



Developing of Organizational Citizenship Behavior in Supervisors at PT. PLN NP, Tbk through Improving the Quality of Work of Life

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ABSTRACT

Companies operating in the sector of meeting people's basic needs and using high technology are required to be able to provide quality services. HR management plays an important role, and efforts to improve the quality of HR require development strategies, one of which is building a culture of organizational citizenship behavior (OCB). One way that is considered effective is by improving quality of work of life (QWL) to build OCB. This descriptive research took 42 employees holding supervisory positions at PT. PLN NP Surabaya, data was collected through HR assessment documents and Thurstone scale model questionnaires. The results of factor analysis show that QWL is represented in three components that influence OCB, namely the benefits component, work environment and career development. Aspects of OCB that can be observed are communication and feedback, which appear in the form of altruism, namely employees showing an attitude of being willing to help colleagues who need help, and civic virtue, such as involving themselves in company activities even though these activities are not needed in their work. This research proves that QWL has a positive and significant effect on the formation of OCB at PT. PLN NP in Surabaya.

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INTRODUCTION

Human Resources (HR) are assets that have a primary and important function as the driving force behind a company's business processes. Therefore, every company is required to be able to manage and develop its human resources so that they have the quality that meets the standards required for the types of tasks that are part of the company's business operational system. This also applies to technology-based companies that sell service products to meet the needs of the community and other industrial sectors, such as electricity companies (PT. PLN). This company, most of whose shares are owned by the state, has undergone privatisation, which requires it to improve service quality, have HR that is competent in their fields of work, experts, and a professional management

system so that the company can achieve the planned profitability as one of its missions. PT PLN NUSANTARA POWER (PT PLN NP) was established in 1995, originally named PT Pembangkitan Jawa-Bali (PT PJB), with the aim of providing support to drive national economic growth by supplying high-quality, reliable and environmentally friendly electricity. As a public company, PT PLN NP continues to improve and develop its potential and innovation by adhering to the principles of good corporate governance and supported by dedicated and competent human resources in their respective fields.

As a measure to maintain and improve the quality of human resources, top management is working to improve the quality of working life, which is considered strategic in supporting the achievement of organisational citizenship behaviour (OCB) culture, which is part of the principles of Good Corporate Governance in technology-based public service companies. Quality of work life (QWL) encompasses various aspects of employees' working lives, including physical, mental and emotional health, work-life balance, job satisfaction, and clear career growth (Davis and Newstrom, 2014) In addition, a conducive work environment is seen as being able to maintain employee loyalty, encourage productivity, and support the growth of the overall corporate culture (Alfaresi et al., 2024; Ardila et al., 2018); as well as fostering employee engagement and overall job satisfaction (Sonia et al., 2021). Similarly, QWL, which is practically applied in the environment of PT. PLN NP Surabaya, has begun with building a conducive work environment so as to increase employee enthusiasm and motivation, as well as creating a culture of collaboration and cooperation within the work team.

The phenomenon and assumption made by PT. PLN management is that QWL has the potential to support the formation of OCB in accordance with the theory that explains the impact of quality of work life (QWL) on organisational citizenship behaviour, The quality of supervisory human resources still needs to be improved to support quality public services and corporate governance, while the culture of OCB—particularly in the form of social awareness and volunteerism to help colleagues—has not yet developed optimally. Therefore, improving QWL through the work environment, welfare, and career development is a crucial step in building voluntary cooperative behavior and sustainable organizational performance. As stated by V.G. Kondalkar (Soetjipto, 2017; Yuliasri & Qurochman, 2024), QWL, apart from the employee point of view, is also considered from the organisational point of view, which includes factors that measure organisational growth and effectiveness. This means that QWL, apart from the employee perspective, can also be examined from the organisational perspective in the form of factors that can be used as measures of organisational growth and work effectiveness. The results of this study support the research by (Alserhan et al., 2021; Ardila et al., 2018; Narzary & Palo, 2020), which concluded that QWL can enhance the role of employees and contribute effectively to the organisation; the higher the QWL, the stronger the OCB culture among employees. Besides that, This study contributes to the literature by examining the QWL-OCB relationship in a state-owned, high-technology public service organization, highlighting supervisors' roles as change agents and key QWL components influencing OCB. It also identifies civic virtue as an underdeveloped OCB dimension and incorporates a pandemic-based contextual perspective in the public sector.

Referring to the concept of QWL and its practical implications as currently implemented at PT. PLN NP, the expectation and goal of improving QWL is to build OCB. It can be understood that an important aspect considered by the management of PT. PLN is improving welfare so that quality of work life can be achieved with the hope of developing a sustainable OCB culture. Therefore, this study aims to examine the influence of QWL on OCB by conducting a general and specific factor analysis to identify the most prominent aspects of OCB, as verification of the OCB phenomenon and verification of OCB assessment documents and employee performance. This research is considered important because the QWL approach as a medium for building OCB requires the seriousness and commitment of company management and HRD as a sub-

organisation of the company that has a role and function in realising quality of work life and employee welfare.

RESEARCH METHOD

This study used a quantitative method with a descriptive approach, taking PT. PLN NP, located in South Surabaya, as its object. This study took a population of staff who held supervisor positions, who were seen as the driving force and link between managers and employees at the operator level. The underlying factor in the purposive sampling selection was that supervisors had the opportunity for improvement and rights (Sugiyono, 2020a), which is a practical implication of the policy of improving quality of work life (Kreitner & Kinicki, 2016), such as obtaining training to develop participatory problemsolving skills, for example in quality circles and coaching projects; redesigning and mapping work activities to be more effective; appreciating work and developing a system of achievement and employee satisfaction, as well as collective efforts. In addition, it is also supported by efforts to improve the overall work environment through changes in floor plans, equipment, operating hours, terms and conditions of goods at PT. PLN NP in Surabaya.

The data was collected through HR Department assessment reports at PT. PLN NP and questionnaires designed in the form of a Thurstone scale. The research instrument was compiled with five (5) alternative closed-ended answer choices (Sugiyono, 2020b). This research instrument was distributed to 42 supervisors from three departments with seven fields of work. The rationale for selecting 42 supervisors as the study sample is that they serve as strategic intermediaries between management and staff and have direct access to the Quality of Work Life (QWL) programs under investigation. The questionnaire was designed with QWL and OCB indicators adapted from several studies and redeveloped by the researcher according to the object and characteristics of the employees. The QWL questionnaire was designed in two forms of time series questions to determine the employees' perspectives before the QWL improvement policy was implemented in mid-2022, which is still ongoing. The OCB variable is the expectation of QWL improvement efforts, which will be partially reviewed for each indicator as an analysis used to make improvements and changes.

RESULTS AND DISCUSSIONS

The research results were examined from data collected through instruments in the form of questionnaires and QWL and OCB scales as measuring tools to determine changes and obstacles that became references for improvements in the management and human resource development processes at PT. PLN NP in Surabaya. As a Java-Bali distribution company (PJB), PT. PLN NP has obtained ISM PJB-IMS PAS 99 Certification (ISM Certification of PJB-IMS PAS 99) covering ISO 9001 (Quality Management System) ; ISO 14001 (Environmental Management System); ISO 50001 (Energy Management System) ; ISO 45001 (Work Health and Safety Management System) ; ISO 55001 (Asset Management System) ; ISO 20000-1 (IT Service Management System - Email Service Scope); ISO 27001 (Information Security Management System) ; ISO 22301 (Business Continuity Management System) ; ISO 37001 (Anti-Bribery Management System) ; and ISO 26000 (Corporate Social Responsibility Management System). The completeness of the certificates provides an overview of the company's management, starting from the human resources stage as an asset that forms the backbone of PJB. The recognition of these certifications also provides an overview of human resource management, which continues to be developed in terms of both quantity (work capabilities and performance) and quality work life in the form of spiritual values that are considered to support the company's vision.

The QWL approach is a component that forms the basis of company management, as evidenced by PJB's acquisition of the ISM certificate, which shows that the company's management

has been managed in accordance with professional work standards, effective operations, environmental control systems and appreciation of human resources as company assets. As the basis for managing the achievement of the vision, QWL is a mission that becomes a strategic plan set periodically, namely between 5 and 10 years, in which the second period prioritises management concentration on HR management and development, especially during this second period when the Covid pandemic is occurring. Therefore, the implication of prioritising the improvement of quality of work life (QWL) has been able to provide great benefits to the company and employees. The benefits of implementing QWL at PT. PLN NP in Surabaya can be seen from the increased work motivation of employees, especially those in managerial positions, the improvement of competency-, and the emergence of employee pride, employee work performance, and improved quality of relationships both inside and outside the workplace, as well as increased commitment and accountability to the company. However, there is still work to be done in optimising QWL within the PT. PLN NP environment in Surabaya, such as creating a more open and cooperative work environment, which still faces obstacles, as well as efforts to reduce and prevent stress among employees, especially during the 2020-2021 pandemic. However, by 2022, conditions have begun to stabilise gradually, and each QWL indicator has started to improve.

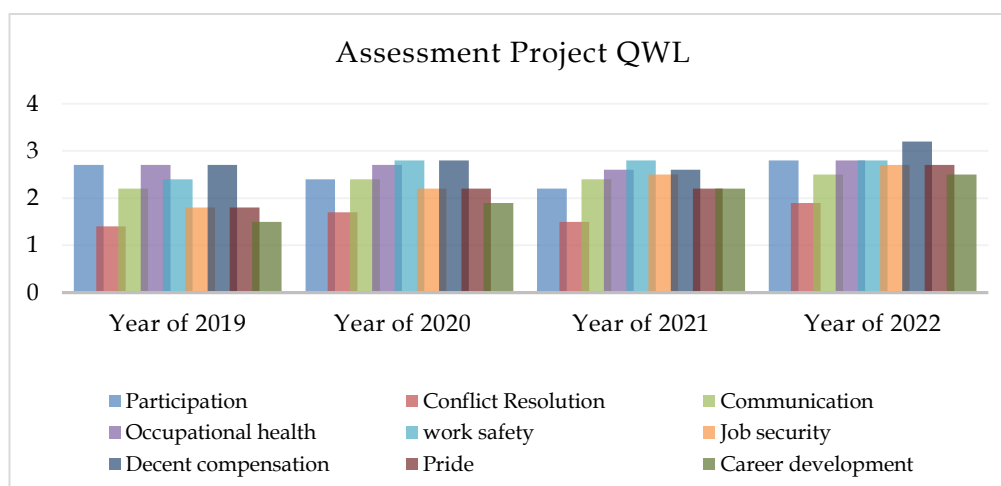


Figure 1. QWL Implementation Assessment

The figure can be explained based on the QWL management implementation assessment document reported by the Human Resources Department of PT. PLN NP, as well as the QWL performance document for the four-year evaluation period with nine indicators presented as follows.

Tabel 1. Quality of Work Life from the Employee Perspective

Indikator QWL	2019	2020	2021	2022
Employee participation	2,7	2,4	2,2	2,8
Conflict Resolution	1,4	1,7	1,5	1,9
Communication	2,2	2,4	2,4	2,5
Work health	2,7	2,7	2,6	2,8
Workplace safety	2,4	2,8	2,8	2,8
Job security	1,8	2,2	2,5	2,7
Fair compensation	2,7	2,8	2,6	3,2
Pride	1,8	2,2	2,2	2,7
Career Development	1,5	1,9	2,2	2,5

Documentation of assessment results stored by the HR Department at PT PLN PN for each indicator, with the exception of 2020-2021, when the pandemic caused relatively unstable socio-emotional conditions among employees, feelings of insecurity at work due to the pandemic, and regulations that restricted work activities and breaks during social leisure time. The years 2019 and 2022 were used as considerations and measurements of change to achieve the mission of strengthening OCB. The increase in QWL from 2019 to 2022 serves as a strategic foundation that encourages improved supervisor performance while strengthening extra-role behaviors, although internalization of civic virtue still requires further strengthening. Nevertheless, each QWL indicator during the pandemic was still applied and improved adaptively with WSH (Work Safety and Health) requirements in accordance with regulations on health procedures. The data shows an increase in the average value of the perspective of supervisory staff, particularly in terms of fair compensation, career development, communication between staff, and employee participation levels.

The efforts implemented at PT. PLN NP are in line with Flippo's conceptual framework (Soetjipto, 2017; Stankovic & Slavkovic, 2025), which explains that every improvement effort at each level of an organisation to increase work effectiveness and efficiency is done through an approach of improving the quality of work life, which is oriented towards fostering the dignity and quality of human resources. (Soetjipto, 2017; Suriyana et al., 2020) further explains that Quality of Work Life is a tactical and systemic effort in corporate life that is carried out by providing employees with the opportunity to participate in designing their work and setting targets for work performance in accordance with expected work standards and in line with the mission as the target. This can be seen from performance appraisal documents, which are partially reported as assessments to measure the practical implications of implementing QWL in companies.

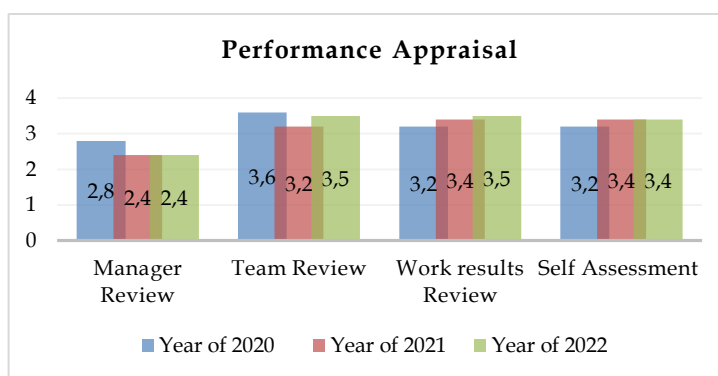


Figure 2. Performance Appraisal

Data documented by the HR Department from 2020 to 2022 shows an increase in work performance among all supervisory staff at PT. PLN, and from performance reports reflecting QWL aspects, it is known that the top aspect is better compensation. Reports from the records of each department manager, summaries of team work results and assessments from team coordinators, as well as self-assessments by each supervisor show a significant improvement. The factor of better compensation accompanied by a sense of fairness is the dominant factor. This is in line with the QWL concept proposed by (Marwan et al., 2019; Muliawati & Frianto, 2020; Soetjipto, 2017), namely that the salaries received by employees from the company can meet the generally accepted salary standards, are sufficient to provide a decent standard of living, and are comparable to the salaries received by others in the same position. In addition, an aspect that supports the improvement of QWL implications at PT LN NP is the implementation of human capacity

development (Table 1), namely the development of the competencies of supervisors and staff by facilitating and conditioning the work environment as a learning environment for every employee.

(Badaruddin, 2021; Brina & Suriyok, 2023; Itu & Hidayat, 2025) reports that QWL indicators reflecting management success are found in other performance appraisals, such as employees' ability to manage their assigned work, and their willingness and ability to improve or add to their work (job enlargement) and develop their work (job enrichment). (Riyono et al., 2022; Sumiati et al., 2018) argue that workload analysis needs attention in relation to the effectiveness and efficiency of each employee in completing their tasks with quality. Therefore, the QWL approach followed by improved performance appraisal must be measured for its suitability with the vision and mission of PT. PLN NP, one of which is to realise OCB as corporate governance. Thus, workload management for employees is considered important as evaluation material and to reconfirm the workload and job enrichment, so that employees can complete their work tasks without feeling pressured and the s become a heavy burden. This is the perspective on the appropriateness of compensation with a fair management attitude in human resource management at PT. PLN NP in Surabaya.

Table 2. OCB Achievement

Achievement Indicators	Team		Hope Value
	Review	Slef Assessment	
Altruism	7,4	7,6	7,5
Conscientiousness	7,5	8,0	7,0
Sportsmanship	7,5	7,5	7,0
Courtesy	7,5	7,2	7,0
Civic virtue	7,2	6,8	7,5

Table 2 shows the assessments made by the team coordinator on his team and the assessments made by each supervisor on themselves, compared with the expected values set by the company and disseminated through KPI work evaluations by the HR Department at PT. PLN NP in Surabaya. The results of the analysis of the implications of OCB supported by the implementation of QWL from 2020 to 2022 have generally reached the expected limits. However, it can also be seen that in terms of civic virtue, the scores have not yet reached the company's minimum expectations. In this case, employees still do not fully understand the urgency and importance of completing work with high quality and full responsibility, which can contribute to the work results of other employees.

Quality of work life (QWL) is an assessment by employees of conditions in all aspects of their work life, and this assessment is interrelated with the OCB approach (Riyono et al., 2022; Ruhana et al., 2019; Soetjipto et al., 2021). Referring to the concept of QWL and its relationship with OCB that has been studied, this study at PT. PLN NP Surabaya also measures and tests the quantitative relationship by looking at the probability of values or HR Department report documents that have been verified or confirmed through questionnaires with the following measuries of sampling adequacy (MSA) analysis results.

Table 3. Data Validity of QWL Factors Influencing OCB

Indikator QWL	MSA	Extraction
Employee Participation	0,788	0,925
Conflict Resolution	0,673	0,716
Communication	0,741	0,842
Work health	0,798	0,865
Workplace safety	0,835	0,968
Job security	0,784	0,916
Fair compensation	0,745	0,891

Pride	0,688	0,738
Career Developmen	0,727	0,831

The MSA values for each indicator are greater than 0.50 with a KMO value of 0.651 at a probability of 0.000, indicating that all indicators that are factors are fully qualified. The extraction values from retesting the MSA values for each indicator are greater than 0.50, indicating that all indicators used in measuring QWL as indicators that construct QWL and influence OCB have been fulfilled. Furthermore, the results of the factor analysis test show the grouping of each factor as follows.

Table 4. Factor Loading Components of QWL's Influence on OCB

Factor	Component		
	F1	F2	F3
X1. Employee participation	0,852	0,351	0,117
X2. Conflict Resolution	-0,101	0,751	0,314
X3. Communication	0,848	0,417	0,216
X4. Work health	0,863	0,382	-0,124
X.5 workplace safety	-0,225	0,685	0,118
X.6 Job security	0,118	0,774	0,027
X.7 Fair compensation	0,862	0,342	-0,132
X.8 Pride	-0,024	0,374	0,968
X.9 Career Development	0,113	-0,024	0,959

Based on the data in the factor loading table, three groups or three variables can be identified that represent all indicators influencing OCB. Furthermore, these three components are clarified through the eigenvalue, which, according to (Akingbola & Van Den Berg, 2019; Ridwan et al., 2020), is used to analyse and transform data, reduce dimensions, and solve problems related to linear transformation. The results of factor analysis with eigenvalue are as follows.

Table 5. Eigenvalue Values

Component	Initial Eigenvalue			Total Extraction
	Total	% of Variance	Commulative %	
1	2,293	45,872	45,870	2,293
2	1,874	38,625	70,098	1,874
3	1,321	24,228	72,425	1,321
4	0,628	12,554	82,652	
5	0,439	9,642	85,245	
6	0,428	9,634	84,638	
7	0,378	7,728	87,545	
8	0,342	7,562	92,429	
9	0,288	6,465	100,000	

Al-Ghazali (2016) explains that eigenvalues are mathematical concepts used in linear algebra and are scalar numbers associated with a square matrix. The results of factor loading analysis (Table 4) and eigenvalues (Table 5) show that factor 1 consists of the indicators Employee Participation, Communication, and Work Health. Component 2 or Factor 2 consists of Conflict Resolution; Workplace Safety; and Job Security; while component or factor 3 consists of Pride and Career Development. The results of the factor analysis that influence OCB can be illustrated in the following diagram.

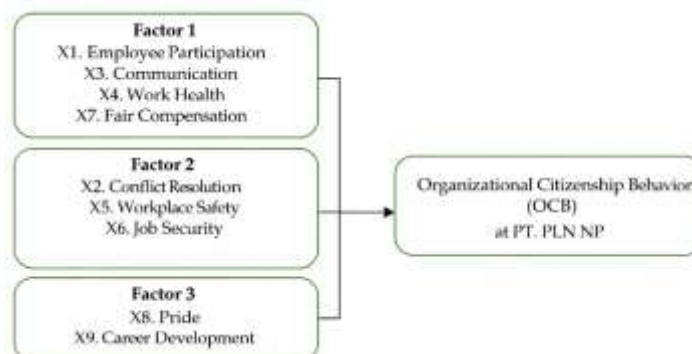


Figure 3. Grouping of QWL Factors on OCB

From the above scheme, each factor can be identified through labelling or becoming a sub-variable that constructs QWL, such as factor 1 can be referred to as the benefit factor (called employee benefit in (Badaruddin, 2021; Putu et al., 2020) study which explains the rewards from the level of participation, communication, health and fair compensation. Then, factor 2 can be labelled as the work environment, which describes a conducive situation of resolved work conflicts, guaranteed work safety and security; while factor 3 can be labelled as a factor or sub-variable of self-development, which reflects career advancement opportunities and employee pride in their work achievements.

The optimization of Quality of Work Life (QWL) at PT PLN NP continues to face several critical challenges. These include a work environment that has not yet fully fostered openness and collaboration, as well as elevated work demands that contribute to increased employee stress, particularly during the pandemic period. In addition, relatively low levels of voluntary participation in the form of civic engagement and the inconsistent implementation of QWL practices during crisis situations further impede the development and internalization of the expected Organizational Citizenship Behavior (OCB) culture. The benefit factor as a sub-indicator in QWL with communication and feedback in the OCB concept provides an overview of a positive relationship pattern between leaders and subordinates that creates an effect of readiness among employees, especially staff, in completing their work tasks. Communication between leaders and staff also illustrates the participation of supervisors and the receipt of responses and appreciation for tasks completed as expected (Alserhan et al., 2021). The first factor that is a sub-variable of employee benefits at PT. PLN NP is realised in the form of increased participation through the preparation of individual KPIs (Key Performance Indicators) and the preparation of KPIs in each work area, where supervisors accommodate the plans of each team member who is their subordinate. then supervisors from each work area communicate and discuss to develop departmental KPIs that are aligned with the company's mission targets and achievement stages

The effective implementation of QWL contributes to the achievement of OCB, which in this process can be observed from work-life balance, namely employees being able to maintain a balance between their work and personal lives. This is considered quite important because balance is part of the factors that can increase employee welfare (Permarupan et al., 2020; Soetjipto, 2017) also explains that steps to improve employee welfare through QWL management must be a top priority for every company. When employees feel valued and supported, they will be more motivated, enthusiastic, and strive to complete their work tasks better.

OCB can also be viewed as a variable that contributes to employees exceeding the demands of their roles in the workplace, even though it is not explicitly related to the incentive system and can improve organisational functions more effectively (Davis & Newstrom, 2014). In reality, the phenomenon of OCB in the environment of PT. PLN NP in Surabaya can be seen from the behaviour of employees, supervisors towards their subordinates or work teams, or between

employees as an effort to lighten the workload of colleagues, reduce break time to evaluate work results and help colleagues complete their work, as well as carry out every task without waiting for instructions from superiors. It can be said that success in balancing work and personal life has a positive impact on work performance, which, according to illustrates that QWL has a close relationship with OCB indicators, such as communication and work-life balance. These conditions enable good cooperation between employees, between work fields, and between departments, all of which support the company's mission and vision.

CONCLUSION

Efforts to build a culture of Organisational Citizenship Behaviour (OCB) at PT. PLN NP tend to view employees as social beings, where OCB is essentially a form of independence in thinking and freedom to engage in activities within the company as a form of participatory attitude. This step is carried out and begins with improving the quality of work life (QWL), which is seen as a pillar that can bind and foster OCB behaviour, which in turn has been proven to support work performance and company performance. QWL as a tactical step that shapes OCB can be represented by employee benefits, work environment, and self-development. Conceptually, these three factors are integrated with factors that influence the formation of OCB, namely communication and feedback. Overall, the study emphasizes that the consistent and institutionalized implementation of Quality of Work Life (QWL), its systematic integration with performance management and career development systems, and the reinforcement of supervisors' roles as organizational role models constitute critical determinants for fostering a more balanced development of Organizational Citizenship Behavior (OCB) across its dimensions and ensuring its long-term sustainability. The most prominent development of OCB that can be observed is the culture of communication and feedback, which manifests itself in the form of altruism, where employees show a willingness to help colleagues in need, and civic virtue, such as getting involved in company activities even though these activities are not required in their job. These two aspects are closely related to each factor of QWL, especially the first factor, namely participation, communication, work health, and fair compensation.

This study is subject to several limitations. First, the sample was restricted to 42 supervisors from a single organizational unit, which may limit the generalizability of the findings. Second, data collection was conducted during the COVID-19 pandemic, a period characterized by heightened uncertainty and work-related stress, which may have influenced respondents' perceptions and behaviors. Therefore, future research is recommended to employ larger and more heterogeneous samples, as well as to adopt mixed or alternative methodological approaches, in order to obtain a more comprehensive understanding of the relationship between Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB), particularly within the public service sector. Based on the results of the study and discussion, it is recommended that future researchers analyse the three factors of benefits, work environment, and career development as factors that influence the formation of OCB. It is also recommended that management maintain the implementation of QWL that has been carried out in order to support the improvement and development of OCB work culture within the company.

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