

Exploring Caring Dynamics in a Private University: Impact on Employee Well-Being at one of the Private University at East Java

Felicia Juliani Leliga & Priskilla Ebenancy Ezeramona Napitupulu

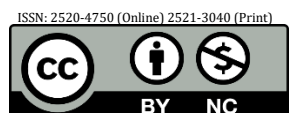
Abstract

The COVID-19 pandemic phenomenon situation makes mental health has become one of the main things of concern throughout the world, including aspects of human resources. The era of working with a new remote system such as Work From Home (WFH) has contributed to affecting employee mental health. Through this research, will explore caring dynamics in a private university: impact on employee well-being at one of the private universities at East Java. The method is quantitative research using AMOS software. Data was collected from 100 respondents using the questionnaires. The results showed Organizational Caring, Managerial Caring, Co-Worker Caring has a significant effect on Climate of Care for Employee, and Climate of Care for Employee has a significant effect on Employee Caring, Attitudes, Behavior, and Well-Being.



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Keywords: *Organizational Caring, Managerial Caring, Co-Worker Caring, Climate of Care, Employee Caring, Employee Well-Being, Employee Attitude, Employee Behavior.*

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1. Introduction

The COVID-19 pandemic phenomenon situation makes mental health has become one of the main things of concern throughout the world, one of which is in the aspect of human resources development (HRD). The era of working with a new remote system such as Work From Home (WFH) is one of the things that affects the mental health of employees. So, this is also discussed by Forbes in one of its news stories, namely the role of the human resources division being one of the areas highlighted in the future to hold an important part in handling mental health conditions in the world (Routt, 2021). The World Health Organization (WHO) in one of the latest campaigns to be promoted in 2022 is how to build *#Healthyathome*, especially in the mental health aspect. WHO (2022) provides several suggestions about balancing the time when looking at laptop screens and gadgets and how to implement sympathy and empathy by interacting with others but still focusing on maintaining health protocols (WHO, 2022). Korn Ferry one of the HRM consulting institutions also wrote the following statement in the future trend of HRD 2022: power in the organizations has changed, from organizations concern to people aspect, from profit concern to mutual prosperity aspect, from "me" to "we" (Ferry, 2021). Meanwhile in Indonesia, this issue is very important and will play a big part in the country's development in the future. President Joko Widodo in commemoration of Indonesia's independence on August 17, 2022, also echoed "Recover Faster, Rise Stronger" especially in the health and employment sectors as one of the focuses that must be addressed immediately after the impact of the COVID-19 pandemic (Mufidayati, 2022). Meanwhile, one of the companies in Indonesia, Bukalapak, has shown its efforts in winning "2022 Best Company to Work" and "2022 The Most Caring Company". Bukalapak believes that the most important thing for now is to apply the caring model in the practice of the Human Resource Department (HRD) while still focusing on the welfare of every employee. This is believed to increase the productivity of each employee in doing the work entrusted by the company (Kapanlagi, 2022). In the past, the caring effect was only applied in the nursing field, but now the caring model can be applied in all aspects of human relations, one of which is HRD (Saks, 2021).

In a previous study, Alan Michael Saks found that the results of his research, namely the application of the Caring Model in HRD research, can identify the employee caring experiences through the organization or business unit aspect, management situation, and relationship with co-workers. The combination of that research model can create a healthier and stronger work climate for employees facing new adaptation conditions in this era of the COVID-19 pandemic. In this case, it was also found that when all these things are improved properly and disciplined, it can increase the collaboration on the emotions, attitudes, health, well-being, and behavior of employees in the work environment (Saks, 2021). Departing from this background, the research will be conducted at a private university in East Java. This private university will use this data to develop the practice of applying the Caring Model to HRD systems according to the Saks research. It will help to explore caring dynamics in a private university: impact on employee well-being at one of the private universities in East Java. It aims to improve the welfare of employees in these educational institutions increase the collaboration on the emotions, attitudes, health, well-being, and behavior of employees in the work environment, and assist HRM in making the right decisions in the future.

2. Literature Review

2.1 The Framework of Organizational Behavior (OB)

In Organization Behavior (OB) some frameworks are important to describe and decide the right OB in the corporation. It will be divided into 3 parts, Input, Processes, and Outcomes. Input includes the Person and Situation Aspects. For the person aspect, the organization can review the Personality, Mood, Intelligence, Proactive, Core self-evaluations, Self-efficacy, Self-

esteem, Locus of Control, and Emotional Intelligence. All of these aspects will have a significant effect on the Situation Factors. This will affect the next step in processing the job and performance indicator (Kinicki, 2021).

In Processes, the organization behavior will design and collaborate the Individual, Group/Team, and Organizational Level into organization design. The stability of emotions, how to deal with problems, and finding balance is an important thing at this level. At this step, the organization will prepare to design the job & performance indicator for outcomes. The last part is Outcomes, in this step, every level will give their best performance to do the job descriptions and have an important impact on the internal and external feedback. The management can use this feedback to make a decision making in the future. The outcomes can be identified from the Individual Level (Task Performance, Work Attitudes, Well-Being/Flourishing, Turnover, Career Outcomes), Group/Team Level (Group/team performance, Group satisfaction), and Organization Level (Financial performance, Survival, and Reputation) (Kinicki, 2021).

2.2 Core Self-Evaluation (CSE)

There are four narrow and positive individual traits, the first is generalized self-efficacy, which is a personal belief about the chances of successfully finishing a specific task given by management. Self-efficacy can be developed. Self-efficacy determines the way for success or failure. (Kinicki, 2021).

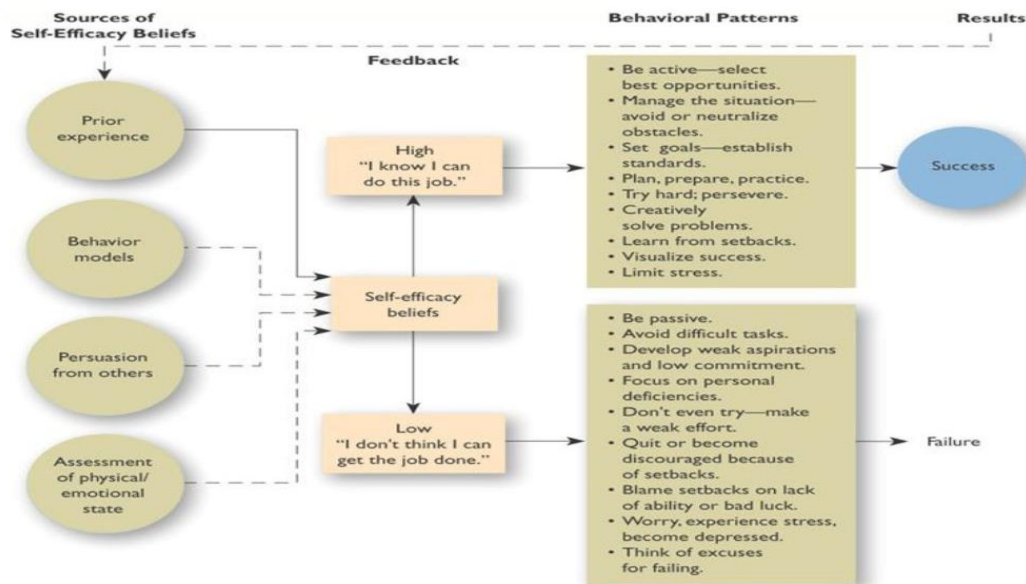


Figure 2.1 Core Self-Evaluation Framework (Kinicki, 2021)

The second is self-esteem, this part will talk all about the self-worth aspects. The motivation and spirit to give the best for the corporation will arise when the self-esteem is fair enough to be self-motivated. Third is the locus of control, there are internal and external locus of control. All of these will affect the outcomes of the job accomplished (Kinicki, 2021). The last part is emotional stability, which will talk about safety and, a relaxed, secure environment. Employees with high levels of emotional stability will have higher job motivation and perform more productive output performance. Emotional Stability has four important key competencies: Self-awareness, Self-management, Social awareness, and Relationship Management (Kinicki, 2021).

2.3. An Ethics of Care in Human Resource Development

During the last decades, caring has been an important thing and received great attention in the healthcare industry. 'Care' and 'Caring' have been used in the nursing industry, but now started

applied in Human Resource Development, especially to minimize the mental-health problems in OB. Caring seems involved in three situations: a deposition or feeling within the carer, the doing of certain activities regarded as caring activities, and a combination of both attitude and action (Halldorsdottir, 2019). There is a difference between caring and professional caring. In professional caring, there is a combination between knowledge and action. Professional caring encompasses particular knowledge and skill. This can be developed in OB development and the Human Resource Department (HRD) can include it in employee training material. It hopes can help employees be more satisfied and loyal to management (Saks, 2021). According to Hawk and Lyons (2021), an "ethics of care" reflects how the action will be connected with sympathy & empathy (Hawk & Lyons, 2008). Several authors have considered different research about the ethics of care for organizations and HRD. Kinicki (2021) stated that the employee will get intrinsic motivation when empowered by "the positive internal feelings" that are generated by motivation and extrinsic productivity performance actual outcomes (Kinicki, 2021). From an ethic of care motivation, every development and learning process will determine the meaning of success from the employee to the organization. That will be an important reason for an organization to develop and strengthen its internal foundation in the organization (Lawrence & Maitlis, 2012). Armitage (2018) stated that the HRD must focus on the ethics of care which changed the focus from "Resources" to the "Relationship" to create the profession of "Human Relationship Development" (Armitage, 2018). This will lead to the question of what would an HRD Model of caring look like in the industry. And what can HRD learn from research on "ethics care" in organizations?

2.4. Level of Caring in Organization

There are three levels of caring in an Organization, Organizational Caring, Managerial Caring, and coworker caring. The caring configuration can help the organization understand the line between mere individuals and a strong community (Saks, 2021).

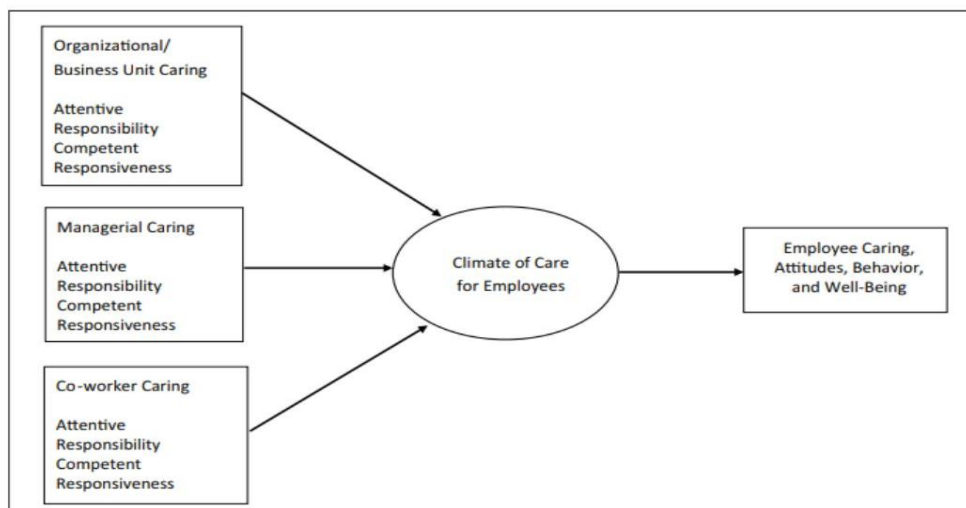


Figure 2.2 Level of Caring Organizational Model (Saks, 2021)

2.4.1. Organizational Caring

“Caring organization” in terms of “systems where personal concern about the welfare of others and self is the norm” (Fuqua & Newman, 2002). Organizational care is the combination of values and principles in management with employees' routines and practices every day and every time (McAllister & Bigley, 2002). Caring organizations are those in which employees perceive the organization as caring, supportive, and nurturing (Peretz & Carmeli, 2011). A strong organizational culture is characterized by a stable organization's core values. The more members who accept the core values the greater their commitment to those values. But a weak

culture is described by vagueness, ambiguity, and inconsistencies. In the end, a strong culture will have a greater influence on the behavior of its members because the high degree of shrewdness intensity creates an internal climate of high behavioral control. One specific result of a strong culture should be employee turnover (Oparanma, 2015). Previous studies and reviews found that organizational caring is positively related to increased job motivation, job satisfaction, job performance, and psychological well-being and negatively related to inappropriate actions (Fu & Deshpande, 2013). So, a hypothesis can be stated

H1: *Organizational Caring has a positive effect on the Climate of Care for Employee and Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities in East Java.*

2.4.2. Managerial Caring

Managerial caring was stated to "focus on relationships, responsibilities to stakeholders other than the firm itself, consensus building and communication, and trust and cooperation" (Burton & Dunn, 1998). Managerial caring is caring between the manager and the employee in the organization. In this model, the manager and employee will be active role models for the caring process. The process includes recruiting, developing, empowering, and connecting with employees. Employees must then respond with feedback that strengthens the caring relationship and modifies the work ethic behavior which will influence the manager's leadership style. Caring behaviors can affect the optimum and healthy environments in an organization (Kroth & Keeler, 2009). The previous study found that managerial caring levels can boost employee productivity. Managerial caring is positively related to employee outcomes such as employee productivity, retention, employee behavior, and job satisfaction (Saks, 2021). So, a hypothesis can be stated

H2: *Managerial Caring has a positive effect Climate of Care for Employee and Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities in East Java.*

2.4.3. Co-Worker Caring

Positive organizations will empower, support, and develop employees. These actions will encourage the employee to implement co-worker caring in positive organizations. The employee will give the feedback to the shareholder. It will increase the employee's willingness to give their best performance to accomplish the job. The best performances will give the best outcomes, especially in customer relationship management (CRM) (Kinicki, 2021). Co-worker caring behaviors include three important points, being considerate and showing genuine motive to another person, expressing empathy to others, and realizing that interest and empathy will take a part in building a relationship in society. Previous studies found that caring relationships are important and will help the organization to adapt to uncertain situations. When the organization fulfills the employee needs and shapes a generative psychological space that helps to enhance adaptability and nurture growth (Carmell et al., 2016) So, a hypothesis can be stated

H3: *Co-worker caring has a positive effect on the Climate of Care for Employee and Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private University at East Java.*

2.4.4. Climate of Care for Employee and Employee Caring, Attitudes, Behavior, and Well-Being

The climate of care for employees is one of the important things in Human Resource Management (HRM). This will help the organization to capture tangible benefits that will help employees fulfill their basic psychological needs and improve employees' work-life balance, mental health, and employee well-being. It expected can increase the organization effectivity and efficiency, reduce costs, and improve organizational performance (Voorde & Beijer, 2015).

When organizational members care about other colleagues, it will help to build a strong and consistent bond to their well-being (Nishii et al., 2008). So, a hypothesis can be stated **H4: Climate of Care for Employee has a positive effect on Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities in East Java.**

2.5 The Framework of Research Model

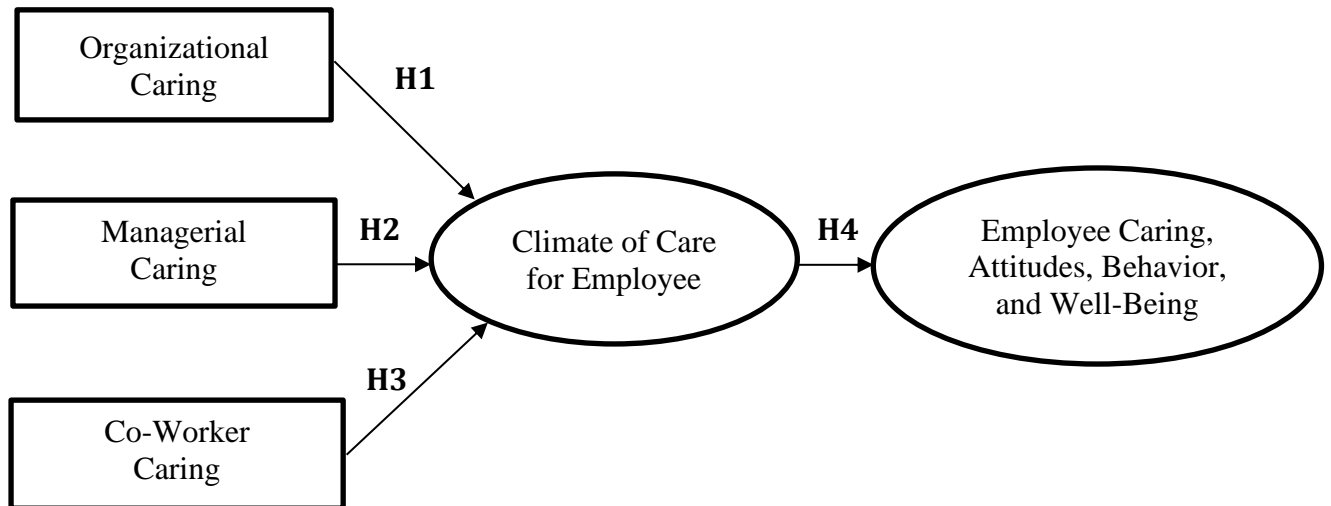


Figure 2.3 The Framework of Research Model

Based on previous research, three main categories of variables, Organizational Caring, Managerial Caring, and Co-Worker Caring influence toward Climate of Care for employees and Employee Caring, Attitudes, Behavior, and Well-Being in the organization at one of the Private Universities in East Java. It suggested that can influence employees' caring experiences through the organization or business unit, management, and co-workers, and the combination of the three can create a healthier and stronger work climate for employees at one of the Private Universities in East Java.

3. Research Methods

This research is causal because it's a type of research that determines if there's a cause-and-effect relationship. This would occur when there is a change in one of the independent variables, which is causing changes in the dependent variable. The research method used in this study is a quantitative method, where this method is a process of collecting and analyzing numerical data to help the decision-making process. The method used in this study will refer to references that can carry out a simultaneous analysis process associated with a multi-variable research model, the Structural Equation Model (SEM). The program used is the AMOS 22.0 software program. Amos has a simple method and is easy to use using the computer. The path diagrams of Amos provide a clear representation of models. The numeric methods implemented in Amos are among the most effective and reliable available. The path diagrams of Amos provide a clear representation of models. The numeric methods implemented in Amos are among the most effective and reliable available (Arbuckle, 2013). This part will describe the object of research directed at analyzing models about the effect of Organizational Caring, Managerial Caring, and coworker caring on the Climate of Care for Employees and Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities at East Java.

The population used in this study is Employees at one of the Private Universities in East Java. Participants were sampled using purposive sampling as they were employees (men and women) which is has one year of experience at that private university. Participants were given

some background knowledge on the topic of the caring configuration and strength of climate care for employees before receiving their consent. The total participants of in this research were 100 people.

The items on the questionnaire will be answered by the participants, and the responses will be provided on a Likert scale. A Likert scale is a type of psychometric measure where respondents can select from a variety of categories to express their views, attitudes, or feelings regarding a given topic. The majority of the time, studies on individual difference variables including motivation, anxiety, and self-confidence have employed Likert-scale questionnaires (Nemoto & Beglar, 2014). A variety of answers to a statement or set of measurements are provided by Likert scales. There are typically five possible responses: 1 for strongly disagree, 2 for disagree, 3 for neither agree nor disagree, 4 for agree, and 5 for strongly agree (Croasmun & Ostrom, 2011). The questionnaire is filled out and returned by the respondent; the researcher will then choose which questionnaires are completed. The chosen questionnaire has been fully completed and completed by the filling guidelines. The chosen questionnaire will next undergo additional processing after selection. The study model will be tested using AMOS software version 22.0 following the tabulation of the data. There will be two sections to the study's questionnaire. To assess whether the respondent's attributes align with the sample criteria, the first section of the questionnaire asks general questions about the respondent. Several claims are made in the second section to gather research data and examine the impact of Caring Dynamics in a Private University: Impact on Employee Well-Being at one of the Private Universities in East Java.

4. Results and Discussion

4.1 Assessment of Measurement Model

Table 1: Structural Equation Model Path Estimates

Path	Estimate	S.E.	C.R.	P	Label
Climate_Care_for_Employee <--- Organizational_Caring	.378	.090	4.184	***	par_11
Climate_Care_for_Employee <--- Managerial_Caring	.375	.094	3.980	***	par_12
Climate_Care_for_Employee <--- Co_Worker_Caring	.319	.090	3.549	***	par_13
Employee_Caring_Attitudes_Behavior_and_Wellbeing <--- Climate_Care_for_Employee	.746	.102	7.314	***	par_14
x3 <--- Organizational_Caring	1.000				
x2 <--- Organizational_Caring	.875	.121	7.208	***	par_1
x1 <--- Organizational_Caring	.818	.121	6.771	***	par_2
y1 <--- Climate_Care_for_Employee	1.000				
y2 <--- Climate_Care_for_Employee	1.002	.088	11.406	***	par_3
y3 <--- Climate_Care_for_Employee	1.167	.099	11.851	***	par_4
y4 <--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	1.000				
y5 <--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	1.294	.120	10.751	***	par_5
y6 <--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	1.061	.080	13.260	***	par_6
x6 <--- Managerial_Caring	1.000				
x5 <--- Managerial_Caring	1.063	.105	10.095	***	par_7
x4 <--- Managerial_Caring	1.016	.101	10.066	***	par_8
x9 <--- Co_Worker_Caring	1.000				
x8 <--- Co_Worker_Caring	1.163	.146	7.954	***	par_9
x7 <--- Co_Worker_Caring	1.059	.143	7.429	***	par_10

Source: Amos 22.0 Analysis Result, 2019

Table 2: SEM Path Estimates

Path		Estimate
Climate_Care_for_Employee	<--- Organizational_Caring	.547
Climate_Care_for_Employee	<--- Managerial_Caring	.445
Climate_Care_for_Employee	<--- Co_Worker_Caring	.443
Employee_Caring_Attitudes_Behavior_and_Wellbeing	<--- Climate_Care_for_Employee	.643
x3	<--- Organizational_Caring	.702
x2	<--- Organizational_Caring	.876
x1	<--- Organizational_Caring	.773
y1	<--- Climate_Care_for_Employee	.782
y2	<--- Climate_Care_for_Employee	.800
y3	<--- Climate_Care_for_Employee	.840
y4	<--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	.830
y5	<--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	.798
y6	<--- Employee_Caring_Attitudes_Behavior_and_Wellbeing	.946
x6	<--- Managerial_Caring	.850
x5	<--- Managerial_Caring	.871
x4	<--- Managerial_Caring	.848
x9	<--- Co_Worker_Caring	.795
x8	<--- Co_Worker_Caring	.858
x7	<--- Co_Worker_Caring	.743

Source: Amos 22.0 Analysis Result, 2019

From this model, CR values are above 2.00. It means the Causal relationships that occur between Organizational Caring, Managerial Caring, and coworker caring in the Climate of Care for Employees and Employee Caring, Attitudes, Behavior, and Well-Being have a significant relationship.

4.2 AMOS Structural Model and Hypotheses Testing

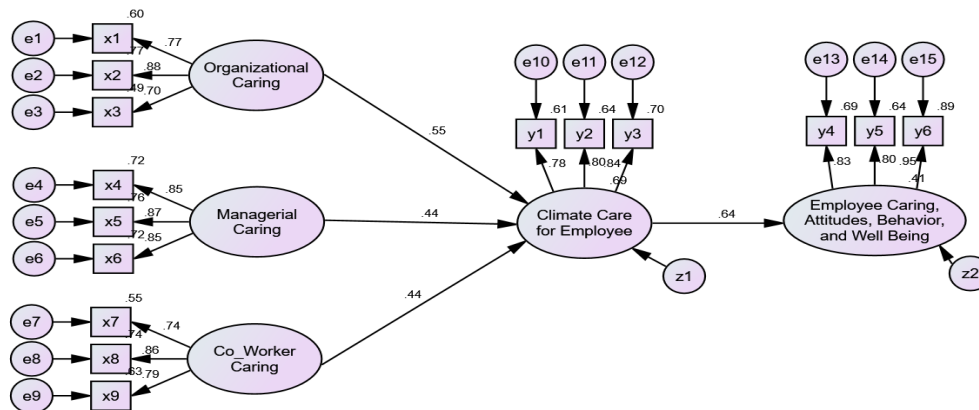


Figure 4.1 Full Structural Equation Model, Source: Amos 22.0 Analysis Result, 2019

Table 3: Summary of Testing Result

Hypotheses	Analysis
H1: Organizational Caring towards Climate Care for Employee	Accepted
H2: Managerial Caring towards Climate Care for Employee	Accepted
H3: Co-Worker Caring towards Climate Care for Employee	Accepted
H4: Climate Care for Employee Towards Employee Caring, Attitudes, Behavior, and Well-Being	Accepted

4.3 Discussion

Based on Amos 22.0 analysis result, relationship between the Organizational Caring, Managerial Caring, and Co-Worker Caring on the Climate of Care for Employees and Employee Caring, Attitudes, Behavior, and Well-Being has a significant relationship in a positive direction with a value of $C.R \geq \pm 2.00$ with a significance level <0.05 (5%), it can be said that hypothesis H1, H2, H3, and H4 were accepted (This were showed at Table 1 and Table 3).

The findings of this study provide several important implications for the Climate of Care for Employees and Employee Caring, Attitudes, Behavior, and Well-Being research and practice, especially in the education industry in the future. **The organizational Caring variable is the most important aspect to be addressed and developed immediately with the highest regression coefficient = 0.547 and C.R. = 4.184** having a significant positive effect on the Climate of Care for Employees at one of the Private Universities at East Java. This indicator must be improved because of a clear vision and mission from the organization, that will be connected with employees' productivity such as work and a caring climate. The main aspects for this part are job satisfaction, employee commitment and motivation, organizational behavior, job performance, and psychological well-being. When the organization has a clear vision and mission, that will align with the purpose and the job description for each employee. The employees will feel and see how the organizations take care of employee wealth and well-being. In the future, the employees will have a strong bond with the organizations and be willing to do their best for the development of the organizations. For this variable, one of the private universities at East Java can improve the good side of this result from the respondent's response. Most of the employees agreed that organizational care at one of the private universities in East Java has done a good job of explaining and aligning the vision and mission to the employees and other stakeholders. For example, every corner of the office will have its credo but that was part of the vision and mission of the organization. Every 1 year, the employees will have a big evaluation for their performance and team-building activities crossed the department. So, if organizational caring was the most important element to building Climate Care for Employees at one of the private universities in East Java, the organizations must have strong consistency and integrity to stand on the same platform (vision and mission). It hopes can help the organizations determine the activities, job placement, job description, development training program, and benefits for Employee Wealth and Well-Being in the future.

Managerial Caring is a variable that has a positive correlation and has a significant effect on the Climate of Care for Employees at one of the Private Universities in East Java with a regression coefficient = 0.445 and C.R.= 3.980. This indicator must be improved too. In managerial caring, we are focused on the active collaboration between managers and employees. The model proposes that caring is an active role of the manager and employee to give the best contribution to the organization. The manager must have a strategic management skill to capture all the best talent from the employees to be the greatest asset for the organization. Managerial caring is positively related to employee outcomes such as employee performance, productivity, and retention, organizational behavior, and job satisfaction. Managerial Caring the most important element according to the respondent's response is a leadership style. A great leader is a leader with full empowering power to empower people. With empowerment, the employee will feel the leader is taking care of their self-development and well-being. So, in the future, the organizations must take action and give deep concern to the leadership supervision. The performance evaluation is one of the actions that can be a good evaluation way to check and give more feedback for improvement. Every leader has their style, but the empowering spirit must be an essential part of every planning, organizing, leading, and

controlling activity. All the leaders can follow and get training for how to be a great leader, or how to empower people. It can help the leader to have the same empowered spirit and the managerial caring will go in the direction of the same goal as organizational caring, to create solid climate care for employees. So, the employees will have the same spirit to empower themselves and others and of course, boost positive feedback for output performance with the other stakeholders and customers. This will be a good brand image for the organization too and it will boost the positive brand image of one of the private universities at East Java, especially with another university at East Java.

Co-worker caring is a variable that has a positive correlation and has a significant effect on the Climate of Care for Employees at one of the Private Universities in East Java with a regression coefficient = 0.443 and C.R.= 3.549. This indicator can be a strength for an organization too. Co-worker caring will focus on the interaction between co-workers in their division or department. When the organization gives attention to the employee to develop their skill and fulfill all the basic and specific needs of each member, that will help the employee to learn how to adapt and grow with the work environment. Besides the clear vision and mission of the organization and empowering leadership elements, the support and unity in the circle of co-workers were an essential part of developing positive climate care for employees. This will help the organizations to create positive Employee Caring, Attitudes, Behavior, and Well-Being. Every great team was formed and created from the personal personalities characters, and point-of-views. With that many variations, that makes a great challenge for teams too, especially in communications and decision-maker actions. The division is a small environment that is the first place for employees to learn about organizational and managerial caring. With these parts, the employees will take action to create positive co-worker caring and will fulfill the part of the positive Climate Care for Employee and create one of the elements for positive Employee Caring, Attitudes, Behavior, and Well-Being in the future. So, with this result from the respondent's response, the organization at that one of the private universities in East Java, must align all the organizational vision and mission, empowering leadership in every part of the teams. All the co-workers must feel they were accepted, listened to, and be a part of that organization. The organizations must eliminate the social loafing people and give regular small evaluation meetings to hear and feel what is the real condition of every team. I hope can help the Human Resource Department at one of the private universities in East Java to make decisions especially in determining the development training program, building team activities, and minimizing disturbances such as feeling left behind, communication problems, or other misjudged perceptions. In the future, all the expectations from co-workers in every division or department will aligned with the purpose of the organization to create positive Climate Care for Employees and create one of the elements for positive Employee Caring, Attitudes, Behavior, and Well-Being at that one of the private university at East Java. This will help the strategic management to build strong internal assets to give positive feedback to the organization itself, stakeholders, and customers.

The Climate Care for Employee is a variable that has a positive correlation and has a significant effect on Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities in East Java with a regression coefficient = 0.643 and C.R.= 7.314. Climate care for employees is an essential part of the employee experience in the organization. The combination of caring HRM practices will result in a strong and persistent internal foundation. This effort can increase employee productivity in the future. So, this study, it showed how the positive Climate Care for Employees will affect the positive Employee Caring, Attitudes, Behavior, and Well-Being in organizations too. Organizational Caring, Managerial Caring, and Co-Worker Caring play a great part in creating positive Climate Care for Employees.

If all those aspects can be a great focus from the organizations, this will minimize negative Employee Caring, Attitudes, Behavior, and Well-Being in organizations. This will be a great finding to help the organization at one of the private universities in East Java prepare and design great HRM plans for the future. It hopes can help the organization at one of the private universities in East Java to form a strong foundation for internal parts and boost the performance of the external parts in strategic management planning.

5. Conclusion

From current study showed there are significant effects between Organizational Caring, Managerial Caring, Co-Worker Caring with Climate of Care for Employees, and Climate Care for Employees with Employee Caring, Attitudes, Behavior, and Well-Being. So, with this study, we can conclude that Human Resource Management (HRM) plays an important part in building a strong foundation in the organization, especially for internal aspects. Organizational Caring, Managerial Caring, and Co-Worker Caring variables played important roles in predicting respondents's Climate of Care for Employees and Employee Caring, Attitudes, Behavior, and Well-Being at one of the Private Universities in East Java. This current study helped to complete the previous study which will help the private university at East Java realize the reason why strengthening internal aspects, especially in HRM Foundation is important. That will be connected to the effort to maintain external aspects, such are how the employee accomplishes the job description, achieves customer satisfaction and experience, and maintains the organization's foundation. It hopes can help the private university at East Java to achieve an excellent and strong internal foundation and be ready to contribute to the education aspect of Indonesia in the future.

5.1 Recommendation

The next studies can use different models to get more suggestions and points of view on further research. The research can add another variable in internal HRM elements in the education field. It can help the organization gather more information for a strategic management plan, especially for the education aspect. The model can applied to other work of fields too. So, the inputs and additional suggestions can collaborate with the organization's improvement needs in the future.

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Appendix-1:

Table 4: The Items List Used in the study

Topic	The Items List Used in the Study
1. Organization/ Business Unit Caring Part	X1: My organization/business unit cares about its employees
	X2: This organization/business unit goes out of its way to take care of employees.
	X3: My organization/business unit cares about the health and well-being of its employees.
2. Managerial Caring Part	X4: My manager cares about his/her employees.
	X5: My manager goes out of his/her way to take care of employees.
	X6: My manager cares about the health and well-being of his/her employees.
3. Co-Worker Sharing	X7: My co-workers care about each other.
	X8: My co-workers go out of their way to care for each other.
	X9: My co-workers care about the health and well-being of each other.
4. Climate Care for Employee	Y1: All employees were take part in giving care to each other
	Y2: Every employee took part in going out of their way to take care of each other.
	Y3: All employees took part in caring about the health and well-being of each other.
5. Employee Caring, Attitudes, Behavior, and Well-Being	Y4: All parts of organizations took part in giving care to each other
	Y5: All parts of the organization took part in going out of their way to care for each other.
	Y6: All parts of organizations take part in caring about the health and well-being of each other.

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