

The Influence of Quality of Work Life on Job Satisfaction with Organizational Citizenship Behavior as an Intervening Variable

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Abstract

The aim of this research is to determine the influence of quality of work life, job satisfaction, organizational citizenship behavior and whether organizational citizenship behavior is able to act as a link or mediate the influence of quality of work life on job satisfaction of employees at PG installations. Djoekir Jombang. This research was conducted on employees of the PG installation section. Tjoekir Jombang with 58 employees as respondents. The sampling technique in this research used total sampling. The data collection technique in this research was carried out by distributing questionnaires. Data analysis techniques use path analysis, statistical t test, Sobel test and the SPSS 25 program. From the research results it can be concluded quality of work life shows good results, job satisfaction shows satisfied results, organizational citizenship behavior shows high results, quality of work life has a positive and significant effect on job satisfaction, quality of work life has a positive and significant effect on organizational citizenship behavior, organizational citizenship behavior has a positive and significant effect on job satisfaction and organizational citizenship behavior mediates the effect of quality of work life on employee job satisfaction. The higher the organizational citizenship behavior, the greater the influence of quality of work life on job satisfaction.

Keywords : *Quality Of Work Life, Job Satisfaction, Organizational Citizenship Behavior (OCB)*

Abstrak

Tujuan dari penelitian ini adalah mengetahui pengaruh *quality of work life*, kepuasan kerja, *organizational citizenship behavior* dan apakah *organizational citizenship behavior* mampu menjadi penghubung atau memediasi pengaruh *quality of work life* terhadap kepuasan kerja karyawan bagian instalasi PG. Tjoekir Jombang. Penelitian ini dilakukan pada karyawan bagian instalasi PG. Tjoekir Jombang dengan responden sebanyak 58 karyawan. Teknik pengambilan sampel pada penelitian ini menggunakan total sampling. Teknik pengumpulan data pada penelitian ini dilakukan dengan penyebaran kuesioner. Teknik analisis data menggunakan analisis jalur, uji t statistik, uji sobel dan program SPSS 25. Dari hasil penelitian dapat disimpulkan *quality of work life* menunjukkan hasil baik.

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Kepuasan kerja menunjukkan hasil puas, *organizational citizenship behavior* menunjukkan hasil tinggi, *quality of work life* berpengaruh positif dan signifikan terhadap kepuasan kerja, *quality of work life* berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*, *organizational citizenship behavior* berpengaruh positif dan signifikan terhadap kepuasan kerja dan *organizational citizenship behavior* memediasi pengaruh *quality of work life* terhadap kepuasan kerja karyawan. Semakin tinggi *organizational citizenship behavior* maka akan meningkatkan pengaruh *quality of work life* terhadap kepuasan kerja.

Kata Kunci: *Quality Of Work Life*, Kepuasan Kerja, *Organizational Citizenship Behavior (OCB)*

INTRODUCTION

The important role of human resources in managing a company is as an active planner in various company activities. Human resources that are optimally managed will create employees who are reliable and able to carry out their work effectively so that a company can increase its efficiency and effectiveness in achieving its goals (Ambarwati, 2018). Tight business competition requires companies to develop quality human resources as company assets. Therefore, a special review is needed of factors that can improve employee attitudes by providing a sense of employee satisfaction.

Job satisfaction is a positive behavior based on evaluation results achieved through the efforts made in completing work with the results that will be received (Sugandi & Karyono, 2021). Job satisfaction is individual because each individual has a level of satisfaction which is of course different and not the same according to the value system applied to the individual himself. Job satisfaction can be an assessment that describes an individual's behavior of being happy or unhappy, satisfied or dissatisfied in doing work. Employees who are motivated if their needs are met will lead to job satisfaction which has a positive impact on employee performance in the company (Asfiah, 2011). According to Grahandika & Wijayanti (2021) job satisfaction is a description of employee behavior towards work with colleagues, the work environment and a form of appreciation in the form of awards.

The satisfaction felt by employees tends to show that they do their work more productively, enthusiastically, actively and more accomplished. Therefore, employees will have positive feelings if the level of job satisfaction obtained is high, whereas employees will have negative feelings if the level of job satisfaction obtained is low. Employees who have negative feelings towards their work will display an attitude of withdrawing from their environment. Therefore, companies must be able to fulfill aspects of increasing job satisfaction so that company goals are achieved in a pleasant emotional atmosphere. Employees whose emotional atmosphere is pleasant will have an impact on how employees will work loyally towards their company (Lestari & Ghaby, 2018).

Successful organizations not only focus on employee job satisfaction, but must also develop quality of work life. Cascio (2006) believes that QWL includes activities within the company which are directed at improving employees' working life conditions in the long term so that employees feel comfortable and have excessive work enthusiasm which will have an impact on employee performance. Quality of work life is the main problem that must receive attention from the company. A leader must have many ways to solve problems by creating the right QWL so that employees can achieve job satisfaction.

As for research conducted by Sutarjo (2020), the results showed that the QWL variable had an effect on job satisfaction. In line with research conducted by Mappatoba (2020), it is stated that the QWL variable influences job satisfaction. Meanwhile, research conducted by

Arifin (2012) states that the QWL variable has no effect on job satisfaction. Likewise, research conducted by Hastuti Wibowo (2020) and Kurniawati (2018) stated that QWL influences OCB. Meanwhile, research conducted by Syahbanuari & Abdurrahman (2019) stated that the QWL variable had no effect on OCB.

Organizational citizenship behavior is something that is voluntary and not forced. Organizational citizenship behavior is defined as free and sincere behavior carried out by employees towards the company where they work outside of previously established formal obligations without expecting any reward (Wijaya, 2019). Good employees (good citizens) will more often show OCB behavior in their work environment. The level of OCB is influenced by job satisfaction. A high level of satisfaction felt by employees will make employees take more initiative in helping their co-workers and go far beyond normal expectations at work. Satisfied employees will feel proud if they go above and beyond the demands of their duties because they want to reciprocate the positive experience they have gained (Robbins, 2018). Research conducted by Chairul (2021), Fanisya (2022) and Lestari & Ghaby (2018) states that there is an influence between the OCB variable and the job satisfaction variable. Meanwhile, research by Lukito (2020), Anjarwati *et al.* (2019) and Darmawati and Indartono (2015) stated the opposite result that OCB has no effect on job satisfaction.

This research was carried out at PG. Tjoekir Jombang which operates in the industrial sector, especially sugar. matter. Tjoekir Jombang is one of the company units in 2022 officially managed by PT. Nusantara Sugar Synergy. In carrying out its activities, PG. Tjoekir cannot be separated from human resource problems within the company. PG installation section absenteeism rate. Tjoekir Jombang fluctuates every month. From the results of interviews with employees in the installation section, the job satisfaction of PG.Tjoekir Jombang employees must receive attention, namely that the foreman and section heads do not respect each other and the leadership does not pay enough attention to employees, which makes the working relationship with the leadership less good. This causes employees to lack enthusiasm and enthusiasm because their working environment is unpleasant.

QWL of PG. Tjoekir Jombang is also quite low. The training and education provided by the company is not effective and does not meet the needs of its employees. Almost every year PG.Tjoekir Jombang old machines are replaced with new machines. This machine change causes employees to have to adapt to operating the machine properly and according to Standard Operating Procedures (SOP). The sophistication of the new machines is not matched by the abilities of the employees. The results of interviews with installation employees stated that training was rarely provided, requiring employees to learn independently using manual books and YouTube. Apart from that, OCB behavior is felt to be lacking because only employees are willing to do work based on the existing job description and employees lack participation and initiative in helping co-workers. So this will have an impact on achieving company targets which will then affect productivity results.

LITERATURE REVIEW

Affandi (2018) defines job satisfaction as the positive behavior of workers towards their work which arises based on an evaluation of one of the workloads as a sense of respect in achieving one of the important values of work. Meanwhile, according to (Robbins, 2018) job satisfaction is a positive feeling related to the workload obtained from an assessment of its characteristics. The higher the level of job satisfaction that employees have, the more positive feelings they will have regarding their work, while the lower the level of job satisfaction will result in employees having negative feelings about their work. (Robbins, 2018) believes that job satisfaction includes five indicators, namely the work it self, salary, promotion, supervision and co-workers. According to Sutrisno (2011) there are factors that can influence job

satisfaction, namely psychological factors, social factors, physical factors and financial factors.

Cascio (2006) defines QWL as an employee's impression of the physical and mental peace of the workforce in the organization. Every individual who works in an organization wants a working environment that is of course comfortable, colleagues can be invited to work together, and there is support from superiors for self-development. All of these things can be realized by implementing aspects that exist in the quality of work life. Meanwhile, according to Nawawi (2016), QWL is a form of company effort to create a safe environment and create satisfaction when working so that the human resources within it become competitive. Cascio (2006) believes that QWL includes nine indicators, namely communication, conflict resolution, employee participation, sense of pride, career development, appropriate compensation, job security, work safety and work health. According to Nasharudin (2016), there are factors that can influence QWL, namely work restructuring, reward systems, and work environment.

In organizations, employees' OCB attitudes are a very important element of employees' attitudes towards their work. Meanwhile, according to Titisari (2014), OCB is a contribution or participation of employees in the organization that exceeds the demands of their role at work. OCB involves several attitudes including helping others, volunteering for additional tasks, obeying the rules and procedures in the organization. This attitude visualizes the added value of employees which is a form of social behavior that is positive and meaningful to help (Luthans, 2016). Organ, et.al. (2006) argue that OCB has five indicators, namely altruism, conscientiousness, civic virtue, sportsmanship and courtesy. According to Organ, et.al. (2006) there are factors that influence OCB, namely internal factors including job satisfaction, organizational commitment, personality, employee morale, and motivation and external factors including leadership style, trust in leaders and organizational culture.

Based on the review of theoretical literature, a framework can be developed that describes the relationship between the independent variable and the dependent variable. So the following framework is obtained:

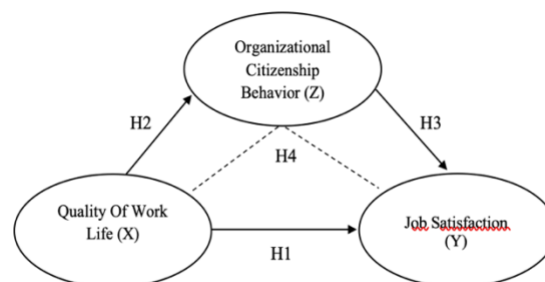


Figure 1. Research Framework

The research results of Ruhana et al (2019) and Nofsri (2020) state that QWL has a significant influence on job satisfaction. From the research results of Sumiati et al (2018); Zurahmi (2019) stated that QWL has positive implications for organizational citizenship behavior. According to research by Lestari & Ghaby (2018); Chairul (2022) stated that organizational citizenship behavior has a positive and significant effect on employee job satisfaction. Research results from Widiasono & Priyono (2022); Fanisya (2022); Chairul (2022) shows that QWL has a positive and significant effect on employee job satisfaction which is mediated by organizational citizenship behavior. Based on this discussion, conclusions can be drawn and hypotheses formulated as follows:

H1: Quality of work life has a positive and significant effect on job satisfaction.

When employees feel that the company is able to respond and meet their mental and

physical needs well, then positive feelings and assessments of the work will emerge. Positive experiences during work are what form job satisfaction (Wijono, 2015). The results of this study are also supported by research conducted by Ruhana et al (2019) and Nofsri (2020) that quality of work life has a positive and significant effect on job satisfaction.

H2: Quality of work life has a positive and significant effect on organizational citizenship behavior.

If high quality of work life is able to raise employee work enthusiasm, it will encourage actions taken by employees that exceed the minimum requirements expected by the role of the organization and promote the welfare of coworkers, work groups and the company (Kurniawati, 2018). The results of this study are also supported by research conducted by Sumiati et al (2018) and Zurahmi (2019) that quality of work life has a positive and significant effect on organizational citizenship behavior.

H3: Organizational citizenship behavior has a positive and significant effect on job satisfaction

According to Robbins (2018), satisfied employees are more likely to speak positively about the organization, help coworkers and make work performance exceed normal expectations, moreover satisfied employees may be more obedient to the call of duty, because they want to repeat their positive experiences. The results of this study are also supported by research conducted by Endah (2018) and Chairul (2022) that organizational citizenship behavior has a positive and significant effect on job satisfaction.

H4: Quality of work life has a positive and significant effect on job satisfaction with organizational citizenship behavior

According to research conducted by Widiaspono & Priyono (2022) , there is a significant relationship between quality of work life and job satisfaction. Another study conducted by Fanisya (2022) stated that organizational citizenship behavior has a direct effect on job satisfaction. In addition, Chairul (2022) also stated that organizational citizenship behavior has a significant effect on job satisfaction.

RESEARCH METHODS

This research was conducted at PG. Tjoekir Jombang. The population used in this research was the entire PG installation section. TJoekir Jombang. The type of data used is "explanatory research" with quantitative methods. The population used in this research was all employees of the PG installation section. Tjoekir Jombang, totaling 58 employees. Sampling in this research used total sampling or saturated sampling techniques, namely techniques based on all employees from the population as samples. The sample used in the research was employees of the PG installation section. Tjoekir Jombang with a total of 58 people. The type of data used is quantitative data where the data is obtained from the results of respondents' answers to questionnaires distributed to employees of the PG installation section. Tjoekir Jombang. The data source in this research uses primary data where the data itself is obtained through distributing questionnaires to respondents and secondary data is obtained intermediary through information from the office in the form of company profile data and employee absenteeism levels each month. Data collection techniques in this research used questionnaires and interviews. The scale of measurement used is the Likert scale. The technique for analyzing the data used has several stages, namely scale range, t-statistic test and Sobel test which are processed using IBM SPSS 25 Statistics software.

RESULT AND DISCUSSION

The characteristics of the respondents describe all the data obtained from the results of the respondents' answers which then became the research sample totaling 58 employees of the PG installation section. Tjoekir Jombang. The characteristics of respondents in this

study include length of service, highest level of education, age and gender. The following is an explanation regarding the characteristics of respondents which will be presented in table 1.

Table 1. Respondent Characteristics

Criteria	Respondents	Percentage (%)
Gender		
Female	3	5%
Male	55	95%
Age		
18-25 years	7	12 %
25-30 years	15	26 %
31-40 years	11	19 %
>40 years	25	43 %
Last Education		
SMP	0	0 %
SMA/SMK	49	85 %
D3	3	5 %
S1	6	10 %
Length of Work		
<5 years	8	14%
5-10 years	17	29%
11-15 years	30	52%
>15 years	3	5%
Status		
Married	37	64 %
Not Married	21	36 %

Source: *Primary data processed (2023)*

Based on table 1, it shows that in PG. Tjoekir Jombang has a higher number of male respondents compared to female employees. The largest age range of respondents is employees with an age range of >40 years at 43%. The highest level of education of respondents was SMA/SMK at 85%. The majority of respondents' working period was 11-15 years at 52% and the majority of respondents were married at 64%.

The results of validity testing using SPSS 25 IBM with a calculated value for r table 58 respondents of 0.259 with a significance level of 0.05 (5%) will be displayed in table 2 as follows:

Table 2. Validity Test

Variable	Item	r count	r table	Description
Quality Of Work Life (X)	X.1	0,582	0,259	Valid
	X.2	0,579	0,259	Valid
	X.3	0,539	0,259	Valid
	X.4	0,534	0,259	Valid
	X.5	0,471	0,259	Valid
	X.6	0,533	0,259	Valid
	X.7	0,570	0,259	Valid
	X.8	0,399	0,259	Valid
	X.9	0,590	0,259	Valid
Job Satisfaction (Y)	Y.1	0,734	0,259	Valid
	Y.2	0,737	0,259	Valid
	Y.3	0,856	0,259	Valid

Variable	Item	r count	r table	Description
	Y.4	0,779	0,259	Valid
	Y.5	0,643	0,259	Valid
Organizational	Z.1	0,704	0,259	Valid
Citizenship	Z.2	0,538	0,259	Valid
Behavior (Z)	Z.3	0,840	0,259	Valid
	Z.4	0,811	0,259	Valid
	Z.5	0,709	0,259	Valid

Source: *Primary data processed (2023)*

Based on table 2, it shows that the calculated r value is or the number is greater when compared with the table r value (0.259). This is reinforced by the significance value of all items being less than α (0.05), meaning that the question instruments for each variable are either QWL, job satisfaction or OCB is valid.

Reliability testing is used to find out how consistent the questions asked to respondents are if done repeatedly. A variable is classified as reliable if the Cronbach Alpha value is > 0.60 .

Table 3. Reliability Test

Variabel	Cronbach's Alpha	Alpha	Description
QWL (X)	0,685	0,60	Reliable
Job Satisfaction (Y)	0,805	0,60	Reliable
OCB (Z)	0,770	0,60	Reliable

Source: *Primary data processed (2023)*

Based on table 3, it shows that the Cronbach Alpha value for each variable has a value greater than 0.60, which means that the question instruments for each variable if done repeatedly with respondents are reliable or consistent.

Table 4. Path Analysis of Quality of Work Life and Job Satisfaction

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	5,463	3,434		1,591	0,117
Quality Of Work Life	0,391	0,95	0,484	4,137	0,000
R Square	0,234				

Dependent Variable: Job Satisfaction (Y)

Source: *Primary data processed (2023)*

Based on the results obtained from the QWL path analysis on job satisfaction, the regression coefficient value was positive as 0.391 and the r square obtained a result of 0.234, as a result, QWL on job satisfaction was 23.4% and 76.6% was influenced by other variables.

Table 5. Path Analysis of Quality Of Work Life and Organizational Citizenship Behavior

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients		
	B	Std. Error	Beta		
(Constant)	2,303	3,430		0,672	0,505
Quality Of Work Life	0,476	0,94	0,559	5,039	0,000
R Square	0,312				

Dependent Variable: Organizational Citizenship Behavior (Z)

Source: *Primary data processed (2023)*

Based on the results of the QWL path analysis on OCB, the regression coefficient value was positive as much as 0.476 and the r square obtained a result of 0.312, as a result, QWL on OCB was 31.2% and 68.8% influenced by other variables.

Table 6. Path Analysis of Organizational Citizenship Behavior and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,684	2,117		4,574	0,000
Organizational Citizenship Behavior	0,508	0,107	0,536	4,745	0,000
R Square	0,287				

Dependent Variable: Job Satisfaction (Y)

Source: *Primary data processed (2023)*

Based on the results of the OCB path analysis on job satisfaction, the regression coefficient value was positive as 0.508 and the r square obtained a result of 0.287, as a result, QWL on OCB was 28.7% and 71.3% was influenced by other variables.

Tabel 7. Direct and Indirect Influences

Variable Influence	Causal Influence		Total
	Direct	Indirect	
X-Y	0,484		0,484
X-Z	0,559		0,559
Z-Y	0,536		0,536
X on Y through Z		0,484+(0,559 x 0,536)	0,783

Source: *Primary data processed (2023)*

The influence of QWL on job satisfaction with OCB has 2 influences used in path analysis, namely the direct influence of QWL on job satisfaction and the indirect influence. The results of data analysis for direct influence obtained a value of 0.484, while indirect influence obtained a result of 0.783, which means that the value of indirect influence is more dominant than direct influence. This proves that OCB can be an intermediary or mediate QWL on job satisfaction.

Tabel 8. Hypothesis Test

Variable	T value	Sig t	Description
QWL → JS	4,137	0,000	Significant
QWL → OCB	5,039	0,000	Significant
OCB → JS	4,745	0,000	Significant

T table = 2,002

Source: *Primary data processed (2023)*

Hypothesis testing uses the t test with the aim of finding out whether QWL and job satisfaction have implications for OCB. Based on the calculation of the T test hypothesis 1, the t-count value of QWL on job satisfaction is 4.137 with a significant value of 0.000 which shows that the t-count value is greater than t table ($4.137 > 2.002$) and the significance value of 0.000 is less than 0.05 so that H_a is accepted, QWL has implications on job satisfaction. In testing hypothesis 2, calculating the t test, it was found that the tcount value of QWL on OCB was 5.039 with a significance value of 0.000, this shows that tcount is greater than ttable (5.039

> 2.002) and the significance value of 0.000 is less than 0.05 so that H_a is accepted, QWL has implications on OCB. The results of the t test calculation on hypothesis 3 show that the t-count value of OCB on job satisfaction is 4.745 with a significance value of 0.000, this shows that the t-count value is greater than t table ($4.745 > 2.002$) and the significance value of 0.000 is less than 0.05 so that H_a is accepted, OCB has implications for job satisfaction.

Table 9. Sobel Test Result

	Input	Test Statistic	P-Value
A	0,391	2,373	0,017
B	0,366		
Sa	0,095		
Sb	0,126		

Source: *Primary data processed (2023)*

Hypothesis 4, in the results of calculations using the Sobel test, the result was 2.373. Sobel test calculations show that the z value is greater than absolute z ($2.373 > 1.96$), so OCB can be an intermediary or mediate QWL on job satisfaction.

Based on the results of this study, it is shown that quality of work life has a positive and significant influence on job satisfaction. This means that the better the quality of work life provided by the company to its employees, the more satisfied employees will be with their work at PG. Tjoekir Jombang. When a company responds to and fulfills various aspects of employees' quality of work life—such as communication, conflict resolution, employee participation, sense of pride, career development, fair compensation, job security, workplace safety, and employee health—employees develop positive feelings and evaluations toward their job. These positive experiences during their employment foster job satisfaction. When employees feel satisfied with their jobs, they tend to be motivated and happy in their work.

Conversely, dissatisfaction leads to absenteeism, a lack of enthusiasm for work, and a high turnover rate, as employees may prefer to work for companies that offer better quality of work life. The results of this research are strengthened by research conducted by Hendrawijaya (2022) and Riskawati (2023) which states that quality of work life has a positive and significant effect on job satisfaction.

The results of this study indicate that quality of work life has a positive and significant influence on organizational citizenship behavior (OCB). This means that the better the quality of work life, the more likely it is to foster OCB. A continuous and long-term quality of work life program, rather than a short-term initiative, creates high employee morale, encouraging behaviors that go beyond the minimum requirements expected by the company. Such behaviors reflect the satisfaction employees feel when their needs are adequately met. The results of this research are strengthened by research conducted by Kristianti (2020) and Zurahmi (2019) which states that quality of work life has a positive and significant effect on organizational citizenship behavior.

Organizational citizenship behavior (OCB) has a positive and significant influence on job satisfaction. This means that the higher the OCB demonstrated by employees, the higher their level of job satisfaction. Job satisfaction is a key determinant of the emergence of OCB, as this behavior is closely linked to the sense of satisfaction employees derive from their work. Employees with high job satisfaction are more likely to speak positively about the company, perform beyond normal expectations, and exhibit greater compliance because they want to replicate their positive experiences.

Based on the hypothesis testing analysis in the mediation test (Sobel test), the results show that quality of work life has a positive and significant influence on job satisfaction, with organizational citizenship behavior (OCB) serving as an intervening variable. This indicates

that, indirectly, quality of work life exerts a dominant influence through the mediating effect of OCB. Quality of work life in a company can enhance employees' job satisfaction. Employees who feel satisfied with their jobs are more likely to develop voluntary OCB because they feel a sense of responsibility toward the organization and are motivated to give their best efforts for the company.

CONCLUSION

From the results of research conducted regarding quality of work life on job satisfaction with organizational citizenship behavior as an intervening variable, it can be concluded that the quality of work life variable is included in the good category, the job satisfaction variable is included in the satisfied category and organizational citizenship behavior is included in the high category. Quality of work life has a positive and significant influence on job satisfaction in PG. Tjoekir Jombang which means the better the quality of work life, the higher the job satisfaction. Quality of work life has a positive and significant influence on organizational citizenship behavior in PG. Tjoekir Jombang which means that the better the quality of work life, the higher the organizational citizenship behavior.

Organizational citizenship behavior has a positive and significant influence on job satisfaction in PG. Tjoekir Jombang which means that the higher the influence of organizational citizenship behavior, the higher job satisfaction will be. The quality of work life variable has a significant impact on job satisfaction with organizational citizenship behavior as an intervening variable. This shows the quality of work life provided by PG. The better Tjoekir Jombang is, the higher job satisfaction will be and the higher the impact on employee organizational citizenship behavior.

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