
	Y _{1.4}	0,795			
Performance (Y ₂)	Y _{2.2}	0,534	0,914	0,607	Yes
	Y _{2.3}	0,815			
	Y _{2.4}	0,766			
	Y _{2.5}	0,710			
	Y _{2.6}	0,853			
	Y _{2.7}	0,868			
	Y _{2.8}	0,852			

Source: Calculated using SmartPLS, 2024

The information presented describes the results of factor analysis conducted to examine the relationship between several variables measured in a study. The variables observed consisted of organizational climate, job autonomy, harmonious work passion and employee performance. Each of these variables has several indicators that are used to measure or represent certain aspects of that variable. Given loadings indicate how strong the relationship between each indicator and its associated variables is. Composite reliability is a measure of the combined reliability of the indicators in a variable, while Average Variance Extracted (AVE) measures how well the indicators represent that variable. Cross loading indicates whether certain indicators have a significant correlation with other variables, which may indicate a problem in construct validity. By examining this information, researchers can evaluate the reliability and validity of the measurement instruments used in the study.

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedure are shown in Table 2.

Direct Effect: Direct effects refer to the influence or relationship between one variable and another without any intermediate variables. In this case, the information provides details about the direct effects between variables, including the original sample size, T statistics, P values, and whether the effects are significant.

1. **Organizational Climate → Harmonious Work Passion.** The original sample value for this path is 0.257, indicating that Organizational Climate has a positive effect on Harmonious Work Passion. With a T-statistic of 2.652 and a p-value of 0.008, this result shows that the relationship is statistically significant at the 5% significance level ($p < 0.05$). This means that a better Organizational Climate tends to significantly increase Harmonious Work Passion.
2. **Job Autonomy → Harmonious Work Passion.** The impact of Job Autonomy on Harmonious Work Passion has an original sample value of 0.675, indicating a strong positive relationship. With a T-statistic of 7.410 and a p-value of 0.000, this effect is highly significant ($p < 0.001$). This result suggests that the higher the level of Job Autonomy, the greater the Harmonious Work Passion experienced, and this relationship is very strong.
3. **Harmonious Work Passion → Performance.** The path from Harmonious Work Passion to Performance has an original sample value of 0.372, indicating a positive effect. However, with a T-statistic of 1.284 and a p-value of 0.199, this effect is not statistically significant at the 5% level ($p > 0.05$). This means that although Harmonious Work Passion has a positive effect on Performance, the effect is not strong enough to be considered significant in the context of this study.
4. **Organizational Climate → Performance.** For this path, the original sample value is -0.550, indicating a negative effect of Organizational Climate on Performance. With a T-statistic of 2.220 and a p-value of 0.026, this result is significant at the 5% significance level ($p < 0.05$). This suggests that an improvement in Organizational Climate is actually associated with a decrease in Performance, possibly reflecting the presence of other factors that mediate or moderate this relationship.
5. **Job Autonomy → Performance.** The impact of Job Autonomy on Performance has an original sample value of 0.232. However, with a T-statistic of 0.687 and a p-value of 0.492, this effect is not statistically significant ($p > 0.05$). This means that, in the context of this study, Job Autonomy does not have a significant effect on Performance.

Indirect Effect: Indirect effects involve the influence of one variable on another variable through an intermediary or mediating variable. The information provided for indirect effects includes the original sample size, T statistics, P values, and explanations about the significance of the indirect effects.

1. **Organizational Climate → Harmonious Work Passion → Performance.** The original sample value for this indirect path is 0.096, indicating that Organizational Climate has a small positive effect on Performance through Harmonious Work Passion. However, with a T-statistic of 1.055 and a p-value of 0.292, this effect is not statistically significant at the 5% significance level ($p > 0.05$). This means that although there is an effect of Organizational Climate on Performance through Harmonious Work Passion, it is not strong or significant enough. In other words, Harmonious Work Passion is not a significant mediator for the influence of Organizational Climate on Performance.
2. **Job Autonomy → Harmonious Work Passion → Performance.** The indirect path from Job Autonomy to Performance through Harmonious Work Passion has an original sample value of 0.251. This indicates that Job Autonomy has a greater positive effect on Performance than Organizational Climate does, through the mediation of Harmonious Work Passion. However, with a T-statistic of 1.251 and a p-value of 0.211, this effect is also not statistically significant ($p > 0.05$). This means that although Job Autonomy tends to influence Performance through Harmonious Work Passion, the effect is not strong enough to be considered significant.

Table 2.
Bootstrapping Results

Direct Effect (<i>Direct Effect</i>)				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Organizational Climate → Harmonious Work Passion	0.257	2.652	0.008	Significant at 5% level ($p < 0.05$)
Job Autonomy → Harmonious Work Passion	0.675	7.410	0.000	Highly significant ($p < 0.001$)

Harmonious Work Passion → Performance	0.372	1.284	0.199	Not significant (p > 0.05)
Organizational Climate → Performance	-0.550	2.220	0.026	Significant at 5% level (p < 0.05)
Job Autonomy → Performance	0.232	0.687	0.492	Not significant (p > 0.05)
<i>Indirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Organizational Climate → Harmonious Work Passion → Performance	0.096	1.055	0.292	Not significant (p > 0.05)
Job Autonomy → Harmonious Work Passion → Performance	0.251	1.251	0.211	Not significant (p > 0.05)

Source: Calculated using SmartPLS, 2024

Discussion

This study demonstrates that Organizational Climate has a significant influence on Harmonious Work Passion (HWP), indicating that a positive work environment plays a vital role in fostering harmonious enthusiasm at work. In practice, this is evident when a company creates a supportive and inclusive environment where employees feel heard, valued, and empowered. This supportive organizational climate significantly enhances harmonious work enthusiasm among faculty members. At Politeknik Pertanian Negeri Samarinda, faculty who feel they work in a conducive environment, where they receive support from colleagues, responsive leadership, and a sense of camaraderie, tend to carry out their tasks with high enthusiasm. This enjoyable and supportive work atmosphere makes faculty feel valued and recognized for their contributions. Consequently, faculty members not only feel happy to come to campus but also develop a love for their profession as educators. This harmonious work passion is essential for creating strong relationships between faculty, students, and colleagues, which in turn strengthens collaboration and innovation in teaching and learning activities.

A supportive work environment often materializes through policies and an organizational culture that emphasize open communication and social support. When employees feel they can freely discuss their needs, aspirations, and concerns, they tend to feel more emotionally engaged in their work. For example, companies that regularly hold monthly meetings to listen to employee feedback or have personal development programs, such as training and career coaching, positively influence their work enthusiasm.

This finding aligns with Cheah et al. (2023), who state that a positive organizational climate reflects the organization's concern for employee well-being. Practically, this can be seen in programs focusing on mental well-being, such as psychological counseling or group fitness activities. In workplaces that adopt such programs, employees feel supported not only physically but also mentally, creating a harmonious atmosphere that motivates them to contribute their best.

The feeling of acceptance from colleagues and supervisors is crucial in building Harmonious Work Passion. For example, in a workplace that values diversity, where employees from different backgrounds feel accepted and respected, a deeper emotional attachment is created. This strengthens employees' commitment to organizational goals as they feel part of something bigger. This support not only boosts productivity but also fosters a sense of ownership and responsibility.

According to Maqsood et al. (2023), a supportive organizational climate helps reduce work stress and enhances positive interactions among employees. In real-life scenarios, this is evident when employees work in cooperative and supportive teams. For example, in situations where an employee feels burdened by a specific task, proactive colleagues offer assistance, creating a mutually supportive work environment. Such situations not only reduce stress but also strengthen social bonds among team members.

This emotional attachment can trigger Harmonious Work Passion, where employees feel happy and satisfied with their work. Employees who feel supported tend to have a more positive outlook on their job and even show enthusiasm for taking on new projects. For instance, in a technology company with a culture of innovation and collaboration, employees may be motivated to share new ideas and work proactively toward shared goals. They feel their work is important and impactful, encouraging them to contribute more.

A harmonious work atmosphere encourages employees to express their potential without feeling hindered by pressure or uncertainty. In a supportive environment, employees have more freedom to express their creative ideas and experiment without fear of failure. For example, in a startup that values innovative ideas, employees may feel more comfortable taking risks and trying new approaches, ultimately increasing their enthusiasm for work.

A supportive organizational climate not only creates a comfortable environment but also enables employees to feel a deeper connection to their work. When employees sense that their organization cares about their well-being, both psychologically and socially, they are motivated to do their best in their jobs. Therefore, organizations that focus on creating a positive work climate can sustain and enhance Harmonious Work Passion, which in turn contributes to achieving the organization's overall goals.

This study shows that Job Autonomy has a significant impact on Harmonious Work Passion (HWP). In practice, this influence is evident in various situations where employees are given the freedom to plan, organize, and carry out their tasks in the way they consider most effective. This freedom not only enhances intrinsic motivation but also fosters a sense of ownership over their work, ultimately promoting harmonious work passion.

High job autonomy has a strong influence on faculty members' harmonious work passion. At Politeknik Pertanian Negeri Samarinda, faculty who are given freedom to determine their teaching methods, design curricula, and select the most effective instructional techniques based on students' needs feel a greater sense of control over their work. This autonomy fosters a deeper sense of personal responsibility, allowing them to work without disruptive external pressures. With this autonomy, faculty members can adapt their teaching materials to their own style and abilities, making them more comfortable and motivated to deliver material in the most optimal way. The satisfaction they gain from this autonomy fuels their passion and dedication to their role as educators, forming a deep and harmonious passion for their profession.

In various workplaces, such as technology companies or creative sectors, job autonomy often becomes a primary factor in determining job satisfaction. For example, in a software development company, programmers may be given the freedom to decide how they will complete a project or choose the tools that best suit their tasks. In this context, job autonomy allows employees to utilize their unique skills and make decisions they consider best for the job's objectives, enhancing their sense of control over the outcome.

These findings support the perspective of Peter et al. (2022), who state that job autonomy offers employees opportunities to develop decision-making and problem-solving skills. In real-life scenarios, for example, a project manager given full freedom to determine implementation strategies may feel more motivated and driven to achieve the best results. They are also more willing to take the initiative in trying new methods or innovative solutions, knowing they have the freedom to do so without excessive interference.

Additionally, job autonomy allows employees to experiment with work methods that match their personal preferences. For instance, in companies with flexible working hours, employees have the freedom to choose the most productive working hours, enabling them to work at an optimal pace. This freedom allows them to align their work approach with their personal preferences, fostering deeper job satisfaction. When employees are free to determine the best way to work, they not only feel more empowered but also feel that their work truly belongs to them.

According to Okolie & Egbon (2023), autonomy encourages creativity and innovation by giving employees space to find new ways to accomplish their tasks. For example, in a retail company that grants store managers autonomy to execute promotions uniquely, managers may feel a greater sense of responsibility and pride in the results achieved. This creativity not only improves efficiency but also fosters personal pride and satisfaction, which is crucial in promoting Harmonious Work Passion. In such environments, employees are motivated to do their best because they feel in control of the outcomes.

Research by Benitez et al. (2023) indicates that job autonomy enhances personal ownership of assigned tasks. When employees feel they have full responsibility for their work, it sparks motivation to not only complete tasks but also to perform them to a high standard. In creative industries like graphic design, a designer given full autonomy on a project is often more motivated to produce work that meets personal standards. Autonomy provides the designer the opportunity to express creative ideas without strict limitations, which in turn ignites Harmonious Work Passion as the designer feels that the work is truly a part of themselves.

In practice, job autonomy is also frequently associated with the freedom to set priorities and responsibilities. In a manufacturing company, for example, a supervisor who is granted autonomy to manage production schedules and methods feels more enthusiastic about leading their team. This freedom encourages employees to develop management skills and make decisions that contribute to the best team outcomes. When this autonomy is accompanied by support from management and colleagues, employees feel more emotionally engaged in their work, creating a strong Harmonious Work Passion.

Job autonomy enables employees to feel in control of their work. This freedom not only provides flexibility but also increases personal satisfaction as employees feel their work reflects their personal preferences and standards. When this autonomy is valued by the organization, employees are motivated to give their best, which ultimately forms Harmonious Work Passion. With autonomy, employees are not only given freedom but also the responsibility to set the direction of their work, making them feel emotionally connected and motivated to achieve higher results. In the real working world, autonomy is a crucial element for creating an environment that supports personal and professional growth, fostering a sustainable and harmonious work passion.

This study found a correlation between Harmonious Work Passion (HWP) and performance; however, this relationship is not statistically significant. This suggests that while HWP can enhance employees' positive feelings towards their work, other factors may play a more dominant role in influencing workplace performance. HWP is a form of motivation marked by love and dedication toward one's work, fostering satisfaction and happiness. Although HWP is often linked with better performance, this study's findings indicate that, in real-life conditions, this impact might be more complex.

While harmonious work passion shows a positive influence on performance, the results do not significantly improve performance directly. At Politeknik Pertanian Negeri Samarinda, faculty who feel genuine enthusiasm for their work do not necessarily achieve higher performance. This happens because harmonious work passion alone is not enough without adequate infrastructure, resources, and policies supporting optimal performance. Enthusiastic faculty members may feel happy and satisfied with their work, yet limitations in facilities, access to the latest literature, or time constraints for research and self-development can hinder them from achieving optimal results. Therefore, harmonious work passion needs to be supported by adequate resources and systems to achieve meaningful performance improvements.

In practice, many organizations view HWP as one way to improve employee job satisfaction. Employees passionate about their work tend to be more enthusiastic and willing to go beyond expectations. However, in the real working world, there are numerous situations where passion alone is insufficient to produce high performance. Performance is not only influenced by intrinsic motivation but also by various external supports that enable employees to work effectively.

Hussain (2022) highlights that while HWP can contribute to performance, if an organization does not provide adequate support like training, technology, and resources, high motivation alone may not result in the expected productivity. For example, in a tech company, a programmer might have a strong passion for their work, but without access to the latest software or training to develop new skills, they might not achieve peak performance. Passion for work is indeed important, but in daily work contexts, performance also depends on how well the organization supports employees in overcoming the challenges they face.

Moreover, Jiantreerangkool & Boonsathorn (2019) explain that although HWP creates a positive work attitude, employees may require a more formal structure to effectively channel their passion. In reality, this means that while an employee may be highly enthusiastic about their job, without clear guidance or measurable goals, they may not know how best to direct their motivation into actions that impact performance. For instance, a graphic designer who loves their work might be motivated to spend hours on one project, but without clear guidelines and deadlines, their output may not meet the organization's expectations.

High performance often requires a synergy between passion and good resource management. For instance, in the hospitality industry, an employee with HWP towards customer service may be very enthusiastic about serving guests. However, if the hotel's booking or communication system is inefficient, that passion may not be enough to deliver fast and accurate service. Here, it's crucial for organizations to ensure that resources and processes support employees in realizing their passion.

In many cases, these research findings underscore the importance of supportive factors that facilitate the transformation of passion into measurable performance. Harmonious Work Passion is highly beneficial in creating a positive work environment and encouraging employees' emotional engagement; however, without a supportive structure, this passion may not always produce tangible results. In complex work environments, like the healthcare or manufacturing sectors, passion alone may not be sufficient to overcome day-to-day operational challenges. To turn passion into performance, employees need support in the form of policies, efficient workflows, and adequate resources.

This study confirms that to create a significant impact on performance, Harmonious Work Passion must be supported by planned management strategies and sufficient resources. In practice, this might mean that companies need to invest more in infrastructure and employee development to transform employee passion into productive action. For example, companies that provide ongoing learning opportunities, offer access to the latest technology, and supply necessary work tools can help employees translate their passion into significant results. Thus, while HWP is a crucial foundation, its real impact on performance greatly depends on how organizations create an environment that enables employees to grow and perform at a high level.

The research findings indicate that Organizational Climate has a negative effect on performance, a result that may seem contrary to initial expectations. In many organizations, a positive climate is generally seen as a factor that encourages productivity, as employees feel supported and comfortable in their work environment. However, these findings suggest that an overly comfortable organizational climate may have unintended consequences for performance, especially if it causes employees to become overly complacent or even less motivated to make improvements.

A rigid and overly bureaucratic organizational climate negatively affects faculty performance. At Politeknik Pertanian Negeri Samarinda, excessively strict rules and policies that limit creativity can reduce lecturers' motivation to innovate. Lecturers who feel restricted by overly formal procedures and regulations may not be able to maximize their potential in teaching processes. This leads to reduced responsiveness to students' needs and the latest technological developments relevant to the field of agriculture. With an organizational climate that is overly regulated and unsupportive of creative freedom, lecturers lack the space to adapt to changes, ultimately impacting their long-term performance.

One reason why an overly comfortable organizational climate may negatively impact performance is that this condition can reduce the need for innovation and drive to work harder. When employees feel too comfortable,

they may lose the urgency to achieve goals or to contribute in more creative and innovative ways. For example, in a very relaxed work environment, employees may feel they don't need to make extra efforts because there is no high pressure or expectation. This can result in a lack of initiative and an overall decrease in productivity.

Paisal et al. (2019) argue that although a positive climate can increase well-being and job satisfaction, if left without oversight or clear performance targets, it may make employees feel overly relaxed. In practice, this is seen in organizations that focus heavily on support without considering the importance of setting challenges and driving high performance. For example, in a company with an overly relaxed work culture, employees may feel there are no significant consequences or rewards to encourage them to work harder. Consequently, they tend to settle in a comfort zone and become less motivated to innovate.

Mutonyi & Lien (2020) suggest that a good organizational climate should balance support and challenges. This means employees do need a supportive environment, but they also need challenges and expectations that push them out of their comfort zones. When an organizational climate focuses too much on comfort, employees may feel they don't need to make more effort because there is insufficient pressure to achieve results. In this case, even though the organizational climate is supportive, it lacks clear goals and objectives that could motivate employees to achieve more.

In the field, the impact of an overly comfortable organizational climate can be observed in various situations. For instance, in organizations that emphasize flexibility and high tolerance, employees may feel they have full freedom to work as they please, without challenging rules or standards. While this freedom can increase job satisfaction, if it is not accompanied by clear performance expectations, it can cause employees to be less directed and less motivated to achieve higher accomplishments.

A similar situation can occur in academic settings, where lecturers may feel that the institution's full support and lack of strict performance evaluations make them too comfortable. This can reduce their motivation to develop new teaching methods or to innovate within the curriculum because there is insufficient pressure or incentive to drive them to make changes. In other words, a comfortable climate can reduce the drive to achieve better performance because employees feel they are meeting expectations, even if the results are not optimal.

From a management perspective, these findings emphasize the importance of balancing comfort and challenge in the organizational climate. While support is indeed essential for maintaining employee well-being, organizations also need to set clear performance targets and provide constructive feedback to encourage employees to strive harder. By doing so, organizations can create a supportive climate without sacrificing productivity and innovation. For example, companies that offer performance-based rewards or incentives, in addition to creating a supportive environment, tend to be more successful in maintaining employee motivation to achieve higher results.

These findings show that a positive organizational climate should not focus solely on support and comfort. A balance between support and challenge is crucial to ensure that employees remain motivated and strive for better performance. Organizations that maintain this balance are generally able to create a work environment that is not only pleasant but also challenging, allowing employees to feel supported while also being motivated to continue excelling and growing.

This study finds that Job Autonomy does not have a significant impact on performance, indicating that freedom at work, while important, does not always directly correlate with improved work outcomes. In practice, many organizations seek to increase employee satisfaction by providing greater autonomy, allowing employees to decide how they work, plan their tasks, and choose the most suitable methods to complete their work. However, autonomy alone does not appear sufficient to drive performance if it is not accompanied by clear goals, external motivation, and adequate responsibility.

Job autonomy shows no significant effect on the performance of lecturers. Although lecturers at Politeknik Pertanian Negeri Samarinda have the freedom to perform their tasks, this freedom does not directly enhance performance if it is not balanced with adequate training support, facilities, or collaboration opportunities. Autonomy granted to lecturers without access to the latest training—whether in educational technology or professional development—limits the significant impact of this freedom on their performance. Lecturers need more substantial support from their institutions, such as access to adequate laboratory facilities, technological resources, and time for research, to optimize their potential. Thus, job autonomy needs to be supported by other elements to make a tangible contribution to performance improvement.

Job autonomy provides employees with flexibility in determining the best way to complete their work. According to Mworira et al. (2021), this flexibility allows employees to feel more comfortable and independent, yet this freedom must be paired with external motivations, such as incentives or clear targets, to drive optimal performance. For example, in the creative industry, a designer given full autonomy over a project may feel more satisfied, but without clear direction regarding end goals, this freedom may cause employees to lose focus on the results the company seeks. In such cases, employees may spend more time on creative exploration without producing outputs that meet the organization's performance standards.

Tentama et al. (2020) also emphasize the importance of combining autonomy with responsibility. Autonomy without a sense of accountability can make employees feel overly relaxed and less driven to achieve goals. In the workplace, this often occurs in roles without a strict performance evaluation system. For example, in the technology sector, a programmer given the freedom to work as they wish may feel comfortable, but without clear performance parameters or achievement targets, they may lack motivation to complete tasks efficiently. Autonomy, if not combined with accountability, can make employees feel there is no pressure or incentive to work harder, which may ultimately hinder productivity.

According to Furkan (2023), freedom without direction often leads to reduced productivity, as employees can lose focus on primary objectives. In practice, this is often seen in organizations that provide autonomy without setting clear goals. For instance, in companies with a highly flexible work structure, employees may have the freedom to select projects or determine their own work methods. However, without clear guidance or expectations, they may feel unsure of what to prioritize. This can result in decreased productivity as employees are unclear about how best to direct their efforts toward achieving desired outcomes.

In reality, job autonomy does provide a sense of personal satisfaction, but if not supported by incentive systems that drive performance, this freedom may not significantly impact productivity. In real-world scenarios, employees with high autonomy but lacking internal motivation or external encouragement may only work according to their own preferences, without regard for the performance standards expected by the organization. This can be seen in the service sector, where the freedom to handle customers independently may empower employees, but if there are no clear service standards, customer experiences may vary, and service performance may not meet desired standards.

Autonomy without clear direction can leave employees feeling isolated in their tasks. In a highly autonomous work environment, employees may lack sufficient guidance to align their work with what is beneficial for the organization. For example, in a research-based company, a researcher given full autonomy may pursue personal interests without considering the relevance or impact of their work on the company's business strategy. This leads to inefficiency, as the researcher may have freedom in their work but may not produce outcomes that align with organizational goals.

Furthermore, high job autonomy can be a double-edged sword. On one hand, autonomy gives employees the chance to develop creativity and innovation. However, if this freedom is not accompanied by guidance or mentoring, employees can lose direction and fail to focus on expected outcomes. Therefore, organizations need to develop strategies to ensure that the autonomy granted to employees is paired with clear guidelines on how they can best contribute to company goals.

These research findings emphasize that job autonomy alone is not enough to improve performance. To achieve better outcomes, organizations need to combine autonomy with clear goals, accountability, and performance-driven incentive systems. This way, employees not only experience freedom in their work but also receive direction and motivation that help them achieve desired results. Thus, organizations can ensure that autonomy not only enhances personal satisfaction but also contributes meaningfully to overall productivity and performance.

This study reveals that although Harmonious Work Passion (HWP) was expected to be a significant mediator between Organizational Climate and Job Autonomy in affecting performance, the anticipated mediation effect did not materialize. This finding suggests that, while HWP positively impacts the overall work environment, it may not be strong enough to mediate the influence of Organizational Climate and Job Autonomy on performance in certain contexts. To turn HWP into a tangible improvement in performance, other factors need to be considered and combined.

A supportive organizational climate plays a role in fostering harmonious work passion; however, this study shows that even though a positive climate can enhance harmonious work passion, its effect is not significant in directly boosting lecturers' performance. At Politeknik Pertanian Negeri Samarinda, a supportive work environment is indeed important for encouraging lecturers to feel comfortable and engaged in their work. However, in practice, the passion that grows from a positive work environment does not necessarily result in high performance. Lecturers who work in a supportive organizational climate may feel more enthusiastic and have good relationships with colleagues, but this does not automatically increase productivity or teaching quality. This may occur because, beyond a positive work climate, lecturers still need other practical support, such as access to adequate laboratory facilities, comprehensive teaching materials, and training opportunities. Without these additional resources, harmonious work passion stemming from a positive work environment may impact personal satisfaction without significantly improving their academic or research performance.

Job Autonomy also has a significant impact on harmonious work passion; however, like organizational climate, its effect on overall performance remains insignificant. At Politeknik Pertanian Negeri Samarinda, lecturers who have the freedom to choose teaching methods, set schedules, and make decisions about how to deliver their courses experience autonomy that enhances job satisfaction. This autonomy is crucial for fostering creativity and emotional engagement in their work, which aligns with increased harmonious work passion.

However, this freedom does not always directly contribute to improved performance. Although lecturers feel more satisfied and involved, their performance still depends on the availability of resources that enable them to maximize this potential. For example, a lecturer with job autonomy but lacking technological support, such as computers or specialized software for research and digital learning, will struggle to achieve optimal performance. Furthermore, without ongoing training and skill development, job autonomy may not be sufficient to drive lecturers to achieve the best results. In practical terms, high autonomy may increase a sense of ownership and commitment to work, but it does not automatically improve performance outcomes without additional support. Lecturers need other technical and operational support, such as seminars, workshops, or skill-enhancing courses, which help them implement this autonomy more effectively in their daily tasks. Therefore, while organizational climate and job autonomy are essential for building harmonious work passion, both require comprehensive support to genuinely drive improved lecturer performance at Politeknik Pertanian Negeri Samarinda.

Theoretically, Harmonious Work Passion can enhance innovation and productivity, as noted by Gao & Jiang (2019), who found that HWP can motivate employees to be more innovative and productive. In real-world scenarios, this can be seen when employees feel emotionally engaged and motivated by their work, leading them to invest more time and energy into their tasks. However, to achieve optimal performance, this intrinsic motivation needs to be supported by other elements, such as adequate training, technical support, or even effective leadership, so that employees' passion can be transformed into tangible actions that impact productivity.

For example, in a retail company, an employee with HWP toward customer service may be highly motivated to provide the best service. However, if the company does not provide sufficient training on handling customer complaints or understanding customer needs, the employee's passion may not effectively improve performance. Harmonious Work Passion needs to be supported by the right skills and knowledge to contribute directly to the desired organizational outcomes. In other words, while HWP is important for fostering a positive attitude, its actual impact on performance requires support systems that can channel that passion into productive actions.

Jiantreerangkool & Boonsathorn (2019) indicate that while HWP can create a positive environment, a structured organizational system is necessary to optimize this passion for it to impact performance truly. Without adequate support and resources, Harmonious Work Passion may remain limited to an emotional motivation level without significantly contributing to measurable work outcomes. In practice, this means that employees who have a strong passion for their work may feel motivated, but if they lack the tools or processes necessary, this passion cannot be fully realized in actual performance. For instance, in an organization with a culture of innovation, employees eager to develop new ideas may face obstacles if the company lacks a supportive structure, such as research and development facilities or funding for new projects.

Similar conditions can be seen in technology companies, where an employee with HWP for problem-solving might have ideas that could enhance efficiency or product quality. However, without technical support, such as adequate software or hardware, or without leadership providing guidance, this passion will not significantly impact overall performance. This demonstrates that while Harmonious Work Passion is essential, it must be managed well and directed by organizational structure to drive performance effectively.

Another point to consider is that while Organizational Climate and Job Autonomy may create an environment that supports Harmonious Work Passion, without guidance and direction, this passion can become unfocused. For example, in a company that allows employees to pursue projects they are passionate about, those with HWP may feel more motivated. However, without a structure to channel this passion into projects that contribute directly to organizational goals, the passion could lead to activities that are less relevant or even counterproductive. This is why leadership support is essential to direct Harmonious Work Passion so that it contributes to improved performance.

From a managerial perspective, these findings suggest that although a positive organizational climate and job autonomy can encourage Harmonious Work Passion, a more strategic approach is needed to ensure that this passion has a positive impact on performance. For example, organizations can provide clear guidance on how employees can channel their passion into projects that support the company's vision and mission. This way, Harmonious Work Passion not only enhances job satisfaction but also serves as an effective tool for achieving specific performance goals.

These results emphasize that to optimize the impact of Organizational Climate and Job Autonomy through Harmonious Work Passion, organizations need to develop structures and support systems that allow this passion to materialize into productive actions. While HWP is essential for building intrinsic motivation, its actual impact on performance may only become evident when organizations create environments that offer employees support, training, and clear direction to channel their passion effectively. Therefore, organizations aiming to enhance employee performance through Harmonious Work Passion must consider how this passion can be integrated into broader business processes to support overall productivity and performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

The conclusions of this research reveal several significant and non-significant relationships between Organizational Climate, Job Autonomy, Harmonious Work Passion, and performance, along with explanations for these findings. First, **the influence of Organizational Climate on Harmonious Work Passion** was shown to be positive and significant, indicating that a supportive and positive work environment can increase employees' enthusiasm and emotional engagement with their jobs. When employees feel comfortable, valued, and supported, they tend to develop a more harmonious passion. This finding aligns with motivational theory, which suggests that good working conditions foster psychological well-being and positive emotions. Second, **Job Autonomy's impact on Harmonious Work Passion** was also proven to be strong and significant. Freedom to organize work methods and make decisions allows employees to feel more engaged and a sense of ownership over their tasks, enhancing intrinsic motivation and creating a more harmonious passion for work. This highlights the importance of autonomy in boosting employee motivation and emotional commitment. Third, while **Harmonious Work Passion positively relates to performance**, the relationship is not statistically significant, indicating that although harmonious passion may boost job satisfaction and emotional engagement, it does not directly improve performance. Additional support, such as training, resources, and incentive systems, is needed to convert passion into productivity. Fourth, **Organizational Climate was found to have a negative effect on performance**, possibly due to overly comfortable environments causing employees to feel too relaxed, leading to a lack of drive for improvement and innovation. This highlights the need for balancing support and challenge to foster productivity. Fifth, **Job Autonomy did not significantly impact performance**; while workplace freedom is crucial for motivation and personal satisfaction, it does not directly enhance performance without clear goals or external motivation. Employees may feel comfortable with autonomy, but without clear objectives or systems motivating them to achieve specific results, autonomy does not directly contribute to productivity. Sixth, **Harmonious Work Passion did not mediate the relationship between Organizational Climate and performance**, indicating that although a supportive climate can foster harmonious passion, it is not sufficient to improve performance directly. Passion must be directed and facilitated by supporting systems that enable employees to channel their passion into productivity. Seventh, **Harmonious Work Passion was also not a significant mediator between Job Autonomy and performance**. Although autonomy can foster stronger passion, it does not significantly impact performance without additional guidance or support from the organization. Freedom at work needs to be balanced with clear structures and resources to ensure that this passion contributes to productivity.

Based on these conclusions, several suggestions are offered. For **organizational implementation**, first, organizations are encouraged to enhance performance by balancing support and challenge, as an overly comfortable Organizational Climate can negatively impact performance. Politeknik Pertanian Negeri Samarinda, for instance, could design a work environment encouraging lecturers to pursue academic achievements and teaching innovation while providing emotional and practical support. Second, leveraging job autonomy with clear guidance and incentive systems is crucial. Although autonomy contributes positively to Harmonious Work Passion, it must come with clear directions and incentive systems that drive employees to optimal performance. Institutions like Politeknik Pertanian Negeri Samarinda could implement professional development programs for lecturers, allowing them freedom in curriculum development or research but providing specific achievement indicators to motivate improvement in education and research quality. Third, developing support programs to enhance Harmonious Work Passion is essential since it does not significantly improve performance directly. Politeknik Pertanian Negeri Samarinda might consider offering regular training for lecturers in areas like curriculum development, research skills, and classroom management to help them channel their passion into innovative and high-quality teaching methods.

For **future research**, several suggestions are made. First, researchers could explore other mediating or moderating variables, as Harmonious Work Passion did not significantly mediate the relationship between Organizational Climate and Job Autonomy and performance. Variables like Organizational Commitment, Self-Efficacy, or Perceived Organizational Support could serve as effective mediators. Future studies could also consider using Organizational Culture as a moderator to assess how different workplace cultures impact these relationships. Second, future research could focus specifically on academic settings, such as Politeknik Pertanian Negeri Samarinda, to understand how Organizational Climate and Job Autonomy influence lecturers. Since the academic environment has unique demands, research could examine how autonomy in teaching and research and a supportive academic climate impact academic performance and innovation. Third, considering contextual factors and organizational resources is recommended, as additional support is necessary to improve performance through Harmonious Work Passion. Future studies could explore how resources like technology, training, and management support enhance workplace passion and performance.

For **lecturers and Politeknik Pertanian Negeri Samarinda**, there are practical recommendations. First, the institution could support lecturers in developing Harmonious Work Passion through self-development programs, such as training in teaching skills, research workshops, or faculty exchanges, motivating lecturers to

provide the best for their students. Second, Politeknik Pertanian Negeri Samarinda should provide autonomy accompanied by accountability. Granting freedom to lecturers to explore innovative teaching and research methods should be paired with clear responsibility for achieving results, allowing them to experience job satisfaction while maintaining high performance standards. Lastly, the institution should create an academic climate that balances support and challenge, ensuring that lecturers are both motivated to innovate and supported in their roles. An overly comfortable climate might lead lecturers to feel less driven to achieve higher accomplishments, so the institution could set clear and challenging targets to encourage continuous improvement and excellence among lecturers.

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