

The Effect of Work Conflict, Quality of Work Life on Employee Performance with Organizational Citizenship Behavior as a Mediation Variable

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ABSTRACT

This study aims to analyze the influence of Work Conflict and Quality of Work Life on Employee Performance, with Organizational Citizenship Behavior (OCB) as a mediating variable. The study was conducted on civil servants at the Pasuruan City Regional Secretariat, with a population of all employees and a sample of 81 respondents using a saturated sampling technique. Data were analyzed using software .Smart Partial Least Square (PLS). The results of the analysis show that: (1) Work Conflict does not have a significant effect on Employee Performance, (2) Quality of Work Life also does not have a significant effect on Employee Performance, (3) Work Conflict does not have a significant effect on OCB, (4) Quality of Work Life contributes positively to increasing OCB, (5) strong OCB has a positive influence on employee performance, (6) work conflict does not have a significant influence on employee performance mediated by OCB, and (7) Quality of Work Life plays an important role in improving employee performance, with OCB as a mediator that strengthens the relationship. This study emphasizes the importance of Quality of Work Life in improving employee performance through OCB, although Work Conflict does not show a significant influence.

INTRODUCTION

Civil Servants (PNS) are State Civil Apparatus who play a vital role in government, public services, and national development. PNS performance is the main indicator of the success of government organizations in achieving their established vision and missions (Minister of PANRB Regulation Number 6 of 2022). At the Pasuruan City Regional Secretariat, performance evaluation is carried out systematically through Employee Performance Targets (SKP) which cover nine work sections in accordance with Mayoral Regulation Number 4 of 2022. The urgency of this research lies in the fact that although there was an increase in performance scores from 2022 to 2024, this achievement has not reached the optimal target of 100%. Therefore, an in-depth analysis of inhibiting factors and improvement strategies is needed.

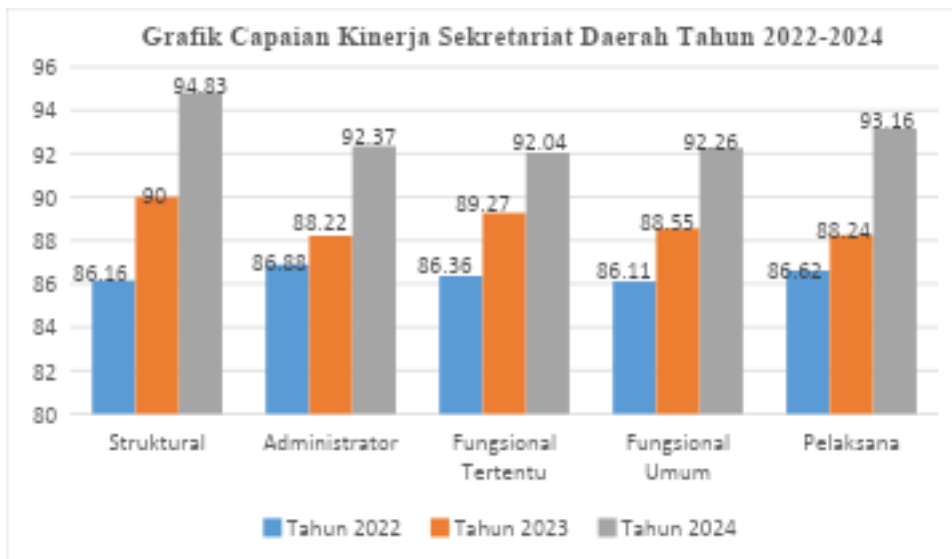
The evaluation of the Regional Secretariat of Pasuruan City's SKP shows an upward trend in the average score from 86.42 in 2022 to 92.93 in 2024. This increase occurred across all job categories Structural, Administrator, Specific Functional, General Functional, and Executive but all remain below the optimal target.

Table 1. Employee Performance Target Achievement Data (SKP)
Regional Secretariat of Pasuruan City

Department	Rating	Average Assessment Score		
		2022	2023	2024
Structural	Good as expected	86.16	90.00	94.83
Administrator	Good as expected	86.88	88.22	92.37
Specific Functional	Good as expected	86.36	89.27	92.04
General Functional	Good as expected	86.11	88.55	92.26
Executor	Good as expected	86.62	88.24	93.16
Overall Average		86,42	88.85	92.93

Source: Regional Secretariat Report 2022-2024 (Data processed, 2024)

From the information provided, the data can be presented in a graphic format for the achievement of performance targets for Pasuruan City Regional Secretariat employees for the 2022 to 2024 period, as can be seen in the following image.



Source: Regional Secretariat Report 2022-2024 (Data processed, 2024)

Figure 1. Graph of SKP Achievements of the Pasuruan City Regional Secretariat 2022-2024

Based on the data and graphs above, we can illustrate the achievement of the Regional Secretariat's Employee Performance Targets (SKP) across all job categories from 2022 to 2024. The data demonstrates a significant increase in performance. Despite the increase, it has not yet reached the optimal target (100%). From 2022 to 2024, performance scores across all employee categories Structural, Administrator, Specific Functional, General Functional, and Implementing have not yet reached their targets.

The main obstacles identified include a lack of cross-unit coordination, limited human resources, differences in job characteristics, and mismatched employee placements. Furthermore, work-related conflict is a significant factor affecting performance, both in the form of conflict between individuals, between groups, and structural conflict resulting from differing views on policy (Hermawati, 2020). This condition is exacerbated by the mismatch between tasks and job descriptions, which has the potential to reduce motivation and the effectiveness of work implementation.

There are inconsistent empirical findings regarding the influence of work conflict on employee performance. Several studies Sinaga et al., (2020) show a positive and significant relationship. Similarly, the relationship between QWL and OCB and employee performance has been proven significant in a number of studies (Hermawati, Suhermin, & Suci, 2019), (Magdalena, Hermawati, & Zulkifli, 2022), (Ubelsa, Edward, & Machpudin, 2023). Based on these phenomena and research gaps, this study focuses on examining the "Effect of Work Conflict and *Quality of Work Life* on Employee Performance with *Organizational Citizenship Behavior* as a Mediating Variable (Study on Pasuruan City Regional Secretariat Employees)", in order to provide strategic recommendations for improving ASN performance in a sustainable manner.

LITERATURE REVIEW

Work Conflict (X1)

Work Conflict (X1) According to Winardi (2015), work conflict is a disagreement between two or more members or groups within a company due to differences in status, goals, values, or perceptions. Conflict is also defined as differences, disagreements, and disputes.

Quality of Work Life (X2)

According to (David & Edward, 1983), Quality of Work Life (QWL) is the level of satisfaction, motivation, and productivity of employees that is influenced by their work experience in the organizational environment. Quality of Work Life covers various aspects that affect the well-being of employees in their work, whether physically, psychologically, or socially.

Employee Performance (Y)

Employee performance, based on (Peraturan Pemerintah Nomor 30 Tahun 2019) concerning Civil Servant Performance Appraisal, is defined as the results of an individual's work in an organization as measured by Employee Performance Targets (SKP) and work behavior. This assessment covers the achievement of predetermined work targets and the manner in which the individual carries out their duties and responsibilities.

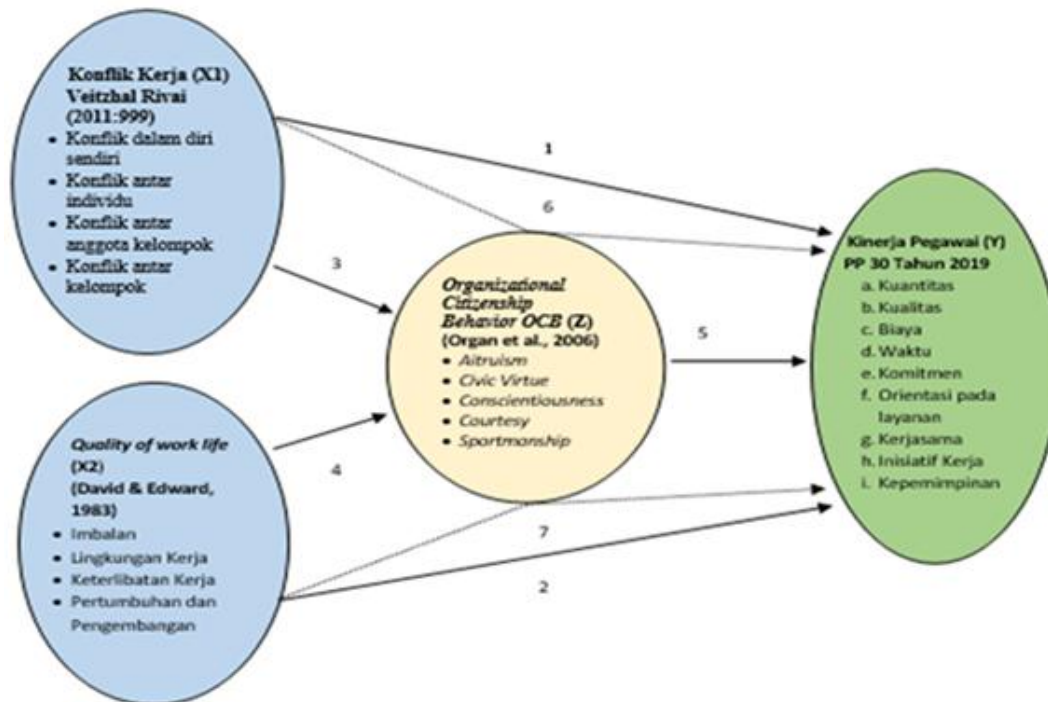
Organizational Citizenship Behavior (Z)

According to (Organ et al., 1988), Organizational Citizenship Behavior is behavior exhibited by employees that is voluntary and not directly recognized in the reward system or in promoting the effective functioning of the organization. Although it is considered behavior that is not explicitly recognized by the system, Organizational Citizenship Behavior or OCB is considered vital to the survival of an organization. OCB behavior is believed to maximize productivity and efficiency for employees and organizations, which can effectively increase their contribution to their functions within the organization.

RESEARCH METHODS

This research is a positivist research, with the type of research, *explanatory research*. The population in this study were civil servants at the Pasuruan City Regional Secretariat Office which consists of 9 Sections located at Jalan Pahlawan No. 28, Pekuncen Village, Panggungrejo District, Pasuruan City, East Java Province, with Postal Code 67126.

The population in this study was 81 employees. The sample size was determined based on probability sampling, with the data analysis technique used in this study being: *disproportionate stratified random sampling* and using software applications *Partial Least Square-Structural Equation Modelling* (PLS-SEM). The conceptual model in this study is as follows:



Source : Work Conflict (Rivai, 2011); *Quality of Work Life* (David & Edward, 1982); Employee Performance (PP No. 30 of 2019); *Organizational Citizenship Behavior* (Organ et al., 2006)

Figure 2. Conceptual model

Information:

Direct influence :

Intervening Influence :

Research Hypothesis:

- H1: It is suspected that the Work Conflict variable has a significant positive effect on Employee Performance.
- H2: Suspected variable *Quality of work life* has a significant positive effect on employee performance.
- H3: It is suspected that the Work Conflict variable has a significant negative effect on *Organizational Citizenship Behavior*.
- H4: Suspected variable *Quality of work life* has a significant positive effect on *Organizational Citizenship Behavior*.
- H5: Allegedly *Organizational Citizenship Behavior* has a significant positive effect on employee performance.
- H6: It is suspected that the Work Conflict variable has a significant positive effect on Employee Performance with *Organizational Citizenship Behavior* as a mediating variable.
- H7: Suspected variable *Quality of work life* has a significant positive effect on employee performance with *Organizational Citizenship Behavior* as a mediating variable.

RESULTS AND DISCUSSION

RESULTS

Data regarding the characteristics of respondents in this study include: 1) based on position; 2) by age; 3) based on gender; 4) based on length of service; and 5) based on education. The five characteristics of respondents are presented in the table below:

Table 2. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Man	48	59,3%
Woman	33	40,7%
Total	81	100%

Source: Processed data (2025)

Based on the description of respondent characteristics by gender, of the 81 respondents, 48 (59.3%) were male, and 33 (40.7%) were female. This indicates that males constitute the majority of respondents.

Table 3. Respondent Characteristics Based on Position

No	Department	Amount	Percentage
1	Structural	6	7,4%
2	Administrator	9	11,1%
3	Specific Functional	22	27,2%
4	General Functional	18	22,2%
5	Executor	26	32,1%
	Total	81	100%

Source: Processed data (2025)

Of the 81 employees observed, Executive Positions dominated with 26 employees (32.1%), demonstrating a primary role in the organizational structure. Furthermore, Specific Functional Positions numbered 22 employees (27.2%) based on specialized expertise, followed by General Functional Positions with 18 employees (22.2%) who carried out general government duties. Administrator Positions included 9 employees (11.1%) with responsibilities in public services and administration at the middle level. Finally, Structural Positions with 6 employees (7.4%) played a role in strategic decision-making and organizational leadership.

Table 4. Respondent Characteristics Based on Age

No.	Age	Frequency	Percentage
1	20-30 years	15	18,6%
2	30-40 years	32	39,5%
3	40-50 years	23	28,4%
4	>50 years	11	13,5%
	Total	41	100%

Source: Processed data (2025)

The majority of respondents were in the 30–40 age range (39.5%), indicating peak productivity and work experience. Those aged 40–50 comprised 28.4% of respondents, indicating a high level of maturity. The 20–30 age group, at 18.6%, indicated a need for further experience. Respondents over 50 comprised the smallest proportion. Of the 81 employees, the age distribution reflected a balance between the younger generation, the productive age group, and the experienced group.

Table 5. Respondent Characteristics Based on Education Level

Education	Frequency	Percentage
SD	1	1,2%
Junior High School	3	3,7%
SMA	16	19,8%
Diploma	6	7,4%

Education	Frequency	Percentage
S1	29	35,8%
S2	26	32,1%
Total	81	100%

Source:

Processed data, (2025)

The majority of respondents had a higher education, dominated by bachelor's degree graduates (35.8%), followed by master's degree graduates (32.1%), high school graduates (19.8%), diploma graduates (7.4%), junior high school graduates (3.7%), and elementary school graduates (1.2%). These data indicate that the majority of the workforce has a high level of education, with a predominance of bachelor's degree graduates, demonstrating the importance of academic qualifications in meeting job requirements.

Table 6. Respondent Characteristics Based on Length of Service

Working Time (years)	Frequency	Percentage
6-10 years	12	14,8%
11-15 years	23	28,4%
16-20 years	27	33,3%
>20 years	19	23,5%
Total	81	100%

Source: Processed data (2025)

The majority of respondents in this data have more than 20 years of service, with 19 people, or 23.5% of the total number of respondents. This indicates that most individuals involved may have extensive work experience, reflecting a high level of seniority. Twenty-seven employees (33.6%) have between 16 and 20 years of service, while 23 employees (28.4%) have worked for 11 to 15 years. Respondents with the shortest service period, namely 6 to 10 years, numbered only 12 employees, or 14.8%. This distribution indicates that respondents' work experience tends to be consistent in the group with longer tenure, indicating a predominance of experienced workers in this population.

Analysis Inferential Statistics

1. Internal Consistency Reliability

Internal Uniformity The reliability of an indicator to measure a latent construct is measured by its reliability. *Cronbach's alpha* And *composite reliability* is an instrument used for evaluation:

Table 7. Values Composite Reliability

No	Variables	<i>Cronbach's Alpha</i>	Composite Reliability	AVE
1	Work Conflict (X1)	0.891	0.910	0.559
2	<i>Quality of Work Life</i> (X2)	0.900	0.918	0.585
3	Employee Performance (Y)	0.957	0.961	0.579
4	<i>Organizational Citizenship Behavior</i> (Z)	0.922	0.935	0.591

Source: Data processed with SmartPLS, 2025

From table 7 above, the results of the reliability test show that all variables have Cronbach's Alpha > 0.7, indicating high internal consistency: Work Conflict (0.891), Quality of Work Life (0,900), Organizational Citizenship Behavior (0.922), and Employee Performance (0.957). The construct validity test also meets the convergent validity requirements with AVE > 0.5: Work Conflict (0.559), Quality of Work Life (0.585), Employee Performance (0.579), and Organizational Citizenship Behavior (0.591), so the instrument is declared reliable and valid for research.

2. Coefficient of Determination (R²)

There are several measures of inner model accuracy, including R-square. The R-square values obtained from data processing using PLS are as follows:

Table 8. Coefficient of Determination (R²)

Variables	R Square
Employee Performance	0,887
<i>Quality of Work Life</i>	0,137

Source: Processed primary data (2025)

Table 9, above indicates that the R-Square value shows that the independent variable explains 88.7% of the variation in Employee Performance (Y), which means the prediction level is very good ($R^2 > 0.75$), while for *Quality of Work Life* (Z) is only 13.7%, indicating a weak level of prediction ($R^2 < 0.75$). This model has a strong influence on Employee Performance but is weak on Quality of Work Life. According to [5], the coefficient of determination (R²) indicates that the model has a good level of prediction because its value is above 0.75.

3. Hypothesis Testing

Hypothesis testing is a statistical step used to assess a statement about a population parameter based on information from a sample. This stage includes formulating a null hypothesis (H0) and a counter-hypothesis (H1), applying statistical testing methods, and making decisions based on predetermined significance values.

Table 10. *Path Coefficient (Path Coefficient) Original Sample*

No	<i>Path Coefficient</i>	<i>Original Sample</i>	<i>T-Statistics</i>	<i>P-Values</i>	Information
1	Work Conflict (X1) → Employee Performance (Y)	-0.022	0.702	0.483	Hypothesis rejected
2	<i>Quality of Work Life</i> (X2) → Employee Performance (Y)	-0.008	0.208	0.835	Hypothesis rejected
3	Work Conflict (X1) → <i>Organizational Citizenship Behavior</i> (Z)	0.222	1.799	0.073	Hypothesis rejected
4	<i>Quality of Work Life</i> (X2) → <i>Organizational Citizenship Behavior</i> (Z)	0.295	3.175	0.002	Hypothesis accepted
5	<i>Organizational Citizenship Behavior</i> (Z) → Employee Performance (Y)	0.949	36.331	0.019	Hypothesis accepted
6	Work Conflict (X1) → <i>Organizational Citizenship Behavior</i> (Z) → Employee Performance (Y)	0.211	1.795	0.073	Hypothesis rejected
7	<i>Quality of Work Life</i> (X2) → <i>Organizational Citizenship Behavior</i> (Z) → Employee Performance (Y)	0.280	3.184	0.002	Hypothesis accepted

Source: Data processed with SmartPLS, 2025

DISCUSSION :

The Influence of Work Conflict on Employee Performance

Research at the Pasuruan City Regional Secretariat shows that work conflict is in the high category (average score of 3.97), reflecting role incompatibility, differences in interests, and communication disruptions between employees. Meanwhile, employee performance is also high (average score of 4.15), in accordance with SKP achievements and work behavior. The results of the hypothesis test show that work conflict does not have a significant effect on performance,

with an effect size value of only 0.004, indicating a very small and statistically insignificant effect (Sarstedt, Ringle, & Hair, 2017).

Further analysis of the four dimensions of work conflict (intrapersonal, interpersonal, intergroup, and intergroup) showed that all were in the high category, but respondents still found hesitation in explicitly identifying conflict. This indicates that perceptions of conflict are not yet fully clear and evenly distributed among employees. Overall, high levels of conflict do not necessarily reduce performance, but can become a latent threat if not managed properly. Therefore, conflict management strategies such as strengthening communication, open resolution, and cultivating a culture of cooperation are needed to prevent conflict from developing into organizational barriers.

Influence *Quality of Work Life* on Employee Performance

Based on the results of descriptive analysis, the average *Quality of Work Life* (QWL) of 3.97 indicates that employee perceptions are in the high category, reflecting the effectiveness of aspects of rewards, work environment, engagement, and development opportunities. Employee performance also showed a high score of 4.15, indicating that they are satisfied with dimensions such as quantity, quality, commitment, service orientation, cooperation, and work initiative.

However, the results of the hypothesis test show that QWL does not have a significant influence on employee performance at the Pasuruan City Regional Secretariat. This finding is in line with the results of research, which also found that QWL does not have a significant influence on performance. From a statistical perspective, the value *effect size* of 0.001 (below 0.02) indicates that the influence of QWL on performance is very small (Sarstedt et al., 2017). This means that improving QWL alone is not enough to significantly improve employee performance. Therefore, to significantly improve employee performance, a more comprehensive approach is needed, including non-QWL aspects such as intrinsic motivation, transformational leadership, or a supportive organizational culture.

Influence of Work Conflict on *Organizational Citizenship Behavior*

The results of the descriptive analysis indicate that work conflict is in the high category with an average score of 3.97. This condition reflects that employees at the Pasuruan City Regional Secretariat experience work dynamics rife with role incompatibilities, differing interests, and interpersonal conflicts. If not managed properly, this conflict has the potential to reduce communication effectiveness, productivity, and employee job satisfaction (Robbins & Judge, 2017).

In contrast, the average value of behavior, *Organizational Citizenship Behavior* (OCB) was recorded at 4.15, which is in the high category. This indicates that employees actively demonstrate positive behaviors outside of formal duties, such as *altruism*, *civic virtue*, *conscientiousness*, *courtesy*, and *sportsmanship*, which contributes to building a conducive work atmosphere (Organ, 1988). However, hypothesis testing shows that work conflict does not have a significant effect on OCB. This is in line with previous research findings which state that work conflict does not have a direct influence on employee extra-role behavior (Hermawati, Suhermin, & Puji, 2019). In the field, although employees demonstrate responsibility and loyalty, they still face obstacles such as uneven workloads and lack of appreciation. This condition indicates that to increase OCB, organizations need to strengthen support systems such as fair leadership, effective communication, and appreciation for employee contributions.

Influence Quality of Work Life to Organizational Citizenship Behavior

The results of the hypothesis test show *Quality of Work Life* able to have a positive influence on *Organizational Citizenship Behavior* on the employees of the Pasuruan city regional secretariat. This is in line with research conducted by Magdalena et al., (2022) dan Hermawati & Nasharuddin (2017) with the results of this research explaining that *Quality of Work Life* has a positive impact on *Organizational Citizenship Behavior*.

Supporting factors *QWL (Quality of Work Life)* becomes increasing is *Organizational Citizenship Behavior*. *Organizational Citizenship Behavior (OCB)* is one of the factors that plays a role in increasing *Quality of Work Life (QWL)* employee. *OCB* reflects voluntary behavior carried out by employees outside of their primary duties but has a positive impact on the organization. In the context of the Pasuruan City Regional Secretariat, *QWL* is an important factor considering the complexity of the work which is not only administrative, but also involves coordination across regional devices, policy formulation, and public services.

Influence Organizational Citizenship Behavior on Employee Performance

The results of the descriptive analysis show that the average value of Organizational Citizenship Behavior (OCB) and employee performance at the Pasuruan City Regional Secretariat is in the high category, namely 4.15. This indicates that employees not only carry out their main duties but also demonstrate voluntary behavior such as *altruism, civic virtue, conscientiousness, courtesy, and sportsmanship* that supports the overall performance of the organization.

This finding is supported by the results of the hypothesis test which states that OCB has a positive and significant effect on employee performance. The direct influence of OCB on performance is shown through the f^2 value of 6.876 which is relatively large (>0.35), indicating a substantive impact on improving performance. This study is in line with previous findings which also concluded that OCB has a positive impact on employee performance (Magdalena et al., 2022). In addition to competence, work attitudes such as caring, initiative, and loyalty are important factors in driving organizational effectiveness, especially in complex government bureaucracies (Wibowo, 2016). Therefore, efforts to strengthen OCB need to be focused on improving transformational leadership, a supportive work environment, and appreciation for voluntary contributions. In this way, employee performance can continue to improve sustainably.

Influence of Work Conflict on Employee Performance through Mediating Organizational Citizenship Behavior

The level of Work Conflict in the Pasuruan City Regional Secretariat is relatively high (average 3.97), but Employee Performance and OCB are also high (average 4.15). However, the hypothesis test shows that Work Conflict does not have a positive effect on Employee Performance, either directly or through OCB mediation. The mediation effect is weak ($f^2 = 0.057$) with a negative direction (-0.073), indicating that OCB actually weakens the influence of work conflict on performance.

This finding is in line with a study Sinaga et al., (2020) which stated that OCB does not act as an intervening variable in the relationship between internal conflict and performance. This means that although OCB is usually considered capable of reducing conflict, in this context its influence is not significant. This could be caused by OCB not being optimally developed or because the work conflict is structural and cannot be resolved only by individual initiative. Thus, although OCB can theoretically act as a buffer against the impact of conflict, in certain contexts such as the Pasuruan City Regional Secretariat, OCB has not been able to bridge the influence of conflict on

performance effectively. A more systemic organizational approach is needed to resolve the conflict that occurs.

Influence Quality of Work Life on Mediating Employee Performance Organizational Citizenship Behavior

The results of the descriptive analysis show that the Quality of Work Life (QWL) at the Pasuruan City Regional Secretariat is classified as high (average 3.97), followed by Employee Performance (4.15) and Organizational Citizenship Behavior (OCB) (4.15), indicating that working conditions, task achievement, and employee voluntary behavior have been running effectively and productively. The results of the hypothesis test show that QWL has a positive effect on employee performance through the mediation of OCB. This mediation effect is significant, with a value of *original sample* of 0.211 and f^2 of 6.876, which indicates OCB as a mediator. This means that the better the QWL, the higher the OCB, and ultimately improves employee performance. This finding is consistent with previous research such as Ubelsa et al., (2023) which proves that QWL has a significant influence on employee performance through OCB. A supportive work environment, attention to well-being, and the existence of extra work behavior from employees strengthen the relationship between QWL and performance, while also supporting the achievement of organizational goals.

CONCLUSION

Referring to the results of this research, the following conclusions can be drawn:

1. Workplace conflict has no positive impact on employee performance; performance remains optimal due to other factors such as time management, skills, motivation, and environmental support. Conflict management training, increased motivation, and regular evaluation of employee perceptions are needed.
2. *Quality of Work Life* (QWL) on employee performance does not have a significant positive effect because other factors such as individual ability and motivation are more dominant. Improvements to the work environment, competency development, transparency of rewards, and increased communication are needed.
3. Work Conflict against *Organizational Citizenship Behavior* (OCB) has no positive effect because OCB is more influenced by altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Improved cooperation, a healthy organizational culture, and fostering OCB values are needed.
4. QWL has a positive effect on OCB because high QWL can encourage high OCB. Strengthening the reward system, work environment, and employee participation is necessary for continuous improvement.
5. OCB has a positive impact on employee performance because high OCB leads to high performance. It is necessary to ensure all aspects of OCB are met and to address neutral/ambiguous employee perceptions.
6. Workplace Conflict on Employee Performance (with OCB mediation): No positive effect, as performance is still influenced by knowledge, skills, and attitudes. Improved workload management is needed to support competency.
7. QWL on Employee Performance (with OCB mediation) has a significant positive effect because OCB strengthens the influence of QWL on performance. High QWL has an optimal impact when accompanied by increased OCB.

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