

THE EFFECT OF RELATIONSHIP QUALITY OF WORK LIFE, QUALITY OF HUMAN RESOURCES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) : AN INDUSTRIAL PSYCHOLOGY STUDY

Widio Purwani^{1*}; Sukestiningsih²

Universitas Gunadarma^{1,2}

Email : wpurwanis@staff.gunadarma.ac.id

ABSTRACT

This study aimed to examine the link between Quality of Work Life, Quality of Human Resources, and Organizational Citizenship Behavior (OCB) in Jakarta's textile industries. This study employs quantitative methods. This study includes both primary and secondary data types. The distribution of questionnaires to 50 respondents yielded preliminary data, whilst the literature review yielded secondary data. 50 employees of firm X, which is engaged in the fabric sector in Jakarta, participated in this study. The data processing in this study uses a validity test, reliability test, regression equation analysis, regression coefficient, and partial hypothesis testing (f-test), then decision making. Based on the results of the research in the study, it can be concluded that the two variables used as independent variables in the study, namely Quality Work-Life and Quality of Human Resources, were proven to have an influence on Organizational Citizenship Behavior in fabric companies in Jakarta, but the effect was not significant.

Keywords : Influence; Quality Work-Life; Quality of Human Resources; OCB; Industrial Psychology

INTRODUCTION

Along with the times that affect various aspects of life, both technology, organization, and human resources, it is necessary to increase effectiveness and efficiency if an organization wants to survive during the existing competition (Hastuti & Wibowo, 2020). Improving the quality of human resources is something that deserves attention because human factors play a significant role in achieving organizational goals. Good HR management is necessary if the organization wants to develop (Kurniawati, 2018).

The quality of human resources who run the organization with its success cannot be separated (Syahbanuari & Abdurrahman, 2019). Organizational success is primarily determined by good human resource management. This must be the organization's top priority to improve the performance of organizational members (Titin & Azizah, 2021). The performance of members is an essential factor in the continuity of an organization, and this is because whether or not the performance of a member of the organization affects the continuity of the following organization (Libertya & Azzuhri, 2016).

Therefore, forming a good organization will depend on the behaviour of members of the organization.

Aspects of human resources play a significant role in an organization. Human resources are an inseparable part of company management, which is one of the determining factors for the company's success in achieving company goals (Sumarsi & Rizal, 2022). Employees in a company are positioned not only as production factors but also as company assets that must be managed and developed. High-quality human resources are needed so that humans can perform their roles as reliable implementers in organizational functions (Suriyana et al., 2020).

As a counter achievement of all workability, time and energy given by employees to the company, the company provides rewards or compensation to employees. Compensation can be seen from different perspectives according to its importance. Between workers and employers, there are different perspectives on compensation (Sumiati & Pratiwi, 2018). For entrepreneurs, compensation is a production cost. To get optimal benefits, the use of costs must be done efficiently. From the employee's standpoint, pay is a right and the principal source of income; hence, the quantity must be sufficient to fulfill his or her needs and provide a guarantee of receipt (Hikmah & Lukito, 2021).

Individual behaviour in the organization is distinguished by behaviour that follows the role (intra-role behaviour) and behaviour outside or beyond the role (extra-role behaviour). Extra-role has many terms, and in developing positive human resources, it is necessary to develop extra-role behaviour, one of which is Organizational Citizenship Behavior (from now on, abbreviated as OCB). Good behaviour of organizational members (OCB) is a willingness to do work voluntarily and do jobs that are not their responsibility. This behaviour is a form of expression of love, loyalty and a high sense of belonging from members of the organization. OCB is defined by Widiyanti & Rizal (2022) as a kind of behavior that is an individual decision, is not directly or openly acknowledged by the organization's formal incentive structure, and promotes organizational effectiveness.

Organizational Citizenship Behavior (OCB) contributes to the organization by increasing the productivity of coworkers and managers, conserving resources owned by management and the organization as a whole, assisting in the maintenance of group

functions, coordinating work group activities very effectively, and enhancing organizational capabilities. To recruit and retain the finest people, improve the organization's work stability, and increase its adaptability to environmental changes. Of course, this is closely related to the quality of existing resources in an industrial company (Mulyana et al., 2021).

At the beginning of its development, the world of industrial organization was dominated by management science and sociology, which discussed the organization as a whole compared to individuals or groups, which are the elements that make up the organization, leadership, and group behaviour.

This paradigm shift then made the role of psychology in the industrial and organizational worlds necessary. Various psychological theories are needed to analyze workers' problems from individual to the group level. The world of the organizational industry requires psychology graduates to deal with matters related to humans as workers, from the recruitment process to performance evaluation. Universities that prepare experts in their fields should prepare their graduates to be absorbed by the world of work (Ticoalu, 2013). In this case, psychology faculties should be able to meet the needs of the world of work for psychology graduates with the skills required by the company.

Psychology has a large part in human resources or human resource divisions in the industrialized world (HRD). Human resource development focuses on human resources as the organization's driving power. This section guarantees that the company's human resources are comprised of the appropriate individuals to accomplish organizational objectives. In addition, he is responsible for guaranteeing the fulfillment of employee rights, employee performance evaluation, industrial relations, and other duties (Titin & Azizah, 2021).

The focus of industrial psychology studies is on the quality of work-life in an organization. High quality of work-life may be viewed as an organized effort by the firm to provide workers with chances to influence their job and to contribute to the organization's overall performance. Companies with a strong work-life balance provide excellent supervision, working conditions, compensation, and perks, which make work attractive and demanding. This might lead to an increase in employee contributions to the firm (Kusumajadi, 2014).

Organizations or companies that implement quality work-life have the advantage of attracting and retaining qualified workers or members of the company. If employees are already interested in a company, it is expected that they will have extra-role behaviour that benefits the organization or company and benefits its employees. Therefore, it can be concluded that the quality of work-life benefits employees who run the company and the company itself. One of the extra-role behaviours that can benefit both employees and the company is OCB.

Several research demonstrate the impact of work-life balance on organizational citizenship behavior. Susan's (2015) research, titled *The Link between Quality of Working Life and Organizational Citizenship Behavior of Office of Educational Staff in Rash City*, discovered a substantial relationship between quality of life and effective organizational citizenship behavior (OCB). This demonstrates that workers with a good quality of work-life will foster the development of organizational citizenship behavior (OCB) since they are more likely to talk well about the business, be eager to assist others, and perform work that surpasses expectations.

Meanwhile, Haerudin's research (2017) entitled *Impact of Quality of Work Life on Employees Organizational Citizenship Behavior* found a robust positive relationship between the independent and dependent variables. Employees will have higher organizational commitment and OCB behaviour if they are allowed to develop themselves, such as training, good work dynamics, better salary and compensation, and comfortable working hours for employees. Several factors that have an impact on the quality of work-life are presented in the following figure 1.

Indirectly, Quality Work-Life affects workers' skills, which will be formed by the amount of time they interact with their work, coupled with a supportive work environment. Traditionally, skills relate to the technical talents held by potential employees, such as the ability to use a tool, process data, or operate a computer, or to have no particular expertise. These are referred to as hard skills or technical skills. When someone refers to hard skills, they are typically referring to the skills as defined by the Random House Dictionary (Novelia et al., 2016): abilities that come from knowledge, practical ability, or intelligence to do something well; competence in performing a task; expertise or skill that requires specific practice.

Workers require hard skills, also known as technical talents, to complete a sequence of essential jobs and achieve their objectives. Additionally to hard capabilities, businesses want individuals with soft skills. According to Hapsari (2015), the transition from the industrial economy to the information industry society and office economy has ramifications for existing occupations, with an emphasis on honesty, communication, and adaptability. The increasingly intense rivalry in the industrial sector necessitates individuals with both hard and soft talents.

This is where the role of industrial psychology comes in because the scope of industrial psychology focuses more on aspects of labour psychology in an organization or industry where the study is the behaviour, emotions, motivation and mental processes of workers in an organization.

LITERATURE REVIEW

Quality Work Life

The quality of work life is the extent to which members of an organization are able to meet important personal requirements via their work experiences (Hapsari, 2015). According to Fitrianasari (2013), the quality of work-life is the notion by employees that they desire a sense of stability, contentment, and the chance to grow and develop as human beings. According to Suzana (2017), the quality of work-life consists of nine components: work participation, balanced remuneration, a sense of job stability, workplace safety, institution pride, career growth, available facilities, problem-solving, and communication. Age, job status, duration of office, and education, according to Aisyah (2020), are the characteristics that determine the perspective of the components of work-life. According to Andini & Dwiarta (2020), the quality of work-life (QWL) is impacted by a variety of elements, including supervision, working environment, income, benefits, and job design. According to Hymairo (2013), the quality of work-life is determined by employee salary, the chance to engage in the organization, job security, work design, and the quality of member interactions.

Sangkey et al. (2018) discovered that the quality of work (Quality of Work Life / QWL) has a role in enhancing performance, reducing inflation, being one of the applications of industrial democracy, and reducing strikes. Therefore, the quality of work-life enhances corporate stability and actively contributes to attaining company objectives. The active involvement of work-life balance in accomplishing organizational

objectives is also anticipated to enhance OCB among employees. Additionally, the quality of work life may boost the engagement and contribution of members or workers to an organization. According to Hermawati et al. (2019), the quality of work-life is the key factor of an employee's organizational citizenship behavior (OCB). Based on these results, it can be concluded that the hypothesis:

H1: Quality Work-Life positively and significantly impacts the company's OCB.

Quality of Human Resources

Human resources are important to any business, thus they must be effectively managed, controlled, and employed to fulfill corporate objectives. Similarly, a firm's human resources must be handled properly to strike a balance between the needs of employees and the requirements and capabilities of the organization (Lantara & Nusran, 2019).

To balance changes and advancement in numerous elements that impact the leadership's burden, it is necessary to have a workforce that can fulfill the demands at any time; thus, a leader must be able to manage resources effectively and efficiently, particularly in the management of human resources (Darmawan et al., 2021). In such situations, the personnel department is always essential to have a fresh plan to develop and keep the agency's necessary skilled staff.

Humans have a position of utmost importance inside companies. The success of a company is largely defined by the caliber of its employees. Rapid environmental change necessitates their capacity to recognize the change phenomena, assess its influence on the company, and plan responses to these circumstances (Izzati & Mulyana, 2019). Considering the above information, the function of human resource management in businesses is not limited to administration, but rather how to develop the creative and inventive potential of human resources and their contribution to an industrial firm. (Bantam et al., 2019). Based on the description, it can be taken a hypothesis that:

H2: The quality of Human Resources has a positive and significant influence on the company's OCB.

METHOD

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020). This

study employs quantitative methods. This study includes both primary and secondary data types. The distribution of questionnaires to 50 respondents yielded primary data, while the literature review yielded secondary data. Respondents in this study were 50 employees of company X, which is engaged in the fabric industry in Jakarta. The data processing in this study uses a validity test, reliability test, regression equation analysis, regression coefficient, and partial hypothesis testing (f-test), then decision making.

RESULTS AND DISCUSSION

Validity and Reliability Test

The validity test was carried out using the correlations matrix technique. The item is considered valid if the coefficient (r) is more than 0.3. While the reliability test was carried out using the Alpha Cronbach technique. If the Alpha value is more than 0.6, it is considered reliable. The results of testing the items in each variable are as follows

Table 1.

The instrument is valid if it can measure what it wants and reveal data from the variables studied appropriately. In this test, the assumption is that if the Pearson product-moment method's correlation value is high, it is said to be valid.

Instruments are said to be reliable. Multiple measurements of the same thing will yield identical results. In the reliability test findings using the Cronbach Alpha statistical test, a variable is considered trustworthy if its Cronbach alpha value is more than 0.60. The correlation coefficient (r) of each indicator in each variable, both the independent variable and the dependent variable (Y), is legitimate and dependable, as shown in the table above.

Regression Equation Analysis

Multiple regression analysis is used to determine how significant the value of the independent variable in the multiple regression equation is. The results of the regression equation analysis test in this study are presented in the following table 2.

Based on the data in the table above, the multiple regression equation is structured as follows: $OCB (Y) = 0.394 + 0.397X_1 + 0.235X_2 + e$

Based on these equations, it can be explained that β_0 = The constant is 0.394; this number indicates that the value of the Quality Work-Life variable is constant; a constant value that shows negative can be said that if the work quality life is constantly decreasing -0.394 if there is no increase in the quality of human resources.

Next, $\beta_0 = 0.397$, This figure shows that if the quality of work-life increases by 1 unit, there will be an increase in OCB with several 0.397 units. It can be said that if the quality of work-life increases, it will be followed by an increase in OCB with the same quantity.

Next, $\beta_0 = 0.235$, This figure shows that if the quality of human resources increases by 1 unit, OCB will increase by 0.235 units. If the quality of human resources increases, it will be followed by an increase in OCB with the same quantity. At the same time, the rest is influenced by e , which can be understood as a confounding factor outside the model.

Correlation Coefficient

The correlation coefficient indicates the strength or weakness of the relationship. Strong if above 50%, while weak if below 50%. There are two types of the correlation coefficient: partial correlation and simultaneous correlation. Simultaneous correlation shows the solid or weak relationship between all variables X together with variable Y. The results of the study can be seen in the table 3.

The table above shows the simultaneous correlation coefficient (R) of 0.842 or 84.2%. This means that simultaneously the Quality Work-Life (X1) and Human Resources (X2) variables have a strong relationship with OCB (Y) because they are above 50%. Furthermore, the partial correlation shows the solid or weak relationship of each variable X partially to variable Y. The results of the study can be seen in the table 4.

The partial correlation between Quality Work-Life (X1) and OCB (Y) is 0.409 (40.9%). This means that the partial relationship between Quality Work-Life (X1) and OCB (Y) is weak because it is below 50%. The partial correlation between the Quality of Human Resources (X2) and OCB (Y) is 0.241 (24.1%). This means that the partial relationship of the Human Resource Quality variable (X2) with OCB (Y) is weak because it is below 50%.

Coefficient of Determination

The coefficient of determination shows the contribution of the independent variable (X) to the dependent variable (Y). There are two types of coefficient of determination: partial and simultaneous. The type of determination used in this study is

a partial coefficient; partial determination shows the contribution of each variable X to variable Y. The results of the study can be seen in the table 5.

The table above shows that the coefficient of partial determination of Quality Work-Life (X1) on the company's OCB (Y) is 0.167 (16.7%). This means that the fluctuation of the company's OCB (Y) is determined or influenced by 16.7% by the Quality Work-Life variable (X1), and other variables influence the remaining 82.3%.

The coefficient of partial determination of the Quality of Human Resources (X2) on the company's OCB (Y) is 0.059% (5.9%). This means that the fluctuation of the company's OCB (Y) is determined or influenced by 5.9% by the Human Resources Quality variable (X2), and other variables influence the remaining 94.1%.

Hypothesis Testing Analysis (T-Test)

The hypothesis formulated in the previous chapter needs to be tested, whether it can be accepted or not (rejected). There are two kinds of hypothesis testing: simultaneous hypothesis testing (with F-test) and partial hypothesis testing (with t-test). However, this research also adds to the hypothesis testing about the most dominant (by looking at the most significant partial determination coefficient).

In this study, the partial hypothesis will be tested. This partial hypothesis testing can be done in two ways, namely by comparing t-count with t-table (if t-count > t-table, then the hypothesis is accepted) and secondly by only looking at the level of significance (sig). Both methods produce the same result. In the first method, it is done manually, while in the second method, SPSS printout results are used. The first method is only able to test the maximum at level 15. The t-test analysis results confirm that, partially, human resource variables and motivational commitment affect the OCB of fabric industry companies in Jakarta. The results of the study can be seen in the table 6.

The partial hypothesis, which states that "partially, X1 (Quality Work-Life) has a significant effect on Y (OCB)," is proven. This can also be seen at a significant level of 0.012 (1.2%), below the tolerance value of 5%.

The partial hypothesis, which states that "partially, X2 (Quality of Human Resources) has a significant effect on Y (OCB)," is not proven. This can also be seen at a significant level of 0.148 (14.8%), above the tolerance value of 5%.

So the hypothesis states that partially Quality of Work-Life (X1) and Quality of Human Resources (X2) affect Y (OCB).

Discussion

The Influence of Quality Work-Life on Organizational Citizenship Behavior of Fabric Company Employees in Jakarta

Quality Work-Life has a partial determination coefficient of Quality Work-Life (X1) on the company's OCB (Y) of 0.167 (16.7%). This means that the fluctuation of the company's OCB (Y) is determined or influenced by 16.7% by the Quality Work-Life variable (X1). This can also be seen at a significant level of 0.012 (1.2%), below the 5% tolerance value.

Based on this, it can be noted that this QWL has no small impact on the psychology of employees, which indirectly also affects the company's performance. QWL can be understood by employees' perceptions when they want a sense of security, satisfaction and the opportunity to work and develop like humans. Mulyana et al. (2021) and Ticoalu (2013) add that QWL is an employee's perception of job security, satisfaction, work-life balance and the ability to grow and develop as a human being.

Information about QWL was obtained through interviews that employees are given training programs annually. Employees will also receive rewards through scholarships to participate in training (Kusumajati, 2014). The company also provides health insurance and pension plans for permanent employees. So, behaviour outside of the employee's primary duties and interpersonal qualifications shown by an employee, among others, employees are willing to help other co-workers, make positive comments about the company, stay away from problems that are felt to be unimportant, and offer to do extra tasks (Susanti, 2015; Saputra, 2015). & Supartha, 2019).

From the above phenomenon, it can be concluded that the company needs to focus on job characteristics, Quality of Work Life and job satisfaction so that employees can contribute maximum to the company. It is known from the results of the pre-research survey that the author is interested in researching the Quality of Work in Organizational Citizenship Behavior in a fabric company in Jakarta.

The Influence of Human Resource Quality on Organizational Citizenship Behavior of Fabric Company Employees in Jakarta

The coefficient of partial determination of the Quality of Human Resources (X2) on the company's OCB (Y) is 0.059% (5.9%). This means that the fluctuation of the company's OCB (Y) is determined or influenced by 5.9% by the Human Resources

Quality variable (X2). Partially, X2 (Quality of Human Resources) has a significant effect on Y (OCB)" not proven. This can also be seen at a significant level of 0.148 (14.8%).

This is because human resources are the determinants of management strategies and policies in a company in this era of globalization. In terms of a company's success and effectiveness, it depends on the quality of human resources with the quality of performance that has been given to the company. Employee job satisfaction and high organizational commitment lead to Organizational Citizenship Behaviour.

The lack of influence on the quality of human resources is undoubtedly an important note for companies that the condition of minimal human resources will certainly affect the company's performance directly. Attention to human resources should also be a concern of the Indonesian Government. This is expressed by Hapsari (2015), who highlights the necessity for Indonesia to spend more in human development initiatives. This is designed to maintain the long-term survival of democracy, satisfy the fundamental rights of Indonesian individuals, and establish a firm base for economic progress. Kwik stated that the government should invest more in human development initiatives to increase the quality of human resources in Indonesia (HR). This demonstrates that enhancing the quality of human resources is crucial and a priority for all stakeholders (Novelia et al., 2016).

The first stage of human resource development that organizations might implement is: HR development begins with the identification of development requirements (Aisyah, 2020). In this phase, the optimal growth process for each individual is investigated (on-the-job training). The work experience path can be developed correctly if a person already possesses the fundamental information, talents, and skills earned from formal education and job training. The three approaches are followed to enhance or cultivate the quality of human resources (Fitrianasari et al., 2013).

One form of human resource development is training. In practice, training is juxtaposed with development. Development differs from training in focus, duration, and effectiveness measures. Training focus on learning specific activities and behaviours; demonstrates techniques and processes. At the same time, developing an understanding of the concept and context of information, opinion development, and capacity building

to carry out tasks. In terms of timeframe, training is shorter while development takes longer. Training effectiveness measures are performance appraisal, cost-benefit analysis, pass test, and certification. While the development of qualified employees is available when needed, promotion opportunities, HR-based competitive advantage. Training and development can be carried out due to the following conditions:

First: when employment needs employees to have different skills, knowledge, or attitudes than they now possess. Second, advancement inside or beyond the company necessitates unique talents, knowledge, and attitudes. The sort of development conducted to enhance staff capacities is mainly reliant on individual circumstances and organizational requirements. In general, however, human resource development that enhances employee capacities focuses on job orientation, decision quality, ethical principles, and technical skills. The development of non-technical skills will be accomplished through a job socialization process or informal channels. Development is an ongoing process for people throughout their careers. This indicates that growth has become an ongoing requirement for organizations and individuals in response to external forces. Thus, HR assets in the form of knowledge, skills, and attitudes must be prepared and cultivated for employee adaptation to new positions, promotions, and new occupations after retirement (Sengkey et al., 2018).

CONCLUSION

Based on the results of the analysis in the study, it can be concluded that the two variables used as independent variables in the study, namely Quality Work-Life and Quality of Human Resources, were proven to have an influence on Organizational Citizenship Behavior in fabric companies in Jakarta, but the effect was not significant. This psychological condition has a good impact directly on the company because, for companies that have good OCB, the company's performance will also be classified as good.

REFERENCES

- Aisyah, H. (2020). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB): Studi Kasus pada Karyawan STMIK Indonesia Padang. *Journal of Enterprise and Development (JED)*, 2(1), 13-21.
- Andini, N., & Dwiarta, I. M. B. (2020). Pengaruh Motivasi, Kecerdasan Emosional, dan Kecerdasan Spiritual terhadap Organizational Citizenship Behavior (OCB) Guru Yayasan Al-Khusna Sidoarjo. *Journal of Sustainability Bussiness Research (JSBR)*, 1(1), 419-428.

- Bantam, D. J., Fahmie, A., & Zulaifah, E. (2019). Meningkatkan ERP-Efficacy Mahasiswa Psikologi Melalui Odo Human Capital Training. *Jurnal Psikologi Insight*, 3(2), 1-13.
- Darmawan, D., Utama, A. G. S., Marasabessy, S. A., Larasati, D. A., Roosinda, F. W., & Aziz, I. (2021). *Psychological Perspective in Society 5.0*. Zahir Publishing.
- Fitrianasari, D., Nimran, U., & Utami, H. N. (2013). Pengaruh Kompensasi dan Kepuasan Kerja terhadap Organizational Citizenship Behavior (OCB) dan Kinerja Karyawan (Studi pada Perawat Rumah Sakit Umum "Darmayu" di Kabupaten Ponorogo). *Profit: Jurnal Administrasi Bisnis*, 7(1).
- Haeruddin, M. I. M. (2017). Pengaruh Gaji dan Insentif terhadap Kinerja Karyawan dan Organisational Citizenship Behaviour (OCB) pada Hotel Grand Clarion di Kota Makassar. *Jurnal Aplikasi Manajemen, Ekonomi dan Bisnis*, 2(1), 11-21.
- Hapsari, S. Y. (2015). Pengaruh Kepuasan Kerja, Motivasi, Nilai Organisasi terhadap Organizational Citizenship Behavior (OCB)(Studi Kasus pada RS. Telogorejo Semarang). *Journal of Management*, 1(1).
- Hastuti, N. T., & Wibowo, U. D. A. (2020). Pengaruh Quality of Work Life (QWL) dan Organizational Commitment (OC) terhadap Organizational Citizenship Behavior (OCB) pada Perawat Tetap. *Psiphon*, 1(1), 1-9.
- Hermawati, A., Suhermin, S., & Suci, R. P. (2019). Efek Implementasi Quality of Work Life terhadap Kinerja Sumber Daya Manusia Terintegrasi (Studi Kasus Usaha Mikro Kecil dan Menengah di Kota Malang). *Jurnal Manajemen STIE Muhammadiyah Palopo*, 5(2), 28-33.
- Hikmah, M., & Lukito, H. (2021). Peran Worklife Balance dan Stres Kerja terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior sebagai Variabel Mediasi. *Jurnal Bisnis dan Manajemen*, 8(1), 64-74.
- Humairo, H. D. (2013). Perbedaan Organizational Citizenship Behavior (OCB) pada Guru Sekolah Menengah Kejuruan (SMK) Ditinjau dari Status Sekolah. *Character: Jurnal Penelitian Psikologi.*, 2(2).
- Izzati, U. A., & Mulyana, O. P. (2019). Psikologi Industri & Organisasi. *Penerbit Bintang Surabaya*, 188.
- Kurniawati, C. E. (2018). Pengaruh Quality of Work Life terhadap Work Engagement dan Organizational Citizenship Behaviour pada Perusahaan Elektronik di Surabaya. *Agora*, 6(2).
- Kusumajati, D. A. (2014). Organizational Citizenship Behavior (OCB) Karyawan pada Perusahaan. *Humaniora*, 5(1), 62-70.
- Lantara, D., & Nusran, M. (2019). *Dunia Industri: Perspektif Psikologi Tenaga Kerja*. Nas Media Pustaka.
- Libertya, D. N., & Azzuhri, M. (2016). Pengaruh Quality of Work Life (QWL) terhadap Kepuasan Kerja dan Dampaknya terhadap Organizational Citizenship Behavior (OCB)(Studi pada Bank Rakyat Indonesia Kantor Cabang Malang Martadinata). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 4(2).
- Mulyana, P. A., Mochklas, M., & Maretasari, R. (2021). OCB dan QWL terhadap Kinerja Karyawan PT. Sumber Nusantara Aditya Pratama. *Improvement*, 1(2), 116-125.
- Novelia, M., Swasto, B., & Ruhana, I. (2016). *Pengaruh Komitmen dan Organizational Citizenship Behavior (OCB) terhadap Kinerja (Studi pada Tenaga Keperawatan Rumah Sakit Umum Daerah Dr. Soegiri Lamongan)* (Doctoral Dissertation, Brawijaya University).

- Saputra, P. E. W., & Supartha, I. W. G. (2019). Pengaruh Budaya Organisasi dan Dukungan Organisasi terhadap OCB Dimediasi oleh Komitmen Organisasional. *E-Jurnal Manajemen*, 8(12), 7134-7153.
- Sengkey, Y. M., Tewal, B., & Lintong, D. C. (2018). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Organizational citizenship behavior (OCB) Pegawai pada Kantor Sekretariat Daerah Kabupaten Minahasa Tenggara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4).
- Sumarsi, S., & Rizal, A. (2022). Competence and Quality of Work Life Effect on Organizational Citizenship Behavior (OCB) with Organizational Commitment Mediation. *International Journal of Social and Management Studies (IJOSMAS) Volume*, 2.
- Sumiati, S., & Pratiwi, A. I. (2018). Pengaruh Komitmen Organisasi, Quality of Work Life (QWL) terhadap Organization Citizenship Behavior (OCB) dan Kinerja Pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Bangkalan Madura Jawa Timur. *JMM17: Jurnal Ilmu Ekonomi dan Manajemen*, 5(01).
- Suriyana, N., Wijaya, R. A., & Kumbara, V. B. (2020). Pengaruh Tingkat Quality of Work Life (QWL), dan Knowledge Management terhadap Organizing Citizenship Behavior (OCB) dengan Kepuasan Kerja sebagai Variabel Intervening pada PT. Graindo Mediatama. *Jurnal Manajemen Pendidikan dan Ilmu Sosial*, 1(2), 548-559.
- Susanti, R. (2015). Hubungan Religiusitas dan Kualitas Kehidupan Kerja dengan Organizational Citizenship Behavior (OCB) pada Karyawan. *Jurnal Psikologi*, 11(2), 94-102.
- Suzana, A. (2017). Pengaruh Organizational Citizenship Behavior (OCB) terhadap kinerja karyawan (studi di: PT. Taspen (Persero) kantor cabang Cirebon). *Logika Jurnal Ilmiah Lemlit Unswagati Cirebon*, 19(1), 42-50.
- Syahbanuari, B. A., & Abdurrahman, D. (2019). Pengaruh Quality of Work Life (QWL) dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB)(Studi pada pegawai tetap PT Pindad Persero Bandung). *Prosiding Manajemen*, 59-65.
- Ticoalu, L. K. (2013). Organizational Citizenship Behavior (OCB) dan Komitmen Organisasi Pengaruhnya terhadap Kinerja Karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4).
- Titin, T., DJ, Y. R., & Azizah, L. N. (2021, June). Karakteristik Pekerjaan, Quality of Work Life dan Kepuasan Kerja terhadap Organizational Citizenship Behavior (OCB) Pada PT Djasa Bahari di Surabaya. In *Prosiding Seminar Nasional Ekonomi dan Bisnis* (pp. 133-139).
- Tripambudi, B., & Indrawati, E. S. (2020). Hubungan antara Kontrol Diri dengan Perilaku Konsumtif Pembelian Gadget pada Mahasiswa Teknik Industri Universitas Diponegoro. *Jurnal Empati*, 7(2), 597-603.
- Widiyanti, F., & Rizal, A. (2022). Organizational Citizenship Behavior (OCB): Pengaruh Quality of Work Life dan Self-Efficacy (Studi Pada Karyawan PT Suzuki Sejahtera Sunindo Trada Kota Semarang). *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(2), 1131-1138.
- Zulkarnaen, W., Fitriani, I., & Yuningsih, N. (2020). Pengembangan Supply Chain Management Dalam Pengelolaan Distribusi Logistik Pemilu Yang Lebih Tepat Jenis, Tepat Jumlah Dan Tepat Waktu Berbasis Human Resources Competency Development Di KPU Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(2), 222-243. <https://doi.org/10.31955/mea.vol4.iss2.pp222-243>.

FIGURE AND TABLE



Figure 1. Factors that affect Quality Work Life

Table 1. Validity and reliability test results

No	Variable	Sub	R-table	Information
1	X1	X _{1,1}	.998	Valid
		X _{1,2}	.982	Valid
		X _{1,3}	.892	Valid
		X _{1,4}	.798	Valid
		X _{1,5}	.892	Valid
		Alpha	.811	Reliable
2	X1	X _{2,1}	.978	Valid
		X _{2,2}	.985	Valid
		X _{2,3}	.889	Valid
		X _{2,4}	.858	Valid
		X _{2,5}	.796	Valid
		Alpha	.892	Reliable
3	Y1	Y ₁	.778	Valid
		Y ₂	.786	Valid
		Y ₃	.867	Valid
		Y ₄	.846	Valid
		Y ₅	.788	Valid
		Alpha	.895	Reliable

Source: data proceed

Table 2. The results of the regression coefficient equation

Model		Unstandardized Coefficient		Stand. Coefficient	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-.394	.445		-.885	.384
	X1	.397	.149	.212	2.681	.012
	X2	.235	.157	.393	1.487	.147

a. Dependent Variable: Y

Source: data proceed

Table 3. Simultaneous correlation results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	.842 ^a	.709	.684	.64700	2.459
a. Predictors: (Constant), X2, X1					
b. Dependent Variable: Y					

Source: data proceed

Table 4. Partial correlation results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Collinearity Statistics	
	B	Std. Error	Beta			Partial	Partial	Tolerance	VIF
Constant	-.394	.445		-.885	.384				
X1	.397	.149	.341	2.681	.012	.409	.243	.504	1.987
X2	.236	.159	.212	1.487	.147	.241	.135	.404	2.485
a. Dependent Variable: Y									

Source: data proceed

Table 5. Partial determination

Variable	(r)	(r ²)
Quality Work Life	0.409	0.167
Quality of Human Resources	0.241	0.059

Source: data proceed

Table 6. T-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Collinearity Statistics	
	B	Std. Error	Beta			Partial	Partial	Tolerance	VIF
Constant	-.394	.445		-.885	.384				
X1	.397	.149	.344	2.683	.012	.407	.244	.506	1.989
X2	.236	.159	.214	1.486	.147	.243	.136	.406	2.486
a. Dependent Variable: Y									

Source: data proceed