

# The Effects of Quality of Work Life and Organizational Citizenship Behavior on Job Performance of Government Employees in Surabaya City

<sup>1</sup>Belouadah Ahmed Seif Eddine, <sup>2</sup>Didit Darmawan

<sup>1</sup>University of Saida Dr Moulay Tahar, Algeria

<sup>2</sup>Sunan Giri University of Surabaya, Indonesia

## ARTICLE INFO

### Article history:

Received 5 May 2022

Revised 10 June 2022

Accepted 29 June 2022

### Key words:

Quality of work life,  
Organizational citizenship behavior,  
Job performance,  
Work satisfaction,  
Employee well-being,  
Extra-role behavior,  
Work environment.

## ABSTRACT

This study aims to analyze the influence of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) on Job Performance (JP) in a modern work environment. QWL is an important factor affecting employee well-being and job satisfaction, while OCB relates to voluntary behaviors that contribute to organizational effectiveness. This study used a quantitative approach with multiple linear regression method to test the relationship between these variables. The study population consisted of civil servants in Surabaya City with a sample size of 100 respondents selected using accidental sampling method. The results showed that QWL has a significant positive influence on JP, where a work environment that supports employee well-being contributes to improving their performance. In addition, OCB was also shown to have a positive impact on JP, with employees who exhibit extra-role behaviors tending to have better performance. However, this study also found that over-involvement in OCB may risk causing job stress and burnout if not balanced with proper management. Therefore, organizations need to create a balance between enhancing QWL and encouraging OCBs to ensure a healthy and productive work environment.

## INTRODUCTION

Improving employee performance is one of the top priorities for organizations. Optimal employee Job Performance (JP) is closely related to the productivity and competitiveness of the organization (Arifin & Putra, 2020). The factors that influence employee JP have been the focus of research in various fields, including human resource management and organizational psychology (Darmawan et al., 2020). Two factors that have been widely studied in relation to improving job performance are the Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB). QWL reflects the extent to which the work environment supports employee well-being, in terms of physical, social, and psychological aspects (Van Loon et al., 2018). OCB describes the voluntary behavior of employees who go beyond their formal duties, such as helping coworkers and contributing to a positive organizational culture (Azmi et al., 2016; Podsakoff et al., 2018). These two factors are believed to have a significant impact on employee JP in various industrial sectors.

Research has shown that high QWL contributes to increased motivation and job satisfaction, which in turn increases JP (Raziq & Maulabakhsh, 2015). Employees who feel valued and have a comfortable work environment tend to show higher productivity and have lower stress levels (Dahar & Mardikaningsih, 2022). A physically and mentally healthy work environment creates optimal conditions for employees to work more focused and efficiently. Aspects such as work-life balance, fair working conditions, and managerial support play an important role in shaping a positive work experience (Lee et al., 2021). OCB also plays a role as a supporting factor for JP, because employee volunteer behavior can improve operational efficiency and strengthen team cohesion in the organization (Yadav & Rangnekar, 2015; Organ et al., 2018). Employees who demonstrate OCB help improve individual performance, contribute to the creation of a more harmonious and effective work environment, thus supporting an improvement in the overall organizational performance.

\* Corresponding author, email address: [dr.diditdarmawan@gmail.com](mailto:dr.diditdarmawan@gmail.com)

There is still a research gap in understanding how the interaction between QWL and OCB simultaneously affects JP. Although several studies have examined the relationship between each of these variables and JP separately, few studies have explored the relationship between the two simultaneously in various industrial and work culture contexts (Macke & Genari, 2019). This study aims to further examine the effect of QWL and OCB on JP, as well as how organizations can optimize these two factors to improve employee performance in a sustainable manner.

Although QWL and OCB have been widely studied as factors that can increase job performance, there are still challenges in understanding how these two variables work simultaneously in various work environments. One of the main problems is the inconsistency of research results regarding the relationship between QWL and JP. Some studies show that high QWL contributes positively to productivity and job satisfaction (Lee et al., 2021), while other studies indicate that external factors, such as organizational culture and leadership style, can reduce the influence of QWL on JP (Park et al., 2020). Gaps in the implementation of QWL policies in various industries and employment sectors make research results non-uniform, making it difficult for organizations to formulate effective strategies to improve JP through improving QWL (Irfan et al., 2021).

Corporate citizenship is often associated with increased public image, but there is evidence to suggest that this voluntary behavior can have a negative impact if not properly managed. For example, employees who excessively demonstrate OCB behavior can experience job burnout, which in turn actually reduces their job performance (Bolino et al., 2015). The OCB behavior in some cultural environments may not always be appreciated or even considered as an additional burden that is not balanced with appropriate compensation (Jain et al., 2019). This situation can turn OCB into a source of dissatisfaction that has the potential to damage employee motivation and performance. This phenomenon shows that the relationship between OCB and JP is not always linear and can be influenced by various factors, such as work pressure, organizational expectations, and work-life balance. It is important for organizations to manage and support OCB in a balanced way (Mardikaningsih & Darmawan, 2012).

Another issue relates to how organizations can ensure that improvements in QWL and the promotion of OCB actually have an impact on improving JP in the long term. Some studies show that improvements in QWL and OCB only have a temporary effect on JP, especially if the organization does not have the right sustainability strategy (Koon & Pun, 2018).

Efforts to improve QWL through work flexibility policies or improving employee welfare in some cases actually create higher expectations from employees, which if not met, can lead to job dissatisfaction and reduce their work motivation (Huang et al., 2016). Therefore, an understanding of how these two factors can be effectively optimized to have a significant and sustainable impact on JP is still needed.

Research on the effect of QWL and OCB on JP has become very important given the dynamics of the ever-evolving world of work. In the modern era, employees not only want job stability, but also a balance between work and personal life, as well as a work environment that supports their well-being (Lee et al., 2021). Organizational citizenship behavior is increasingly seen as an element that can improve organizational effectiveness (Damghanian & Ghaheroudkhani, 2022). However, there is still uncertainty about how these two variables contribute to improving QWL in different industries and work environments (Jain et al., 2019). Therefore, this study is important to understand how organizations can optimally manage QWL and OCB in order to improve employee productivity and performance in a sustainable manner.

The urgency of this research is also reinforced by the organization's need to maintain a productive workforce in the long term. Previous research has shown that a QWL-supportive work environment can increase employee motivation and engagement, but a lack of understanding of its long-term impact can hinder effective policy implementation (Park et al., 2020). The same goes for OCB, which although known to have a positive relationship with work performance, can also cause job burnout if organizational expectations are not balanced with employee well-being (Bolino et al., 2015). This study can provide broader insights for companies to design strategies that not only improve performance but also maintain employee welfare by comprehensively observing the relationship between QWL, OCB, and JP.

This study aims to analyze the effect of QWL on JP in a modern work environment. QWL is an important factor that affects the welfare of employees and their productivity in the workplace, so a better understanding of its impact on JP is crucial. This study also focuses on the contribution of OCB to improving job performance. OCB, as extra-role behavior that employees engage in beyond their primary duties, is believed to have a positive impact on work performance. This study also explores the potential negative impact of OCB on work-life balance and employee well-being, in order to provide a more comprehensive understanding of OCB dynamics in organizations.

## RESEARCH METHOD

This study uses a quantitative approach with an associative method to analyze the effect of QWL and OCB on JP. This approach was chosen because it aims to test the causal relationship between the independent variables (QWL and OCB) and the dependent variable (JP) of civil servants in the city of Surabaya. The research population consisted of civil servants working in various government agencies in the city of Surabaya. A sample of 100 respondents was taken using the accidental sampling technique, which is a method that allows the selection of respondents based on their affordability and willingness to participate in the research (Etikan & Bala, 2017). This approach is effective for obtaining fast and representative data related to social research.

The research instrument in this study used a structured questionnaire with a five-point Likert scale, in which respondents were asked to rate statements related to each variable. Quoted from Chitra and Mahalakshmi (2021), QWL is measured using indicators from the Walton (1973) model, which includes work-life balance, safe working conditions, career development, and work engagement. OCB is measured based on the dimensions developed by Organ (1988), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Meanwhile, JP is measured with indicators from Campbell (1990), which include work effectiveness, efficiency, and innovation in task completion.

The data obtained from the questionnaire will be analyzed using multiple linear regression. This analysis was chosen because it can test the simultaneous and partial effects between QWL and OCB on JP. Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, will be carried out before regression analysis to ensure that the data meet the necessary statistical requirements (Hair et al., 2019). Furthermore, the coefficient of determination ( $R^2$ ), t-test, and F-test will be used to evaluate the strength of the relationship between the research variables (Gujarati & Porter, 2020).

In this study, the validity and reliability of the instrument were tested using a validity test with the corrected item total correlation (CITR) method and a reliability test using Cronbach's Alpha. A Cronbach's Alpha value of more than 0.70 indicates that the research instrument has a good level of reliability (Nunnally & Bernstein, 1994). With this approach, the research is expected to provide a more comprehensive understanding of the effect of QWL and OCB on JP and its implications for improving the performance of civil servants in the city of Surabaya.

## RESULT AND DISCUSSION

### Research Data

This research was conducted by distributing questionnaires via Google Form to civil servants in various government agencies in the city of Surabaya. The respondents involved in this study were selected by accidental sampling, with a total of 100 participants. The data collection process is carried out within a certain time frame to ensure optimal response from participants. Each question in the questionnaire is designed to measure three main variables, namely Quality of Work Life (QWL) as the first independent variable ( $X_1$ ), Organizational Citizenship Behavior (OCB) as the second independent variable ( $X_2$ ), and Job Performance (JP) as the dependent variable ( $Y$ ).

After all the data has been collected, the next step is to process and analyze it using statistical software to ensure objective and accountable results. The research instrument used has undergone validity and reliability tests to ensure that each item in the questionnaire can measure the intended variable accurately and consistently. Data analysis was carried out using multiple linear regression to test the relationship between the independent and dependent variables and to determine the extent of the influence of each variable on the performance of civil servants.

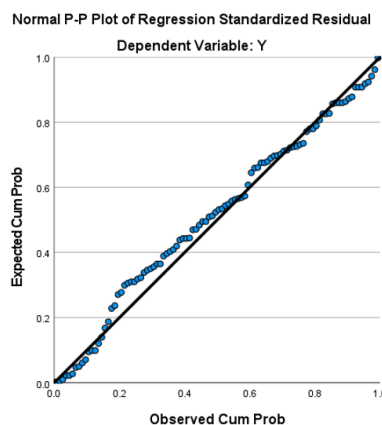


Figure 1. Normality Test

Source: SPSS output processed by the author, 2022

The reliability test shows that all variables in this study have a good level of internal consistency, with Cronbach's Alpha values for QWL of 0.862, OCB of 0.798, and JP of 0.837. All items in the research instrument were also declared valid because they had a Corrected Item-Total Correlation value that exceeded 0.3. In addition, the normality test showed that the residual data was scattered around the diagonal line, thus fulfilling the normality assumption. The data used in the research has fulfilled, so it can be concluded that it fulfills the requirements for further analysis.

The Durbin-Watson value of 1.981 from the autocorrelation test shows that this regression model is free from autocorrelation problems, which means that there is no correlation between residual values in the previous and current periods. The model used can produce valid estimates without temporal dependence between the data. In the model feasibility test, an R value of 0.554 indicates a moderate relationship between the independent variables (QWL and OCB) and the dependent variable (JP). The R Square value of 0.307 indicates that 30.7% of the variation in Job Performance can be explained by QWL and OCB, while the remaining 69.3% is influenced by other factors not included in this model. Further research is needed to understand JP more broadly.

Table 1. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.554 <sup>a</sup>	.307	.293	14.036	1.981

Source: SPSS output processed by the author, 2022

The ANOVA test results show that this regression model is statistically significant, with an F value of 21.511 and a significance level of 0.000. These results indicate that the regression model used can explain the strong relationship between QWL and OCB simultaneously and significantly affects JP. The partial test shows that QWL has a regression coefficient of 4.392 with a significance value of 0.001, which means that each one-unit increase in QWL will increase Job Performance by 4.392 units. The better the QWL perceived by employees, the greater the contribution to the improvement of employee JP. Meanwhile, OCB has a regression coefficient of 3.444 with a significance value of 0.000, indicating that each one-unit increase in OCB will increase Job Performance by 3.444 units. The factors related to QWL and OCB do not function separately, but together they influence JP.

Table 2 ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8475.467	2	4237.733	21.511	.000 <sup>b</sup>
	Residual	19109.093	97	197.001		
	Total	27584.560	99			

Source: SPSS output processed by the author, 2022

The results of multiple linear regression analysis show that QWL and OCB have a significant influence on JP. The standard Beta values show that OCB has a greater influence on JP with a Beta value of 0.376 compared to QWL which has a Beta of 0.315. It is important to note that although both variables contribute significantly to improving JP, OCB has a stronger impact than QWL.

Table 3. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.165	2		5.255	.000
	X1	4.392	97	.315	3.573	.001
	X2	3.444	99	.376	4.268	.000

Sources: SPSS output processed by the author, 2022

The overall results show that improving QWL and OCB can significantly improve employee performance. The regression model used in this study can only explain 30.7% of the variability in job performance, so there are still 69.3% of other factors that play a role in determining employee performance. Further research is needed to understand JP more broadly and explore other factors that contribute to improving JP.

### The Effect of QWL on Job Performance in the Workplace

The results showed that QWL has a positive effect on job performance, which means that organizations need to improve the quality of their employees' working lives. This finding is in accordance with research conducted by Soomro et al. (2018) and Adnan Bataineh (2019). Management can implement policies that support employee welfare, such as creating a conducive work environment, providing a balance between work and personal life (work-life balance), and providing facilities that support comfort and job security (Mardikaningsih, 2021). Career development programs, training, and increased job satisfaction can also be effective strategies for improving QWL. Increased job satisfaction through these programs can help create a more harmonious relationship between employees and the organization. Putra et al. (2020) explain that organizations can ensure that employees are more satisfied with their work so that they can work more productively and optimally by creating better working conditions.

QWL has become a major focus for organizations seeking to improve employee performance in modern work environment. QWL covers various aspects such as work-life balance, safe working conditions, and career development opportunities, all of which contribute to employee well-being and their work effectiveness. Research has shown that improving QWL can have a positive impact on JP, as employees who are satisfied with the quality of their work life tend to be more motivated and productive in carrying out their duties. Organizations that pay attention to QWL can create a more human workplace and build a strong foundation to support employee performance.



A study by Al-Dalayeen (2017) revealed that a significant relationship between QWL and employee performance in the banking sector. Employees who perceive a high quality of work life show better levels of performance compared to those who are less satisfied. This shows that investing in improving QWL can be an effective strategy for organizations to drive higher performance. Research by Fitria et al. (2022) emphasizes the importance of job satisfaction as a mediator between QWL and employee performance. In the study, it was found that high QWL increases job satisfaction, which in turn has a positive impact on employee performance. This confirms that efforts to improve QWL not only directly affect performance, but also through increased job satisfaction.

Not all studies find a direct relationship between QWL and JP. Medina-Garrido et al. (2023) in their study found that work-life balance policies do not have a direct impact on performance, but have an indirect effect through improved employee well-being. This suggests that employee well-being acts as a mediator in the relationship between QWL and performance, emphasizing the importance of the right approach to improving the quality of working life.

Organizational commitment also plays an important role in strengthening the relationship between QWL and employee performance. Employees who feel support and commitment of organization tend to perform better, especially when they feel that their quality of work life is being taken care. organizational commitment acts as a catalyst that amplifies the positive impact of QWL on productivity. This highlights the importance of management's role in creating a supportive work environment (Chasanah et al., 2021). Proactive management that pays attention to employee welfare can create a more inclusive atmosphere that makes employees feel more valued and cared for (Djazilan & Darmawan, 2020).

Research by Medina-Garrido et al. (2023) emphasizes that real access to work-life balance policies, such as flexibility in working hours and location, contributes to improved performance through increased employee well-being. This shows that the practical implementation of these policies has more impact than just their existence.

Overall, empirical evidence shows that QWL has a significant influence on JP in a modern work environment. Organizations that invest in improving the quality of employees' work life not only improve individual well-being but also encourage higher performance, which ultimately contributes to the overall success of the organization.

### **The Contribution of OCB to Improving Job Performance and the Potential Negative Impact**

The findings show that OCB has a greater influence than QWL on Job Performance, so organizations need to encourage extra-role behavior among employees. Managers must create a collaborative and supportive work culture to increase employee loyalty and care for the organization (Hariani, 2021). Recognition and rewards for employees' extra contributions can be an effective strategy for strengthening OCB (Darmawan et al., 2018). Transformational leadership that encourages intrinsic motivation and a proactive attitude can also help improve OCB behavior in the work environment (Qalati et al., 2022). Transformational leadership with OCB mediation can determine employee performance (Jiang et al., 2017).

Management also needs to consider that excessive OCB improvement can risk causing burnout, especially if employees feel pressured to always do more than what is expected (Hariani, 2022). Organizations must ensure that the workload remains balanced and gives fair rewards for employees' efforts so that the extra contributions made do not have a negative impact on their welfare (Widiyana & Darmawan, 2021).

OCB refers to voluntary employee actions that go beyond their formal duties, such as helping coworkers or taking additional initiatives, which are not directly recognized by the formal reward system. This behavior is considered important because it can increase the overall effectiveness of the organization (Darmawan, 2017). Research shows that OCB can contribute positively to employee performance. For example, one study found that OCB has a significant impact on improving individual and group performance in organizations (Podsakoff et al., 2009).

Although OCB is often associated with positive outcomes, there is the potential for negative impacts for employees who engage in such behavior. Some research shows that employees who frequently engage in OCB can experience burnout. This is because they may feel burdened by additional responsibilities that are not formally recognized, which can lead to stress and job dissatisfaction (Bolino & Turnley, 2005).

Excessive involvement in OCB can disrupt employees' work-life balance. When employees spend more time and energy on additional tasks at work, they may have less time for family and personal activities, which can lead to work-life conflicts and decrease their well-being (Halbesleben et al., 2009). There is evidence that OCB can cause feelings of injustice among employees. Employees who are not involved in OCB may feel that they have to work harder to cover the additional tasks, which can cause tension and lower team morale (Vigoda-Gadot, 2006).

Research shows that excessive OCB can lead to unrealistic expectations from management. When employees consistently demonstrate OCB, management may begin to perceive the behavior as the norm and increase workloads without appropriate compensation, which can lead to dissatisfaction and decreased performance (Bergeron, 2007; Ocampo et al., 2018). The negative impact of OCB does not always occur and often depends on the scope of the organization and the individual. Factors such as organizational culture, managerial support, and the individual's capacity to handle additional workloads play an important role in determining whether OCB will have a positive or negative impact (Eatough et al., 2011).

Overall, while OCB can contribute significantly to improved work performance, it is important for organizations to be aware of its potential negative impact. By understanding and managing the factors that influence OCB, organizations can maximize its benefits while minimizing risks to employees.

## CONCLUSION

The conclusion of this study shows that Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) have a significant influence on Job Performance (JP) in a modern work environment. High QWL can increase job satisfaction, motivation, and psychological well-being of employees, which ultimately has a positive impact on their performance. A work environment that supports a balance between work and personal life, career certainty, and recognition of employee contributions has been shown to contribute to increased individual and organizational productivity. Meanwhile, OCB as an employee's voluntary behavior to help coworkers and the organization as a whole also has a positive impact on work performance, both at the individual and organizational levels. However, it is important to recognize that excessive involvement in OCB without adequate organizational support can lead to additional workloads, stress, and potential work-life imbalance, leading to work fatigue.

The managerial implications of this study emphasize that organizations need to strategically manage QWL and OCB to improve employee performance. By creating a supportive work environment and encouraging proactive and collaborative behavior, organizations can achieve higher levels of productivity and retain more loyal and committed employees. A holistic and integrated approach in designing policies and programs that focus on improving QWL and OCB is needed to support the organization's strategic goals.

Based on these findings, it is important for organizations to continuously improve QWL by providing a work environment that supports employee welfare and satisfaction. Policies that encourage work flexibility, career development opportunities, and recognition of employee contributions can improve their performance on an ongoing basis. In addition, OCB must be managed properly so as not to overburden employees. Managers need to ensure that employees' contributions in the form of extra-role behavior are appreciated and do not become burdensome expectations. Organizations should also build a balanced work culture, where participation in OCB is voluntary and does not have a negative impact on individuals. Thus, a balance between QWL and OCB can be achieved to produce a productive, healthy, and sustainable work environment.

## REFERENCES

- Adnan Bataineh, K. (2019). Impact of Work-life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99-112.
- Al-Dalayeen, B. (2017). A Study on Quality of Work Life among Employees in Cairo Amman Bank. *Journal of Financial Risk Management*, 6, 191-200.
- Arifin, S., & Putra, A. R. (2020). Employee Performance Development through Work Experience, Work Ethic, Compensation. *Journal of Business and Management*, 22(7), 39-45.
- Azmi, F. T., Desai, K., & Jayakrishnan, K. (2016). Organizational Citizenship Behavior (OCB): A Comprehensive Literature Review. *Sumedha Journal of Management*, 5(1), 102-117.
- Bergeron, D. M. (2007). The Potential Paradox of Organizational Citizenship Behavior: Good Citizens at What Cost?. *Academy of Management Review*, 32(4), 1078-1095.
- Bolino, M. C., & Turnley, W. H. (2005). The Personal Costs of Citizenship Behavior: The Relationship between Individual Initiative and Role Overload, Job Stress, and Work-family Conflict. *Journal of Applied Psychology*, 90(4), 740.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). "Well, I'm Tired of Tryin'!" Organizational Citizenship Behavior and Citizenship Fatigue. *Journal of Applied Psychology*, 103(1), 59-77.
- Campbell, J. P. (1990). Modeling the Performance Prediction Problem in Industrial and Organizational Psychology. In M. D. Dunnette &

- L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*. Consulting Psychologists Press.
- Chasanah, U., Dahar, D., & Putra, A. R. (2021). Wages and Work Environment as Factors for Workers' Motivation. *Studi Ilmu Sosial Indonesia Manajemen*, 1(2), 43-52.
- Chitra, D., & Mahalakshmi, V. (2021). Quality of Work Life and its Impact on Employee Retention. *Journal of Management Research*, 21(3), 55-72.
- Dahar, D., & Mardikaningsih, R. (2022). The Influence of Compensation and Work Environment on the Performance of Sub-district Employees. *International Journal of Service Science, Management, Engineering, and Technology*, 1(1), 28-32.
- Damghanian, H., & Ghaheroudkhani, F. G. (2022). Discretionary Workplace Behaviors: The Effect of Communication Satisfaction on Workplace Deviance and OCB with the Mediation Role of Justice Sensitivity. *Interdisciplinary Journal of Management Studies (Formerly known as Iranian Journal of Management Studies)*, 15(1), 155-168.
- Darmawan, D. (2017). The Effects of the Big Five Personality on Job Performance. *Management & Accounting Research Journal*, 2(1), 36 – 42.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Djazilan, M. S., & Darmawan, D. (2020). Effect of Compensation, Job Demand, Job Characteristics on Employee Retention. *Journal of Science, Technology, and Society (SICO)*, 1(2), 1-8.
- Eatough, E. M., Chang, C. H., Miloslavice, S. A., & Johnson, R. E. (2011). Relationships of Role Stressors with Organizational Citizenship Behavior: A Meta-analysis. *Journal of Applied Psychology*, 96(3), 619-632.
- Etikan, I., & Bala, K. (2017). Sampling Methods and Sample Size Calculation. *Biometrics & Biostatistics International Journal*, 5(6), 215-217.
- Fitria, F., Surajiyo, R. A., Idayati, I., Mulyono, H., & Ningmas, R. (2022). Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as Moderating Variable. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 340-353.
- Gujarati, D. N., & Porter, D. C. (2020). *Basic Econometrics* (6th ed.). McGraw-Hill.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications.
- Halbesleben, J. R., Harvey, J., & Bolino, M. C. (2009). Too Engaged? A Conservation of Resources View of the Relationship between Work Engagement and Work Interference with Family. *Journal of Applied Psychology*, 94(6), 1452-1465.
- Hariani, M. (2021). Organizational Culture and Self-efficiency that from Employee Performance. *Studi Ilmu Sosial Indonesia Manajemen*, 1(2), 23-32.
- Hariani, M. (2022). Pengaruh Organization Citizenship Behavior dan Kepuasan Kerja Terhadap Turnover Intention. *Journal of Business and Economics Research (JBE)*, 3(1), 6-11.
- Huang, G., Wellman, N., Ashford, S. J., Wang, L., & Dong, X. (2016). Deviance and Exit: The Organizational Costs of Job Insecurity and Moral Disengagement. *Journal of Applied Psychology*, 101(1), 55-65.
- Irfan, M., Arifin, S., Putra, A. R., Sinambela, E. A., Hariani, M., & Issalillah, F. (2021). Pengaruh Budaya Organisasi dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi. *Jurnal Ekonomi dan Bisnis*, 11(1), 40-52.
- Jain, A. K., Malhotra, N. K., Guan, C., & Ritu, G. (2019). Positive and Negative Aspects of OCB: The Role of Rewards and Burnout as Mediators. *Journal of Business Research*, 98, 111-126.
- Jiang, W., Zhao, X., & Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. *Sustainability*, 9(9), 1567.
- Koon, V. Y., & Pun, P. Y. (2018). The Moderating Effect of Employee Engagement on the Relationship between Quality of Work Life and Job Performance. *International Journal of Productivity and Performance Management*, 67(6), 1071-1091.
- Lee, Y. T., Huang, T. C., & Zhao, Y. (2021). Quality of Work Life and Job Performance: Exploring the Mediating Role of Work Engagement. *Human Resource Management Journal*, 31(3), 485-500.
- Macke, J., & Genari, D. (2019). Predictors of Job Performance: The Mediating Role of Organizational Citizenship Behavior. *Journal of Business Research*, 99, 264-272.



- Mardikaningsih, R., & Darmawan, D. (2012). Studi tentang Karakteristik Individu, Kepemimpinan, Kompensasi, Organizational Citizenship Behavior, dan Budaya Organisasi untuk Membentuk Kepuasan Kerja dan Kinerja Karyawan. *Jurnal Ekonomi dan Bisnis*, 2(2), 7-25.
- Mardikaningsih, R. (2021). Correlation of Worker Welfare and Industrial Relations. *Cashflow: Current Advanced Research on Sharia Finance and Economic Worldwide*, 1(1), 29-32.
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodriguez, A. R. (2023). Relationship between Work-family Balance, Employee Well-Being and Job Performance. *International Journal of Human Resource Management*, 32, 1006-1037.
- Motowidlo, S. J., & Kell, H. J. (2012). Job Performance. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*. Oxford University Press, United Kingdom.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3rd ed.). McGraw-Hill.
- Ocampo, L., Acedillo, V., Bacunador, A. M., Balo, C. C., Lagdameo, Y. J., & Tupa, N. S. (2018). A Historical Review of the Development of Organizational Citizenship Behavior (OCB) and its Implications for the Twenty-first Century. *Personnel Review*, 47(4), 821-862.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- Organ, D. W. (2018). Organizational Citizenship Behavior: Recent Trends and Developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 295-306.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Sage Publications.
- Park, R., Jang, S. J., & Nam, Y. K. (2020). The Impact of Job Autonomy, Job Crafting, and QWL on Job Performance. *The International Journal of Human Resource Management*, 31(5), 654-678.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blurne, B. D. (2009). Individual- and Organizational-level Consequences of Organizational Citizenship Behaviors: A Meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513-563.
- Putra, A. R., Hariani, M., Nurmallasari, D., Irfan, M., & Al Hakim, Y. R. (2020). Role of Work Environment and Organizational Culture to Job Performance. *Journal of Islamic Economics Perspectives*, 1(2), 1-13.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee Performance Under Transformational Leadership and Organizational Citizenship Behavior: A Mediated Model. *Heliyon*, 8(11), e11374.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Soomro, A. A., Breitenacker, R. J., & Shah, S. A. M. (2018). Relation of Work-life Balance, Work-family Conflict, and Family-work Conflict with the Employee Performance-moderating Role of Job Satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Van Loon, N. M., Vandenabeele, W., & Leisink, P. (2018). Quality of Work Life and Public Service Motivation: How Work Experiences Trigger Motivation to Serve the Public Interest. *Review of Public Personnel Administration*, 38(4), 472-493.
- Vigoda-Gadot, E. (2006). Compulsory Citizenship Behavior: Theorizing Some Dark Sides of the Good Soldier Syndrome in Organizations. *Journal for the Theory of Social Behaviour*, 36(1), 77-93.
- Walton, R. E. (1973). Quality of Work Life: What is it?. *Sloan Management Review*, 15(1), 11-21.
- Widiyana, E. O., & Darmawan, D. (2021). Pengaruh Stres Kerja, Beban Kerja, Konflik Kerja dan Kompensasi Terhadap Komitmen Kerja Karyawan PT Intidragon Suryatama Mojokerto. *Jurnal Ilmu Manajemen*, 1(1), 33-42.
- Yadav, M., & Rangnekar, S. (2015). Supervisory Support and Organizational Citizenship Behavior: Mediating Role of Participation in Decision Making and Job Satisfaction. In *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 3(3), 258-278.