

The Influence of Quality of Work Life, Organizational Citizenship Behavior, and Communication on Employee Performance at CV. Madiun Creative Industry

Putra Febrianto Husodo ¹, Wahna Widhianingrum SP.,MM ², Diana Pramudya Wardhani, SE.,MM ³
^{1,2,3} Muhammadiyah University of ponorogo



DOI : <https://doi.org/10.61796/icossh.v1i1.3>

Sections Info

Article history:

Submitted: July 30, 2024

Final Revised: August 20, 2024

Accepted: August 25, 2024

Published: August 30, 2024

Keywords:

Quality Of Work Life,

Organizational Citizhensip

Behaviour, Communication,

Employee Performance

ABSTRACT (9 pt)

General Background: Effective communication, teamwork, and leadership are pivotal elements influencing employee performance in contemporary organizations. **Specific Background:** However, there is limited empirical evidence on the distinct and combined impacts of these factors in specific organizational contexts. **Knowledge Gap:** The literature lacks focused studies on how these variables interact to affect employee performance, particularly in Indonesian companies. **Aims:** This study aims to examine the effect of communication, teamwork, and leadership on employee performance at PT Syncore Indonesia using a quantitative approach. **Results:** Utilizing SPSS for data analysis, the study found that communication, teamwork, and leadership are positively and significantly correlated with employee performance. Specifically, effective communication enhances task clarity and reduces misunderstandings, improving performance. Good teamwork fosters efficiency and innovation, while supportive leadership boosts motivation and commitment. **Novelty:** The research contributes novel insights by demonstrating the individual and interactive effects of these variables in a specific organizational setting, thereby filling a gap in the existing literature. **Implications:** The findings underscore the importance for PT Syncore Indonesia to continuously develop communication strategies, foster teamwork, and implement supportive leadership practices to enhance overall employee performance. This study provides practical implications for management to formulate strategies and policies aimed at improving productivity and organizational effectiveness.

INTRODUCTION

Human resources are the main task of an organization or business. Even though there are many facilities and infrastructure, without the support of human resources (HR), organizational activities will not be able to run well and perfectly. Companies and

organizations are created with goals to be achieved. To achieve this goal, of course, requires human resources who are ready to work in the company. The company has a duty to make every employee able to work according to the company's expectations.

Human resources occupy a strategic position among other resources. Without human resources, other organizational resources cannot be utilized, let alone managed in a product. A good organization in its development process must pay attention to human resources so that it can carry out its functions as well as possible, especially in facing environmental changes that occur. Therefore, the technical, theoretical, conceptual and ethical competence of various organizational actors at all levels of work is essential.

Employee performance can be understood as the quality and quantity of work results achieved by an employee when carrying out it in accordance with the responsibilities given. Every organization always tries to improve the performance of its employees to achieve the expected goals.

Organizations often believe that to achieve excellence, they must strive for individual performance whenever possible. In essence, individual performance will greatly influence the performance of other teams and their overall performance will have a positive impact on the organizational structure.

One of the ways to improve the quality of employee performance requires driving factors that must be taken into account, namely the quality of work life or quality of work lifers, Cascio (2003), in his research by M. Irfan, Salim, Jurnaidin and Nurpadila (2022), the quality of work life is a mistake. One of the important objectives of the company in mitigating the problems and wishes of employees.

The labor factor that influences employee performance is Organizational Citizenship Behavior. Nerny Nora (2020), Organizational Citizenship Behavior is often considered a variety of additional behavior when working in an organization or company, a behavior that is not a professional obligation of employees, but brings interesting and effective benefits for company employees. This OCB involves a range of behaviors, including helping others, volunteering to carry out additional tasks, and following the rules and procedures in the workplace. This behavior reflects the added value of employees and is a form of pro-social behavior, specifically social behavior that is positive, constructive and beneficial.

Organizational Citizenship Behavior is the voluntary behavior of an employee who is willing to carry out tasks or work outside of his responsibilities or obligations for the sake of the success and failure of his organization (Ita Kurniawati, 2020).

Another factor that influences employee performance is communication. Jurlita (2016), effective communication is the most desirable alternative to ensure accurate and efficient delivery of messages, instructions and feedback from subordinates.

Communication that runs well will greatly influence the performance produced by employees. Because basically communication is imposed on existing activities, so with good communication, employees can improve their respective work performance and morale.

CV Industri Kreatif is a company that operates in the field of business as well as a company in the UrKM industry. The problems faced by CV Industri Kreatif in this case were caused by various factors. Issues or problems at CV Industri Kreatif include the implementation of SOPs in a comprehensive manner and policies that employees feel are still lacking. CV Industri Kreatif only covers the most technical regulations in machine operations. Apart from that, the compensation provisions for employees at this time are also felt to be less than what employees expect and are still not as good as the regular minimum wage (UrMK).

Employees are less involved in activities with co-workers and employees are less willing to help replace their work positions, as there is no visible initiative and creativity, less willing to help co-workers who experience difficulties, employees who work monotonously and only carry out hand-to-hand tasks, lack of desire to accept (tolerate) the uncomfortable conditions that arise when working.

The factor that influences employee performance is QWL. According to the theory in research conducted by Lisa Srtiawan (2023), QWL has a positive and significant impact on employee performance.

The communication that is established at CV Creative Industries ensures optimal communication processes. These difficulties occur due to misunderstandings, psychological characteristics such as egoism, lack of conflict between employees, feelings of entrapment which cause communication to be ineffective and ultimately the goals of the company's documents are difficult to achieve.

Based on the background explained above, researchers will determine the journal "Influencing Quality of Work Life, Organizational Citizenship Behavior and Communication on Employee Performance on CV. Madiun Creative Industry".

RESEARCH METHOD

The scope of research

The research used is a type of quantitative research. Surgiyono (2017) states that quantitative research is research that is based on positivist philosophy, is used to research a population or a regular sample, data processing uses research instruments, data analysis is quantitative or statistical in nature, the data analysis method uses research tools right and test the hypothesis that has been applied. This inquiry was carried out at CV. Madiun Creative Industry is one of the companies in Madiun District. Respondents in this research are employees who work at CV. Madiun Creative Industry.

Population and Sample

Population is a generalized area consisting of objects or areas that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions (Surgiyono, 2017).

The sample is part of the number and characteristics of the target population. The sample in this research was from a number of CV employees. Madiun Creative Industry. The sampling technique in this research uses a clear sampling method or total

sampling, which is a sampling technique when various samples are used in all members of the population (Surgiyono, 2017).

The sampling technique used is clear sampling. Surgiyono (2017), clear sampling is a sampling technique when the number of population members is used in various samples. Another term for clear sampling is survey, where all members of the population are sampled.

Data Collection Method

This research uses primary data with recommendations so that the research is supported by accurate data. Primary data is a data source that provides data directly to a data warehouse (Surgiyono, 2016). The data processing technique used in this research uses curriculum and library methodologies. The instrument scale used in this research is a scoring assessment using the Likert Scale table.

Data Analysis Methods

Instrument Test

1. Uji Validitas

Durwi Priyatno (2014) stated that a validity test is a data instrument test to understand how carefully the term letter is in measuring what it wants to measure. The validity test is used to test whether the questionnaire data used in the research is valid or invalid.

2. Uji Reliabilitas

The reliability test is a continuation of the validity test, where the terms included in the test are only valid terms. This test can be carried out by using SPSS to measure the reliability of variables using Cronbach Alpha statistical tests.

Uji Asumsi Klasik

1. Normality Test

Agurs Widarjono (2015), the normality test is used to understand whether samples originating from a population with regular distribution in this case are normal or not.

2. Heteroscedasticity Test

J. Surpranto (2009), the herteroscerdasticity test aims to test whether in a modern regression there is an inequality of variance between one observation and another observation.

3. Autocorrelation Test

Agurs Widarjono (2015), the correlation test is designed to test whether there is a correlation between unemployment variables. Aurtocorrelation is the correlation between one observational disturbance variable and another observational disturbance variable.

4. Multicollinearity Test

Agurs Widarjono (2015), multicollinearity is a linear relationship between independent variables in a multiple regression. The multicollinearity test is a basic variable control test, where the correlation between based variables is seen.

Multiple Linear Regression Analysis

Sambas Ali Murhidin and Maman Abdurrahman (2017), stated that regression analysis is used to understand the relationship between various variables or more, especially to understand the variations of several variables in interdependent relationships in empirical letters .

Coefficient of Determination (R²)

Agurs Widarjono (2015), in order to measure how well the linear regression line with the actual data uses the coefficient of determination. This coefficient of determination measures the total percentage of variation in the underlying variable Y which is explained by the underlying variable in the regression line.

Uji Hipotesis

1. Partial Test (t Test)

Slamert Santoso (2011), a t test understands how much influence the exogenous variables have on the endogenous variables partially.

The criteria for this assessment are as follows:

- 1) If the calculated t value > t table value then H₀ is rejected or H_a is accepted.
- 2) If t calculated < t table value then H₀ fails to be rejected or rejects H_a.

2. Simultaneous Test (F Test)

The F test in this research is used to evaluate the influence of a series of internal variables on the underlying variables or is a modern significance test of regression. If the significance probability value is <0.05 then the independent variables together influence the regional variables (Derfi Nurrpitasari, 2020).

The analysis is based on a comparison between the significance value of F and a significance of 0.05 where the various conditions are as follows:

- 1) If the significance of F < 0.05 then H₀ is rejected
- 2) If the significance of F > 0.05 then H₀ is accepted

RESULTS AND DISCUSSION

Result

Instrument Test Results Hasil

1. Validity Test

The results of the validity test carried out suggest that the 5 statement items on the variable Quality of Work Life (X1) are declared valid because r calculation > r table. In the Organizational Citizenship Behaviour variable (X2) which has a number of 5 items, the statement is declared valid because r count > r table. In the Communication variable (X3) which has a number of 5 items, the statement is declared valid because r count > r table and the Employee Performance variable (Y) which has a number of 4 items, the statement is declared valid because r count > r table.

Based on the explanation, it can be concluded that the variables used in this research are at least valid and feasible to carry out.

2. Reliability Test Results

The results of the reliability test carried out stated that the total of the independent and secondary variables had a Cronbach Alpha value greater (>) than 0.60. The conclusion is that the range of variables in this research has acceptable reliability.

Based on the description, it can be concluded that each variable in this research is reliable and worthy of use in the research.

Hasil Uji Asumsi Klasik

1. Test Results Normalitas

The results of the normality test that have been carried out suggest that the results of the normality test on variable distribution values have obtained a significant value $> \alpha$ value or $0.063 > 0.05$, so it can be concluded that the data used in the distribution statement are normal.

Based on the explanation, it can be concluded that the variables used in this research are apparently normal and can be used in research.

2. Test Results Heteroskedastisitas

The results of the heteroscedasticity tests that have been carried out suggest that the residual points are distributed randomly. Thus it can be concluded that there is no symptom of heteroscedasticity in the modern regression.

3. Test Results Korelasi

The results of the autocorrelation test in the table above suggest a value of 1.688 for the Watson Serberar term compared to the DW table value of $N=50$ and 3 independent variables (k). So from the DW table you will get the value (dL) = 1.421 and the value (dUr) = 1.674 so that $4-dUr = 2.312$. The calculated DW value of 1.688 is located between dUr (1.674) and $4 - dUr$ (2.312), so the results of the autocorrelation test in this research do not involve autocorrelation problems.

4. Test Results Multikolinieritas

The results of the multicollinearity test that had been carried out suggested that the tolerance value in the studied variable series had a value above 0.10 while the VIP value in the variable series was below 10. In this way the test was declared to be free from multicollinearity disease.

Based on the explanation, it can be concluded that the variables used in this research are proven to be suitable and are worthy of being used.

Test Results Multiple Linear Regression Analysis

This research uses multiple linear regression with a total of results based on rumurs
Test Results $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e_r$

The results of multiple linear regression tests in this research can be seen in the table below :

Taber 1
Multiple Linear Regression Analysis

		Coefficients ^a			
		Urstandardi zerd Coerfficiernts Std. Error	Standardi zerd Coerfficie rnts Berta	t	Sig.
Moderl	B				
1 (Const ant)	1.21 1	1.333		.908	.369
QWL	.265	.065	.374	4.107	.000
OCB	.259	.068	.366	3.809	.000
Komur nikasi	.221	.065	.305	3.409	.001

a. Derperndernt Variabler: Kinerrja

Based on the multiple linear regression equation that has been carried out, Terserburt shows that:

1. The constant in this research is 1.211. This suggests that if the internal variables qurality of work lifer (X1), organizational citizenship behavior (X2), and communication (X3) have a value of 0 then the value of the internal variable employee performance (Y) on CV. Madiurn Creative Industry totals 1,211 units with the assumption that other factors are considered constant.
2. The coefficient of regression for the qurality of work lifer variable (X1) is 0.265, meaning that if the value of the other internal variables is constant, while the qurality of work lifer variable (X1) experiences an increase of 1 unit then the employee's performance (Y) on the CV. Madiurn's creative industry experienced an increase of 0.265 units. This means that there is a positive influence between the qurality of work lifers and employee performance. So the better the qurality of work lifers, the better the employee performance at CV. Madiurn Creative Industry.
3. The coefficient of regression for the organizational citizenship behavior variable (X2) is 0.259, meaning that if the other internal variables have the same value, while the organizational citizenship behavior variable (X2) experiences an increase of 1 unit then employee performance (Y) on CV. Madiurn's creative industry experienced an increase of 0.259 units. This means that there is a positive influence between organizational citizenship and employee performance. So the better the organization's citizenship behavior, the better the employee performance at CV. Madiurn Creative Industry.

4. The coefficient of regression for the communication variable (X3) is 0.221, meaning that if the value of the other internal variables is constant, while the communication variable (X3) experiences an increase of 1 unit then the employee's performance (Y) on the CV. Madiurn's creative industry experienced an increase of 0.221 units. This means that there is a positive influence between communication and employee performance. So the better the communication, the better the employee performance at CV. Madiurn Creative Industry.

Test result Koefisien Determinasi (R²)

Based on the results of the determination coefficient in the table above, an R squared (R²) value of 0.763 or 76.3% is obtained. This suggests that quality of work life, organizational citizenship behavior, and communication are able to influence variations in employee performance at CV. Madiurn Creative Industry accounts for 76.3% and the remaining 23.7% is influenced by other variables outside the modern research environment.

Test Result Hipotesis

1. Test Result Parsial (test t)

The results of the partial test (t) that has been carried out suggest that:

- a. The calculated value of Quality of Work Life (X1) is 4.107 with a significance level of 0.000. Based on the t-table value, it can be concluded that $t_{count} \geq t_{table}$ or $(4.107 \geq 2.013)$ and the significance value $(0.000) < (0.05)$. Based on the results of the study, it can be concluded that Ha1 is accepted and H01 is rejected, meaning that Quality of Work Life partially has a significant influence on Employee Performance.
- b. The calculated value of Organizational Citizenship Behavior (X2) is 3.809 with a significance level of 0.000. Based on the t-table value, it can be concluded that $t_{count} \geq t_{table}$ or $(3.809 \geq 2.013)$ and the significance value $(0.000) < (0.05)$. Based on the results of the study, it can be concluded that Ha2 is accepted and H02 is rejected, meaning that Organizational Citizenship Behavior partially has a significant impact on employee performance.
- c. The t-count value of Communication (X3) is 4.107 with a significance level of 0.001. Based on the t-table value, it can be concluded that $t_{count} \geq t_{table}$ or $(4.107 \geq 2.013)$ and the significance value is $(0.001) < (0.05)$. Based on the results of the study, it can be concluded that Ha3 is accepted and H03 is rejected, meaning that partial communication has a significant impact on employee performance.

2. Test Result Simultan (test F)

The results of the simulation test (F) that have been carried out suggest that it can be known that the calculated variable F value is 49.426 with a significance level of 0.000. The t-table comparison explains that $F_{count} > F_{table}$ or $(49.426 > 2.81)$ with significance $(0.000) < (0.05)$. Based on the results of the examination above, it can be concluded that H04 is rejected and Ha4 is accepted. So H0 is rejected and Ha is

accepted so that simultaneously the variables based on Quality of Work Lifer (X1), Organizational Citizenship Behavior (X2), and Communication (X3) have a significant influence on the variable related to Employee Performance (Y).

Discussion

The Influence of Quality of Work Life on Employee Performance

The variable quality of work lifer has a positive regression coefficient of 0.265. This means that the better the quality of the work lifer, the better the employee's performance at CV. Madiurn Creative Industry. Meanwhile, based on the hypothesis test, the variable quality of work lifers has a calculated t value $> t$ table or $4.107 > 2.013$ with a significance value of $0.000 < 0.05$. So it can be concluded that H_{01} is rejected and H_{a1} is accepted. The terrserburt results suggest that there is an influence between the quality of work lifers and the performance of employees at CV. Madiurn Creative Industry.

This research is in line with research carried out by Rosa Citra Wurlandari (2021), which focuses on "The Influence of QWL on OCB and its Impact on Employee Performance" which stated that there is a positive and significant influence on the quality of work life on employee performance..

The Influence of Organizational Citizenship Behavior on Employee Performance

The organizational citizenship variable has a positive regression coefficient of 0.259. This means that the better the organization's citizenship behavior, the better the employee performance at CV. Madiurn Creative Industry. Meanwhile, based on the hypothesis test, organizational citizenship variables have a calculated value $> t$ table or $3.809 > 2.013$ with a significance value of $0.000 < 0.05$. So it can be concluded that H_{02} is rejected and H_{a2} is accepted. The terrserburt results suggest that there is an influence between organizational citizenship and behavior on employee performance at CV. Madiurn Creative Industry.

This research is in line with the research carried out by Triana Fitriasturti (2013), which aims "Emotional Intelligence Influence, Organizational Commitment and Organization Citizenship Behavior on Employee Performance", the results of the research are that organizational citizenship behavior has a significant influence on employee performance.

The Effect of Communication on Employee Performance

The communication variable has a regression coefficient with a positive value of 0.221. This means that the better the communication, the better the employee performance at CV. Madiurn Creative Industry. Meanwhile, based on the hypothesis test, the communication variable has a value of $t_{hitung} > t_{tabel}$ or $3.409 > 2.013$ with a significance value of $0.001 < 0.05$. So it can be concluded that H_{03} is rejected and H_{a3} is accepted. The results indicated that there is an influence between communication and employee performance at CV. Madiurn Creative Industry.

This research is in line with research conducted by Yurliana Fransiska and Zurlaspan Turpti (2020), with the study "The Influence of Communication, Work Costs and Work

Motivation on Employee Performance", the results of their research suggest that communication has a significant impact on employee performance.

The Influence of Quality of Work Life, Organizational Citizenship Behavior and Communication on Employee Performance

The results of this research suggest that the F calculated value is $49.456 > F_{table}$ 2.81 and the significant value is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted so it can be concluded that there is an influence between quality of work life, organizational citizenship behavior and communication on employee performance. on CV. Madiun's creative industry is supported by an R value of 0.763 which supports the quality of work life, organizational citizenship behavior and communication which are able to influence variations in employee performance on CV. Madiun Creative Industry accounts for 76.3% and the remaining 23.7% is influenced by other variables outside the modern research environment.

CONCLUSION

Fundamental Finding: The research demonstrates that Quality of Work Life, Organizational Citizenship Behavior, and Communication significantly influence employee performance at CV. Industri Kreatif Madiun. The partial tests show that each of these variables positively impacts performance, highlighting the importance of maintaining a supportive work environment and effective communication channels. **Implication:** The findings suggest that improving these factors can lead to enhanced employee performance, thereby increasing overall organizational efficiency and effectiveness. Managers should focus on fostering a positive work environment, encouraging citizenship behaviors, and facilitating clear communication to achieve better performance outcomes. **Limitation:** This study is limited by its sample size of 50 employees, which may not fully represent the entire workforce at CV. Industri Kreatif Madiun or the broader creative industry. **Further Research:** Future studies should consider larger sample sizes and explore additional factors that may influence employee performance, such as leadership styles, employee motivation, or external environmental factors, to provide a more comprehensive understanding of the determinants of performance in the creative industry.

REFERENCES

- Ahmad, Murltazam., (2023), *Perngaruh Komunikasi Organisasi dan Motivasi Kerja Terhadap Kinerja Pegawai Kantor BPJS Kesehatan Pusat*, Jakarta: UrIN Syarif Hidayatullah.
- Anwar, Mohammad Chairul., dkk, (2021), *Perngaruh OCB dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening*, Jurnal Manajerial dan Kerwirausahaan V.
- Berrber, Yasin., Aykurt dan Rofcanin., (2012), *Inverrturgation of Organizational Citizernship Behavior Construrt A Framerwork for Antercerdernts and Conserqurerncers*, International Jurnal of Bursineress and Social Reserarch (IJBSR), Vol. 2, No. 4.

- Bowo, Lurhurr Agurng., (2018), *Perngaruh OCB dan QWL Terrhadap Kinerrja Karyawan*, Jakarta: UrIN Syarif Hidayaturillah.
- Fransiska, Yurliana., Zurlaspan Turpti., (2020), *Perngaruh Komurnikasi, Berban Kerrja dan Motivasi Kerrja Terrhadap Kinerrja Pergawai*, *Jurnal Ilmiah Magisterr Manajermern*, Vol. 3, No. 2.
- Fitriasturti, Triana., (2013), *Perngaruh Kercerrdasan Ermosional, Komitmern Organisasional dan Organization Citizernship Behavior Terrhadap Kinerrja Karyawan*, *Jurnal Dinamika Manajermern*, Vol. 4, No. 2, pp. 103-114.
- Handoko, T.Hani., (2009), *Manajermern (Erdisi 2)*, Yogyakarta: BPFer-Yogyakarta.
- Jurlita., Nerl Arianty., (2016), *Perngaruh Komurnikasi dan Lingkurngan Kerrja Terrhadap Kinerrja Karyawan Pada PT Jasa Marga Tbk Cabang Berlmerria Merdan*, *Jurnal Fakurltas Erkonomi dan Bisnis*.
- J.Surpranto., (2009), *Statistik Terori dan Aplikasi (Erdisi ker-7)*, Jakarta: Errlangga.
- Kurnniawati, Ita., Abdurr Kodiq Djaerlani., Khalikurssabir., (2021), *Perngaruh Qurality Of Work Lifer, Komurnikasi, dan OCB Terrhadap Kinerrja Karyawan Pada PDAM Kota Malang*, *Jurnal Risert Manajermern*, UrIN Malang.
- Mangkurnegara, A.A. Anwar Prabur., (2009), *Manajermern Sumberr Daya Manursia, Bandurng: Rermaja Rosdakarya*.
- Murhidin, Sambas Ali., dan Maman Abdurrahman., (2017), *Analisis Korerlasi, Rergersi, dan Jalurr dalam Pernerlitian*, Bandurng: CV Purstaka Sertia.
- Nurrpitasari, Derfi., (2020), *Perngaruh Permbiayaan Bagi Hasil dan Permbiayaan Jural Berli Terrhadap ROA Pada Bank Urmurm Syariah Merlaluri NPF Serbagai Variaberl Interrverning Perrioder 2012-2018*, Ponorogo: IAIN Ponorogo
- Priyatno, Durwi., (2014), *Spss 22 : Perngolahan Data Terrpraktis*, Yogyakarta: CV Andi Ofssert.
- Ramadani, Zurlfa Fitri., (2020), *Perngaruh DPK Dan FDR Terrhadap ROA Merlaluri Permbiayaan Murrabahah Serbagai Variaberl Interrverning Bank Urmurm Syariah Perrioder 2017-2018*, Ponorogo: IAIN Ponorogo.
- Riskawati., Murhammad Kasran., Surparni Sampertan., (2023), *Perngaruh Qurality Of Work Lifer dan Kerpurasan Kerrja Terrhadap Kinerrja Karyawan*, *Jurnal Ilmiah MErA*, Vol. 7, No. 1.
- Ridurwan., dan Erngkos Achmad Kurncoro., (2017), *Cara Murdah Mernggurnakan dan Mermaknai Path Analysis*, Bandurng: Alfaberta.
- Surpartha, I Wayan Gerder., (2017), *Perngaruh Komitmern Organisasional Dan Kerpurasan Kerrja Terrhadap Organizational Citizernship Behavior (OCB)*, *Jurnal Manajermern Urnurd* Vol.6, No 2, pp. 721-747.
- Santoso, Singgih., (2012), *Statistik Paramertrik:Konserp dan Aplikasi derngan SPSS*, Jakarta: Alerx Merdia Kompurtindo.
- Santoso, Slamert., (2011), *Statistika*, Ponorogo: Urmpo Press.
- Surgiyono., (2017), *Mertoder Pernerlitian Bisnis*, Bandurng: Alfaberta.
- Surjarwerni, Wiratna., (2015), *Mertoder Pernerlitian Bisnis dan Erkonomi*, Yogyakarta: Purstaka Barur Press.

- Surkidin., dan Murndir., (2005), *Mertoder Pernerlitan: Mermbimbing dan Merngantar Kersurksersan Anda dalam Durnia Pernerlitan*, Surrabaya: Insan Cernderkia.
- Surryani, Ni Kaderk., (2020), *Kinerrja Surrmberr Daya Manursia*, Badurrg: Nilacakra
- Soertjipto, Noerr., (2017), *Qurality Of Work Lifer Terori dan Implmermentasinya*. Yogyakarta: K-Merdia.
- Syahirman, Yursi., dan Urmiyati Idris., (2010), *Statistika urnturk Erkonomi dan Pernerlitan*, Palermbang: Citrabooks Indonersia.
- Tiong, Piterr., (2023), *Manajermern Surrmberr Daya Manursia Terori dan Praktik*, Yogyakarta: CV Burdi Urtama.
- Wirawan., (2015), *Manajermern Surrmberr Daya Manursia Indonersia*, Jakarta: Rajawali Perr.
- Wurlandari, Rosa Citra., (2021), "Perngaruh QWL Terrhadap OCB dan Dampaknya Terrhadap Kinerrja Karyawan", Jakarta: UrIN Hidayaturillah.
- Yurdiaatmaja, Fridayana., (2013), *Analisis Rerggersi Derngan Mernggurnakan Aplikasi Kompurterr Statistik SPSS*, Jakarta: PT Gramerdia Purstaka Urtama.

***Putra Febrianto Husodo**

Muhammadiyah University of ponorogo

Email: putrafh123@gmail.com

Wahna Widhianingrum SP.,MM

Muhammadiyah University of ponorogo

Email: wahnawidhia@gmail.com

Diana Pramudya Wardhani, SE.,MM

Muhammadiyah University of ponorogo

Email: andyna.ariyanto@gmail.com
