

ANALYSIS OF QUALITY WORK OF LIFE, WORK DISCIPLINE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE PERFORMANCE OF ASN IN THE OFFICE REGIONAL SECRETARIAT OF GOVERNMENT OF BINJAI

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Abstract

This research was conducted at the Regional Secretariat Office of Pemko Binjai located at L. Jend. Sudirman, No. 6, Binjai, Kec. Binjai, Binjai City, North Sumatra. The time of this research was conducted from March to May 2023. Based on the results of processing research data obtained from employees of the Regional Government Secretariat of the City of Binjai, the following conclusions can be conveyed as follows, Quality of Work Life effect on Employee Performance at Regional Secretariat of Government of Binjai City. Work Discipline influences Employee Performance Regional Secretariat of Government of Binjai City. Organizational Citizenship Behavior effect on Employee Performance at Regional Secretariat of Government of Binjai City. Quality of Work Life, Work Discipline and Organizational Citizenship Behaviors simultaneously affect the performance of employees at Regional Secretariat of Government of Binjai City.

Keywords: *Quality of Work Life, Work Discipline, Organizational Citizenship Behavior, Employee Performance*

1. INTRODUCTION

Companies need human resources to be able to create a balance between the goals, objectives and activities of various parties. Without a workforce of employees, the company's goals cannot be achieved. Improving employee performance is very important in efforts to improve service to the community. Every company always tries to improve employee performance to achieve goals. Employee performance issues are still a serious problem for many countries, especially in the government sector. Various efforts have been made by the company in order to improve employee performance by creating a corporate environment in which employees can accept and comply with regulations and behave in accordance with company values so that employee performance can provide optimal results. High employee performance is needed for every company, including the government sector.

In government sectors such as the Regional Secretariat of Pemko Binjai, services that are responsive, adequate, polite and efficient to the public are expected to be sectors related to many people. Therefore, relying heavily on the performance of its employees is the goal of every institution to further improve employee performance. To achieve this goal, institutions responsible for human resources in government must focus on improving employee performance in serving the public (Capadosa and Bernard, 2022). Besides that, resources Humans play a role in achieving organizational goals and human resources are also a dynamic factor that can determine the progress or decline of an organization.

Not optimal employee performance also occurs in the government sector in Indonesia. The results of the Political and Economic Risk Consultancy survey show that the quality of the bureaucracy in Indonesia is among the worst along with Vietnam and India. Meanwhile, the results of a similar study were also shown by The World Competitiveness Yearbook issued by the Institute for Management Development (IMD), which classifies the index of 60 Indonesian bureaucratic

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competitive countries in the lowest group before India and Vietnam (Bathoro, 2020). Meanwhile, according to the Global Competitiveness Report from the World Economic Forum, the ranking of Indonesia's competitiveness in 2006 was ranked 51st and in 2007 again decreased to rank 54th. The study by Booz-Allen and Hamilton found the fact that Indonesia is a country with a high the lowest good governance among its neighboring countries. Indonesia's good governance index yielded 2.8, very low when compared to other countries such as Singapore 8.9; Malaysia 7.7; Thailand 4.8; and Philippines 3.47. It was also said in the report that bureaucratic management capability ranks 42nd out of 48 countries and competitiveness against other countries ranks 41st out of 48 countries. Minister for State Apparatus Empowerment (MenPan) Taufiq Effendi stated that, more than 1,998,293 ASN people out of a total of 3,633,261 ASN people in Indonesia had poor performance. The same thing was said by the Ombudsman of the Republic of Indonesia 22/07/2014 saying that, in the results of his survey, 42.90 percent of services in the 18 Ministries surveyed did not display good time and service standards (Inovasi.lan.go.id).

2. LITERATURE REVIEW

Employee Performance

According to Nurjaya (2021) states that performance is the level of achievement of results for carrying out certain tasks. Company performance is the level of achievement of results in order to achieve company goals. According to Putri (2020) states that performance is the results of the work functions of a person or group in an organization in a certain period of time which reflects how well the person or group fulfills the requirements of a job in an effort to achieve organizational goals. According to Lilyana et al, (2021) states that performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain period of time. According to Aziz and Fauzah (2018) stated that performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Quality of Work Life

Quality of Work Life is a management system approach to coordinate and connect the potential of Human Resources, where the quality of work life in the organization is an effort by leaders to meet the needs of members and the organization simultaneously and continuously. According to (Diah et al, 2022) Quality of work life is a multidimensional planning concept and work process, which manages human resources and various work processes that are seen as supporting the improvement of overall company performance. Quality of work life is the relationship between leaders and employees to improve performance at work, quality of work life between employee welfare is inversely proportional to job satisfaction, where employee welfare is more important and considered than job satisfaction (Bismala, 2020).

Work Discipline

According to Hasibuan (2016) work discipline is the willingness of employees to comply with the rules and social norms found in the company. Discipline will make employees to fulfill various conditions in a company. Employee discipline aims to shape and improve employee knowledge and behavior so that employees can work together with colleagues and shape their work

performance (Raka et al, 2017). According to Fahmi (2016) work discipline is the extent to which employees comply with existing regulations and are willing to accept sanctions if they violate established regulations. Meanwhile, according to Sastrohardiwiryo (2020) work discipline is the behavior of complying with established regulations both in writing and not, employees are able to obey and if they violate they will receive punishment.

Organizational Citizenship Behavior

Organ et al (2018) argue that organizational citizenship behavior is a behavior that is free in making decisions in explicit circumstances that will encourage organizational functions to be more effective and efficient. Citizenship behavior according to Robbins and Judge (2017) is the behavior of freedom in determining which is not part of the formal job requirements of employees that contribute to the psychological and social environment of the workplace. Jennifer M. George and Gareth R. Jones in Tristian et al (2021) argue that OCB is behavior that goes beyond the call of duty, namely behavior that is indirectly needed by members, but is still needed for the effectiveness of an organization. According to Aprianti (2019) Organizational Citizenship Behavior is individual behavior that is free (discretionary), which does not directly and explicitly get expectations from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Free, helpful attitude, obedient to the rules, sportsmanship and positive attitude because this behavior is not required by the role requirements or job descriptions that are clearly required under a contract with the organization but as a personal choice.

3. RESEARCH METHODS

The type of research conducted in this research is associative/causal research with a quantitative approach. This causal associative research aims to determine the relationship between two or more variables. With this research, a theory can be built that functions to explain, predict and control a phenomenon. A causal relationship is a causal relationship, one variable (independent) affects another variable (dependent). The causal relationship in this study is the relationship between the influence of work discipline and organizational citizenship behavior on performance. The research approach is a quantitative approach with systematic, planned, and clearly structured specifications from the start to the creation of the research design. In this study using a scale in which objects/categories can be sorted based on a particular attribute, where the distance/interval between each object/category is the same. The size of the interval can be increased or decreased, and also the order of the data categories has the same distance. On this scale, what is added is not quantity or quantity, but intervals and there is no zero value. The measurement scale is an agreement that is used as a reference for determine the short length of the interval in the measuring instrument, so that the measuring instrument when used in measurements will produce quantitative data. In this study the scale used was 5 categories with the aim of optimizing the reliability of the data generated from the questionnaire. The population of this study is all non-leadership employees, totaling 102 people. The sample selection was carried out using the saturated sample method, namely where the entire population was sampled, this was due to the small population size.

4. RESULT AND DISCUSSION

Table 1 Questionnaire Score for Quality of Work Life Variable (X1)

Dimensions	Alternative Answers										Min	Max	Means
	SS		S		KS		TS		STS				
		%		%		%		%	F				
Career development		7%		%		%			0		3	5	4.5784
Balanced Compensation	47	46.1%	43	42.2%	12	11.8%	0	0	0	0	3	5	4.3431
Job Guarantee	45	44.1%	44	43.1%	9	8.8%	0	0	0	0	2	5	4.2745
Facilities and infrastructure	40	39.2%	47	46.1%	12	11.8%	1	1	2	2	1	5	4.1961
Work safety	53	52%	41	40.2%	7	6.9%	1	1	0	0	2	5	4.4314
Problem solving	49	48%	45	44.1%	7	6.9%	1	1%	0	0	2	5	4.3922
Communication Relations	51	50%	45	44.1%	7	6.9%	1	1%	0	0	3	5	4.4412

Source: Data processed by researchers (2023)

From Table 1 above it can be described as follows:

1. Respondents' answers "Fulfillment of employee demands that can improve the quality of life", the majority of respondents answered strongly agree that is equal to 63.7%. This shows that the dimensions of career development have been achieved which can be seen from the fulfillment of employee demands which can improve the quality of life with a mean value of 4.57.
2. Respondents' answers "The company provides an opportunity for me to do work according to their capabilities", the majority of respondents answered strongly agree that is equal to 46.1%. This shows that the dimensions of balanced compensation have been achieved which can be seen from the opportunities given to employees to do work according to their abilities with a mean value of 4.34.
3. Respondents' answers "Give me a good opportunity to be able to occupy a higher position in the future", the majority of respondents answered strongly agree that is equal to 44.1%. This shows that the dimensions of job security have been achieved which can be seen from the opportunities given to employees to get higher positions in the future with a mean value of 4.27.
4. Respondents' answers "Leaders have a leadership style that is liked by employees", the majority of respondents answered strongly agree that is equal to 46.1%. This shows that the dimensions of facilities and infrastructure have been achieved which can be seen from the current leadership style preferred by employees with a mean value of 4.19.
5. Respondents' answers "I feel that the income/salary I receive is appropriate and in accordance with the workload", the majority of respondents answered strongly agree that is equal to 48%. This indicates that the resolution of the problem has been achieved which can be seen from the income received by the employee which is appropriate and in accordance with the work charged with a mean value of 4.43.
6. Respondents answered "The salary/wages that I get can meet my needs.", the majority of respondents answered that they strongly agreed, namely 63.7%. This shows that the dimensions of work safety have been achieved which can be seen from the fulfillment of employee demands which can improve the quality of life with a mean value of 4.39.
7. Respondents' answers "I feel that the physical condition of the environment where I work is adequate in accordance with applicable work procedures." The majority of respondents answered strongly agree, namely 63.7%. This shows that the dimensions of problem solving

have been achieved which can be seen from the fulfillment of employee demands which can improve the quality of life with a mean value of 4.44.

Table 2 Questionnaire Score for Work Discipline Variable (X2)

Alternative Answers											Min	Max	Means
Dimensions	SS		S		KS		TS		STS				
	F	%	F	%	F	%	F	%	F	%			
work ethic	46	45.1%	42	41.2%	11	10.8%	3	2.9%	0	0%	2	5	4,283
Compliance with work stan	44	43.1%	43	42.2%	13	12.7%	2	2	0	0%	2	5	4,267
Presence	45	44.1%	46	45.1%	10	9.8%	1	1	0	0%	2	5	4.3235
Compliance with work regulations	41	40.2%	50	49%	7	6.9%	4	3.9%	0	0%	2	5	4.2549

Source: Data processed by researchers (2023)

From Table 2 above it can be described as follows:

1. Respondents' answers "I understand and understand the rules and sanctions that have been set by the company.", the majority of respondents answered strongly agree that is equal to 45.1%. This shows that the work ethics dimension has been achieved which can be seen from employees who understand and understand the good rules of sanctions that have been set by the company with a mean value of 4.28.
2. Respondents' answers "I always wear work clothes or uniforms that have been set by the company", the majority of respondents answered strongly agree that is equal to 43.1%. This shows that the dimensions of compliance with work standards have been achieved which can be seen from employees who always use uniforms and clothes that have been set by the company with a mean value of 4.26.
3. Respondents' answers "I was present at work on time before the set working hours", the majority of respondents answered that they agreed, namely 45.1%. This shows that the attendance dimension has been achieved which can be seen from the employees who are present on time before the set working hours with a mean value of 4.32.
4. Respondents' answers "I always follow the rules that have been set by the company", the majority of respondents answered that they agreed, namely 49%. This shows that the dimensions of compliance with work regulations have been achieved which can be seen from employees who always follow the rules set by the company with a mean value of 4.25.

Table 3 Questionnaire Scores for Organizational Citizenship Behavior Variables (X3)

Alternative Answers											Min	Max	Means
Indicator	SS		S		KS		TS		STS				
	F	%	F	%	F	%	F	%	F	%			
<i>Altruism</i>	47	46.1%	43	42.2%	11	10,8	1	1%	0	0%	2	5	4.3333
<i>Conscientiousness</i>	51	50%	43	42.2%	7	6.9%	1	1%	0	0%	2	5	4.4118
<i>Sportmanship</i>	55	53.9%	38	37.3%	8	7.8%	1	1%	0	0%	2	5	4.4412
<i>Courtesy</i>	45	44.1%	36	35.3%	14	13.7%	4	3.9%	3	2.9%	1	5	4.1373
<i>civicvirt</i>	44	43.1%	52	51%	6	5.9%	0	0%	0	0%	3	5	4.3725

Source: Data processed by researchers (2022)

From Table 3 above it can be described as follows:

1. Respondents' answers "If at any time a co-worker needs help at work, I will help him", the majority of respondents answered that they agreed, namely 46.1%. This shows that the altruism

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dimension has been achieved which can be seen from the employees who help work colleagues when they need help with a mean value of 4.33.

2. Respondents' answers "I will complete the task based on the procedures of the company", the majority of respondents answered agree that is equal to 50%. This shows that the conscientiousness dimension has been achieved which can be seen from the employees completing tasks according to company procedures with a mean value of 4.41.
3. Respondents' answers "If there is additional work given by superiors, I will complete it in earnest", the majority of respondents answered that they agreed, namely 53.9%. This shows that the sportsmanship dimension has been achieved which can be seen from the employees when there is additional work then they complete it in earnest with a mean value of 4.44.
4. Respondents' answers "I often tell good things about my company", the majority of respondents answered that they agreed, namely 51%. This shows that the courtesy dimension has been achieved which can be seen from employees who tell good things about the company with a mean value of 4.37.
5. Respondents' answers "I have a great curiosity to know the developments in the company", the majority of respondents answered agree that is equal to 49%. This shows that the civic virtue dimension has been achieved which can be seen from employees who are curious and care about the development of the company with a mean value of 4.25.

Table 4 Questionnaire Score for Employee Performance Variable (Y)

Alternative Answers											Min	Max	Means
Dimensions	SS		S		KS		TS		STS				
	F	%	F	%	F	%	F	%	F	%			
Quantity	49	48%	41	40.2%	11	10.8%	1	1%	0	0	2	5	4.35
Work quality	46	45.1%	8	7.8%	1	1%	1	1%	1	1%	1	5	4,32
Efficiency	47	46.1%	36	35.3%	14	13.7%	4	3.9%	1	1%	1	5	4,21
initiative	49	48%	46	45.1%	7	6.9%	0	0%	0	0%	3	5	4,41
Accuracy	41	40.2%	46	45.1%	12	11.8%	1	1%	2	2%	1	5	4,20
Honesty	53	52%	40	39.2%	8	7.8%	1	1%	0	0%	2	5	4.42

Source: Data processed by researchers (2023)

From Table 4 above it can be described as follows:

1. Respondents' answers "I feel that the results of the quality of my work are in accordance with the skills I have", the majority of respondents answered that they agreed, namely 48%. This shows that the quantity dimension has been achieved which can be seen from the results of the quality of work of employees according to the skills they have with a mean value of 4.35.
2. Respondents' answers "I am able to achieve the work targets set by my superiors", the majority of respondents answered that they agreed, namely 45.1%. This shows that the dimensions of work quality have been achieved which can be seen from employees who are able to achieve the targets set with a mean value of 4.32.
3. Respondents' answers "I am able to complete the work in accordance with a predetermined time", the majority of respondents answered agree that is equal to 46.1%. This shows that the initiative dimension has been achieved which can be seen from the employees who are able to complete the work according to the set time with a mean value of 4.21.
4. Respondents' answers "I am able to work independently so that I can carry out my job functions properly", the majority of respondents answered that they agreed, namely 48%. This

shows that the initiative dimension has been achieved which can be seen from employees who are able to work independently and carry out work functions properly with a mean value of 4.41.

5. Respondents' answers "I really maintain timeliness and perfection of work results", the majority of respondents answered that they agreed, namely 45.1%. This shows that the dimensions of accuracy have been achieved which can be seen from employees who maintain timeliness and perfection of work results with a mean value of 4.20.
6. Respondents' answers "I always complete the work that has become my responsibility within a certain period of time well", the majority of respondents answered strongly agree that is equal to 52%. This shows that the honesty dimension has been achieved which can be seen from employees who are able to complete work with full responsibility in a certain time properly with a mean value of 4.42.

Graph Analysis

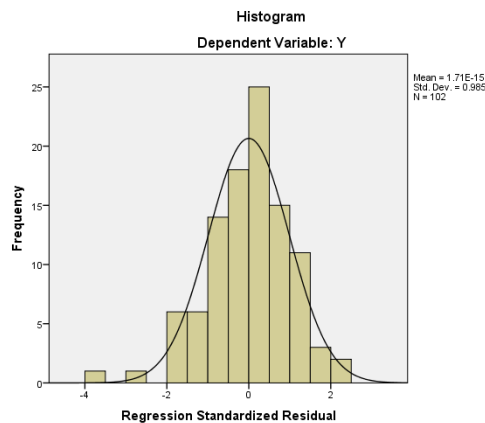


Figure 1 Histogram Graph Normality Test Results

Based on Figure 1 above the normality test shows that the data is normally distributed. Because it can be seen from the histogram graph which shows symmetrical data that does not deviate to the right, left, and forms an inverted bell.

Statistic analysis

**Table 5 Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		102
Normal Parameters, b	Means	.0000000
	std. Deviation	1.53789059
Most Extreme Differences	absolute	.073
	Positive	.056
	Negative	-.073
Test Statistics		.073
asympt. Sig. (2-tailed)		.200c,d

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on Table 5 above, it can be seen that the results of the Kolmogorov-Smirnov statistical test can be seen that the research variable data is normally distributed because the Asymp

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value. Sig (2-tailed) for 0.168 Because the significant value is $0.200 > 0.05$ then the residuals are normally distributed.

Multicollinearity Test

Table 6 Multicollinearity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	-.543	1,646		-.330	.742		
	X1	.511	.061	.528	8,407	.000	.676	1,478
	X2	-.224	.100	-.171	-2,243	.027	.458	2,184
	X3	.675	.090	.580	7,464	.000	.443	2,260

a. Dependent Variable: Y

(Source: Data processed by Researchers, 2023)

Based on Table 6 above, it shows a tolerance value greater than 0.10. Then the VIF value is less than 10.0. This means that the research variable data tested does not contain symptoms of multicollinearity.

Eteroscedasticity test

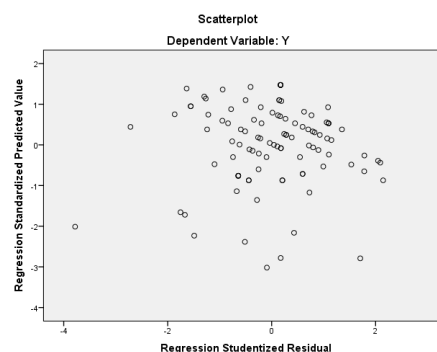


Figure 2 Scatterplot Graph

Source: processed data, 2023

From the scatterplot graph after data transformation in Figure 4.2 it can be seen that the points have spread above and below the number 0 on the Y axis, which means that the regression model no longer has heteroscedasticity problems.

t test

Table 7 Test Results t
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	-.543	1,646		-.330	.742		
	X1	.511	.061	.528	8,407	.000	.676	1,478
	X2	-.224	.100	-.171	-2,243	.027	.458	2,184
	X3	.675	.090	.580	7,464	.000	.443	2,260

a. Dependent Variable: Y

(Source: Data processed by Researchers, 2022)

From Table 7 above it can be concluded as follows:

1. The significance value of Quality of Work Life (X1) is $0.000 < 0.05$ indicating that Quality of Work Life (X1) has a significant effect on Employee Performance (Y). Then the Quality of Work Life affects Employee Performance so that H1 is accepted.
2. The significance value of Work Discipline (X2) is $0.027 < 0.05$ indicating that Work Discipline (X1) has a significant effect on Employee Performance (Y). Then Work Discipline affects Employee Performance so that H2 is accepted.
3. Organizational Citizenship Behavior (X3) significance value of $0.000 < 0.05$ indicates that Organizational Citizenship Behavior (X3) has a significant effect on Employee Performance (Y). Then Organizational Citizenship Behavior affects Employee Performance so that H3 is accepted.

F test

Table 8 F test results

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	673,644	3	224,548	92,122	.000b
	residual	238,876	98	2,438		
	Total	912520	101			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Based on the results of the statistical tests shown in Table 4.11 above, an F value of 92.122 is obtained with a significance value of 0.000 which is less than 0.05. This shows that the regression model in this study is feasible to use to predict employee performance. So that it can be concluded simultaneously, Employee Performance is influenced by Quality of Work Life, Work Discipline and Organizational Citizenship Behavior, so H4 can be accepted.

Coefficient of Determination

Table 9 Determination Coefficient Test Results

Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.859a	.738	.730	1.56125

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

In Table 9 above, the coefficient of determination $R^2 = 0.730$ means that the variables Quality of Work Life, Work Discipline and Organizational Citizenship Behavior have an influence on Employee Performance. The value of $R^2 = 0.730$ means that Employee Performance can be explained by Quality of Work Life, Work Discipline and Organizational Citizenship Behavior by 73%, while the remaining 27% can be explained by other variables outside the scope of the study.

Discussion

1. Effect of Quality of Work Life on Employee Performance

Based on the results of statistical testing partially, the significance value of 0.000 is less than 0.05, it is stated that the Quality of Work Life has a significant effect on Employee Performance. The results of this study are in line with research conducted by Badaruddin (2021) which states that Quality of Work Life affects Employee Performance.

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2. Effect of Work Discipline on Employee Performance

Based on the results of statistical testing partially, the significance value of 0.022 is less than 0.05, it is stated that Work Discipline has a significant effect on Employee Performance. The results of this study are in line with research conducted by Ondi et al (2023) which states that work discipline affects employee performance.

3. Influence of Organizational Citizenship Behavior on Employee Performance

Based on the results of statistical testing partially, the significance value of 0.000 is less than 0.05, it is stated that Organizational Citizenship Behavior has a significant effect on Employee Performance. The results of this study are in line with research conducted by Adhadi (2022) which states that work discipline affects employee performance.

5. CONCLUSION

Based on the results of processing research data obtained from employees of the Regional Government Secretariat of the City of Binjai, the following conclusions can be conveyed as follows:

1. Quality of Work Life effect on Employee Performance at Regional Secretariat of Government of Binjai City.
2. Work Discipline influences Employee Performance Regional Secretariat of Government of Binjai City.
3. Organizational Citizenship Behavior effect on Employee Performance at Regional Secretariat of Government of Binjai City.
4. Quality of Work Life, Work Discipline and Organizational Citizenship Behaviors simultaneously affect the performance of employees at Regional Secretariat of Government of Binjai City.

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ANALYSIS OF QUALITY WORK OF LIFE, WORK DISCIPLINE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE PERFORMANCE OF ASN IN THE OFFICE REGIONAL SECRETARIAT OF GOVERNMENT OF BINJAI

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