

# THE INFLUENCE OF QUALITY OF WORKLIFE, DEVIANT WORKPLACE BEHAVIOUR, KNOWLEDGE SHARING ON ORGANIZATIONAL COMMITMENT AND WORK SATISFACTION AND ITS IMPACT ON PERFORMANCE OF PERUMDARURAL BANKJOGJA PERFORMANCE

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**ABSTRACT:** The activity of managing and developing human resources is important and strategic in human resource management at a People's Credit Bank. As an illustration, whatever strategy the leadership has, without managing its human resources to execute it, it can be meaningless. From the function of human resource management, activities that are very visible and have a link titit in selecting, managing and developing human resources are in the aspect of making or evaluating position analysis; recruitment, selection and placement; and human resource development. The purpose of this study is to analyse and interpret the influence of quality of worklife, deviant workplace behaviour, knowledge sharing of organizational commitment and job satisfaction and the performance of the employees of Perumda Rural Bank Jogja. The population in this study was 115 employees of the banks of the BPR Bank Jogja Central Java in determining the amount of samples taken from the research population using the formula expressed by Slovin, M. J so that the sample of 89 respondents. The data analysis method used in this study is a quantitative analysis method using the statistical analysis of structural equation model or SEM PLS (Structural Equation Model Partial Least Square). The results in the variable study of quality of worklife, deviant workplace behaviour, knowledge sharing significantly influence on organizational commitment and job satisfaction and the performance of the employees of Perumda Rural Bank Jogja

**Keywords:** quality of worklife, deviant workplace behaviour, knowledge sharing, organizational commitment, job satisfaction, employee performance

## I. INTRODUCTION

Rural Bank is one type of bank that is known to serve the micro, small and medium entrepreneurs. Rural Bank is an official banking institution regulated under Law No. 7 of 1992 on Banking and as amended by Law No. 10 of 1998. Rural Bank's function is not only to distribute credit to micro, small and medium-sized entrepreneurs, but also to receive deposits from the community. In the distribution of credit to the community using the principle of 3T, namely On Time, Right Amount, Right Target, because the credit process is relatively fast, and the requirements are simpler.

The national banking industry is currently still considered not efficient considering the large number of banks that reach 111 commercial banks operating in Indonesia. This number will be much larger when combined with the number of Rural Banks as many as 1,579 units. For these conditions, the Financial Services Authority as the regulator encourages these banks to consolidate to strengthen the durability of banks, especially in terms of capital. The Financial Services Authority said it would strengthen its banking consolidation policy so that it would force banks, especially with small capital, to consolidate.

The activity of managing and developing human resources (HR) is important and strategic in hr management at a Rural Bank. As an illustration, whatever strategy is owned by rural bank leaders, without human resources management to carry it out, the strategy can be meaningless. From the function of HR management, activities that are very obvious and have a taut titit in choosing, managing and developing human resources are in the aspect of making or evaluating job analysis; recruitment, selection and placement; as well as HR development

In the midst of tight banking competition, the Financial Services Authority revealed that Rural Bank operations face the problem of lack of qualified human resources to serve customers. About 17% of Rural Banks experience a shortage of human resources which has an impact on weak services, making it difficult to compete with commercial banks. In accordance with the standards of the Financial Services Authority for Human Resources

which operates one Rural Bank office of at least 12 members. But in reality 17% of the 1,634 Rural Banks operate with a workforce below that standard.

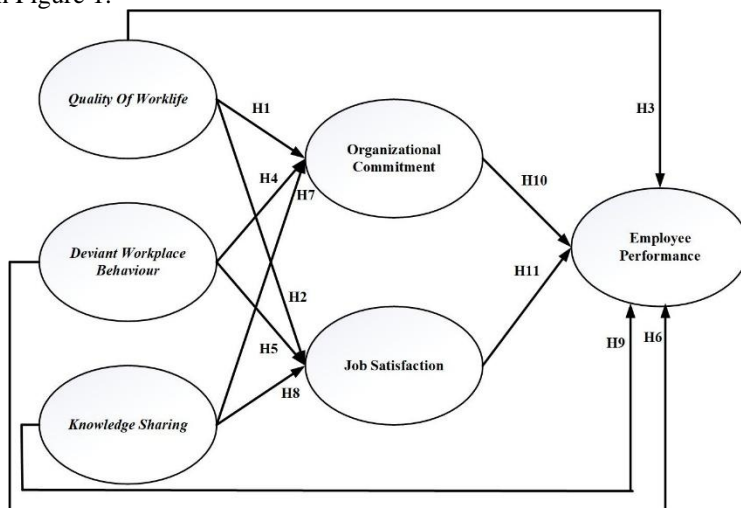
This research focuses more on one of the Rural Bank objects located in Central Java, namely Perumda Rural Bank Jogja Yogyakarta City, with a fairly strong reason where Perumda Rural Bank Jogja Yogyakarta City is a Rural Bank that has a better performance than other Rural Banks in terms of rural bank health levels themselves on the other hand Quality of Worklife, Deviant Workplace Behaviour, Knowledge Sharing looks good as well but still needs to be confirmed again with relevant theories so that the impact is seen on Organizational Commitment, Job Satisfaction and Employee Performance Perumda Rural Bank Jogja

Perumda Rural Bank Jogja's hr development strategy and policy is a step to create good employee performance and may be able to be said to be very good, but it is still possible for good things to have retested to improve the quality of work and examples for other Rural Banks. Employee performance in general is an embodiment of work done by employees that is usually used as a basis or reference for the assessment of employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a decisive means in achieving organizational goals so it needs to be pursued to improve employee performance.

Some of the HR development strategies and policies developed throughout 2018 include: 1) Organizing education and training that serves to improve employee professionalism and provide facilities for improving the level of formal education of employees. 2) Identify appropriate education and training for the expected improvement of the quality of human resources. 3) Evaluate the performance of each personnel and work unit so that a strong team work is formed to win the competition. 4) Carry out mutations, rotations, promotions, and demos to put employees who are in accordance with their abilities in the right field. 5) Improving the performance-based payroll/reply system to encourage employee work motivation to increase. 6) Be consistent in rewarding outstanding employees and giving punishment to less productive employees. 7) Always socialize to employees against existing provisions and regulations, both new and old regulations so that in doing work that does not occur deviations. 8) Increase the role of the Internal Audit Work Unit to be able to monitor the performance of each work unit so as to minimize deviations. 4) Carry out mutations, rotations, promotions, and demos to put employees who are in accordance with their abilities in the right field. 5) Improving the performance-based payroll/reply system to encourage employee work motivation to increase. 6) Be consistent in rewarding outstanding employees and giving punishment to less productive employees. 7) Always socialize to employees against existing provisions and regulations, both new and old regulations so that in doing work that does not occur deviations. 8) Increase the role of the Internal Audit Work Unit to be able to monitor the performance of each work unit so as to minimize deviations.

**II. LITERATURE REVIEW**

The grand theory used in supporting this research is about organizational behavior which is a discipline that studies the behavior of individuals in organizations and their impact on the performance of both individual, group and organizational performance. This model was made based on the review of the literature for this paper and is shown in Figure 1.



Figur 1. Framework

**III. RESEARCH METHOD**

The population in this study was 115 employees of Perumda Rural Bank Jogja Central Java. Simple Random Sampling is used as a sampling technique from a population that is done randomly without regard to the strata in that population and in determining the size of samples taken from the research population using the formula put forward by Slovin, M. J. Based on sampling techniques, the samples in this study were 89 employees of perumda Rural Bank Jogja.

The data collected through the questionnaire in the analysis using statistical analysis of structural equation models or SEM PLS (Partial Least Square Structural Equation Model) for this research data analysis using the Partial Least Square (PLS) approach.

**IV. RESULT AND DISCUSSION**

Structural model testing or inner model is done to measure the overall relationship of variables in this study. The measurement of the inner model is carried out to determine the degree of influence of relationships between variables, as well as the level of influence of the overall relationship of variables in the system built. Measurement of the inner model to test the influence between variables in the study used the value of R Square

Based on R Square a model can be classified as strong ( $\leq 0.70$ ), medium ( $\leq 0.45$ ) and weak ( $\leq 0.25$ ). Here is the R Square output using SmartPLS software version 2.0.m3:

**Table 1.** R Square Value

Variabel	R Square
<i>Quality Work Life</i>	-
<i>Deviant Workplace Behaviour</i>	-
<i>Knowlage Sharing</i>	-
<b>Employee Performance</b>	0.748603
<b>Organizational Commitment</b>	0.593336
<b>Job Satisfaction</b>	0.683606

Source: Primary Data processed SmartPLS 2.0

Based on Table R2 it can be seen that, the R2 value of 0.748603 for the Employee Performance variable which means that Quality Work Life, Deviant Workplace Behaviour, Knowlage Sharing, Organizational Commitment and Work Library can be explained by the Employee Performance variable of 74.8% and the remaining 25.2% is not described in this study, while the R2 value is 0.593336 for the Organizational Commitment variable which means that Quality Work Life, Deviant Workplace Behaviour and Knowlage Sharing were able to explain the Organizational Commitment variable of 59.3% and the remaining 40.7% were not described in this study and the R2 value of 0.683606 for the Work Library variable which means that Quality Work Life, Deviant Workplace Behaviour and Knowlage Sharing can be explained the variable of Work Center as much as 68.3% and the remaining 31.7% are not described in this study.

The estimated value of the coefficient of the path between constructs must have a significant value. Relationship significance can be obtained by bootstapping or jackknifing procedures. The resulting value is a t-count value which is then compared to t-table. If the value of t-calculate > t-table (1.96) at the level of significance (5%) then the estimated value of the coefficient of the path is significant. The study has seven test hypotheses. As for the results of each test presented below:

**Table 2.** Hypothesis Testing Results

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
<i>Quality Work Life</i> -> Organizational Commitment	-0.045264	-0.044476	0.021529	0.021529	2.102497
<i>Quality Work Life</i> -> Job Satisfaction	0.181239	0.181463	0.018044	0.018044	10.044195
<i>Quality Work Life</i> -> Employee Performance	0.195211	0.196006	0.022019	0.022019	8.865701
<i>Deviant Workplace Behaviour</i> -> Organizational Commitment	0.100645	0.101300	0.023381	0.023381	4.304485
<i>Deviant Workplace Behaviour</i> -> Job	0.494860	0.493302	0.022332	0.022332	22.159402

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Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Satisfaction					
<i>Deviant Workplace Behaviour</i> -> Employee Performance	-0.194319	-0.192725	0.023556	0.023556	8.249345
<i>Knowledge Sharing</i> -> Organizational Commitment	0.717951	0.715470	0.027197	0.027197	26.398067
<i>Knowledge Sharing</i> -> Job Satisfaction	0.190541	0.191425	0.022691	0.022691	8.397350
<i>Knowledge Sharing</i> (X3) -> Employee Performance	0.485950	0.484382	0.021610	0.021610	22.487354
Organizational Commitment -> Employee Performance	-0.125681	-0.123586	0.016604	0.016604	7.569541
Job Satisfaction -> Employee Performance	0.532912	0.529715	0.018033	0.018033	29.551415

Source: Primary Data processed SmartPLS 2.0

*Path Coefficient indicates the degree of significance and relationships between research variables. With the following criteria:*

**The Influence of Quality Work Life on Organizational Commitment**

Based on the results of testing path analysis models using Smart PLS 2.0, it provides the result that the Influence of Quality Work Life on Organizational Commitment proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that the Influence of Quality Work Life on Organizational Commitment provides that the quality of life at work is a process to develop self-potential in each employee to be better at all times by following all the rules and directions of the leadership and understanding the state of an organization so as to be able to give a commitment attitude because they feel in the employee appreciated. The direction of positive influence indicates that the increasing Quality Work Life of what employees feel, the Organizational Commitment in employees will increase because the quality of life in work is a management step to improve the potential of employees.

The results of this study are in line with the research of Rima Melati, TitikRosnani, Ilzar Daud (2019), Santosa, Heru. (2017), SeldaTaşdemirAfşar. (2014). The results of this study show that quality work life affects organizational commitment. The increasing quality of work life will increase organizational commitment

**The Influence of Quality Work Life on Job Satisfaction**

Based on the results of testing the path analysis model using Smart PLS 2.0, it gives the result that the Effect of Quality Work Life on Job Satisfaction proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that Quality Work Life as a management step to improve the life of an employee with rules and support where the quality of life in working in a bank is characterized by increased science and income and position this will increase job satisfaction in each employee because the perceived expectations have been met in his workplace so that satisfaction is felt and continues to increase along with the running time

The results of this study are in line with the research of Omotayo A. Osibanjo, Adebukola E. Oyewunmi. et al (2019), Vika Yasnita, Mellyna Eka Yan Fitri (2019), Ni Putu Ratna Sari, I KomangGdeBendes& Made Antara (2019), Mufti Hasan Alfani (2018), Parvathy R Nair, Dr. T. Subas (2019), Tanushree Bhatnagar, Harvinder Soni. (2015), Ardila, Revelation; Hulmansyah, Nurul Huda. (2018), Sulistyowati (2019). The results show to prioritize specific dimensions of employee work quality as an integral antecedent for the achievement of organizational goals and achieving global standards.

The results of this study are not in line with the research of Jusuf Radja et al. (2013) the quality of work life has an insignificant influence on satisfaction, so the results of the study cannot confirm the existence of similarities.

**The Influence of Quality Work Life on Employee Performance**

Based on the results of testing the path analysis model using Smart PLS 2.0, it provides the result that the Effect of Quality Work Life on Employee Performance proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that Quality Work Life which is the perception of employees in every job to the atmosphere and experience of work in the workplace with the increased competence and career support provided by the leadership is increasingly felt well by each employee then it is likely

that an employee will work well and give everything they have for a company's team to respond positively from the feelings that have been felt by each employee, it is likely that an employee will work well and give everything they have for a company's team to respond positively from the feelings that have been felt by the employee. received by the officers

The results of this study are in line with the research of Sumiati, I Dewa ketutRakaArdiana, AuliyalkaPratiwi. (2018), Ni Putu Ratna Sari, I KomangGdeBendes& Made Antara (2019), Mufti Hasan Alfani (2018). The results of this study showed that the Quality of Work Life (QWL) variable was significant in employee performance variables. The results of this study are not in line with the research of Jusuf Radja et al. (2013) the quality of work life has an insignificant influence on performance, so the results of the study cannot confirm the existence of similarities.

#### **The Influence of Deviant Workplace Behaviour on Organizational Commitment**

Based on the results of testing the path analysis model using Smart PLS 2.0, it gives the result that the Influence of Deviant Workplace Behaviour on Organizational Commitment proved to have a significant effect with the support of negative or opposite directions of influence.

Broadly speaking, the results of this study give the meaning that Deviant Workplace Behaviour is part of a person's deviation in working this deviation is the output of a personality that is not good in a person who cannot be changed in a fast time so that organizational commitment in someone who experiences DWB will have an impact on the decline of an employee's commitment in the organization because of the difficulty of the personal being controlled.

#### **The Influence of Deviant Workplace Behaviour on Job Satisfaction**

Based on the results of testing the path analysis model using Smart PLS 2.0, it gives the result that the Effect of Deviant Workplace Behaviour on Job Satisfaction proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that employees with Deviant Workplace Behaviour attitudes are employees who must be considered extra why because dwb attitude is not easily changed without strong support from an organization so that in this case employees who have a DWB attitude will get great satisfaction in the company if there is more attention with the sharing of knowledge.

The results of this study are in line with the research of Michael Mount et al. (2006). The results showed that personality traits differently predicted CPB and that employees' attitudes about their work explained, in part, these personality-behavior relationships.

#### **The Influence of Deviant Workplace Behaviour on Employee Performance**

Based on the results of testing the path analysis model using Smart PLS 2.0, it gives the result that the Effect of Deviant Workplace Behaviour on Employee Performance proved to have a significant effect with the support of negative or opposite directions of influence.

Broadly speaking, the results of this study give the meaning that DWB as a disease owned by employees in the workplace so that this becomes a very disturbing thing in the performance of an employee means that dwb owned by employees is increasingly unable to be controlled by the employee will reduce performance in the employee.

The results of this study are in line with the research of Daniel Merdeka H, Yoserizal MS. (2017), Md. Sahidur Rahman et al. (2018) The results showed a negative correlation between the typology of deviant workplace behavior and job performance. The main implication of this study is that the presence of deviant workplace behavior is a previous indication of poor job performance, so preventive measures should be taken to reduce it.

#### **The Influence of Knowledge Sharing On Employee Organization Commitment**

Based on the results of testing path analysis models using Smart PLS 2.0, it provides results that the Influence of Knowledge Sharing on Organizational Commitment proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that Knowledge Sharing is a part of mutual contribution in scientific activities. The results of this study are in line with Canon Tong's research (2013) The results of this study provide empirical evidence to guide entrepreneurs and managers towards a collaborative and beneficial organizational culture, improved knowledge sharing practices, and sustainable human resource strategies.

#### **The Influence of Knowledge Sharing On Job Satisfaction**

Based on the results of testing path analysis models using Smart PLS 2.0, it gives the result that the Influence of Knowledge Sharing on Job Satisfaction proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that Knowledge Sharing is an asset owned by employees in a company so that this becomes the identity of a competent employee, the higher the employee does Knowledge Sharing on his colleagues, the higher the job satisfaction in him.

The results of this study are in line with Canon Tong's research (2013) The results of this study provide empirical evidence to guide entrepreneurs and managers towards a collaborative and beneficial organizational culture, improved knowledge sharing practices, and sustainable human resource strategies.

#### **The Influence of Knowledge Sharing on Employee Performance**

Based on the results of testing the path analysis model using Smart PLS 2.0, it gives the result that the Influence of Knowledge Sharing on Employee Performance proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that Knowledge Sharing is a good action in managing the self-ability of an employee in receiving knowledge related to work so that it becomes a strong character for employees in self-mastery for one job that can be shared with colleagues so that the higher the Knowledge Sharing given, the company will be helped so that the employee's performance will be lifted up or can be lifted. said to be included in the superior employees

The results of this study are in line with the research of Firmaiansyah (2014), Fajar Maulana et al (2018), RestiSyafitriAndra, HamidahNayatiUtami. (2018), Siti Alliyah (2019), Ika Damayanti Nur Cahyani (2016), SautpinTubiparSaragih. (2017). sharing knowledge has a significant impact on employee performance. In the concept of management, humans as resources in companies / agencies are expected to be able to utilize and increase energy fully or optimally as possible to increase productivity followed by the creation of quality working relationships with pleasant connotations, full of grace and mutual development.

#### **The Influence of Organizational Commitment to Employee Performance**

Based on the results of testing the path analysis model (path analysis) using Smart PLS 2.0, it gives the result that the Influence of Organizational Commitment to Employee Performance proved to have a significant effect by supporting negative or opposite directions of influence.

The results of this study are in line with meutia research, KardinahIndrianna; Husada, Cahyadi. (2019), Anis Eliyana, Shamsul Ma'arif, Muzakki. (2019), Nur; Yuniawan, Ahyar (2010), Yohana Novia Saputri, Waruwu, Support. (2019). The results of the analysis prove that culture and commitment are important factors that can explain variations in employee performance.

#### **The Influence of Work Center on Employee Performance**

Based on the results of testing path analysis models using Smart PLS 2.0, it provides the result that the Effect of Job Satisfaction on Employee Performance proved to have a significant effect with the support of positive or unidirectional influence directions.

Broadly speaking, the results of this study give the meaning that work center is the output of feelings received by employees from what the company gives directly in accordance with employee expectations so that employee performance will increase because the satisfaction of employees becomes a very large motivation from employees.

The results of this study are in line with the research of Cahyani, Nur; Yuniawan, Ahyar (2010), Yohana Novia Saputri, Waruwu, Support. (2019). The results of the study mentioned that in improving employee performance, it is necessary to pay attention to factors of job satisfaction and organizational commitment because these factors are proven to affect employee performance levels.

## **V. CONCLUSION**

Based on the results of statistical tests and discussions, the conclusions in the study are as follows: 1) The Influence of Quality Work Life on Organizational Commitment is proven to have a significant effect with the support of positive or unidirectional influence directions. 2). The Effect of Quality Work Life on Job Satisfaction has proven to have a significant effect with the support of positive or unidirectional influence directions.3). The Effect of Quality Work Life on Employee Performance is proven to have a significant effect with the support of positive or unidirectional influence directions. 4). The Influence of Deviant Workplace Behaviour on Organizational Commitment is proven to be significant with the support of positive or unidirectional direction of influence. 5). The Effect of Deviant Workplace Behaviour on Job Satisfaction has proven to have a significant effect with the support of positive or unidirectional influence directions. 6). The Effect of Deviant Workplace Behaviour on Employee Performance has proven to have a significant effect with the support of negative or opposite directions of influence. 7). The Influence of Knowledge Sharing on Organizational Commitment is proven to be significant with the support of positive or unidirectional influence directions. 8). The Effect of Knowledge Sharing on Job Satisfaction has proven

to have a significant effect with the support of positive or unidirectional influence directions. 9). The Influence of Knowledge Sharing on Employee Performance proved to be a significant influence with the support of positive or unidirectional influence directions. 10). The Effect of Organizational Commitment to Employee Performance proved to be significant influence by supporting negative or opposite directions of influence. 11). The Effect of Job Satisfaction on Employee Performance has proven to be a significant influence with the support of positive or unidirectional influence directions

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