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# Beyond Emergency Response: From Event-Based Regulations to System-Based Regulation in the Governance of Post-Disaster Health Crisis Management in Aceh

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**Abstract**— Employee performance plays a critical role in achieving organizational objectives, particularly in organizations dominated by Generation Z employees, who exhibit distinct work characteristics compared to previous generations. This study aims to examine the influence of servant leadership, participative leadership, and quality of work life on the performance of Generation Z employees. A quantitative approach was employed using a survey method. The sample consisted of 56 Generation Z employees, comprising 50 females and 6 males, with the majority aged under 25 years. Data were collected through online questionnaires and analyzed using multiple linear regression analysis. The findings reveal that servant leadership has a significant positive effect on employee performance. In contrast, participative leadership and quality of work life do not show significant partial effects. However, the three variables collectively exert a significant influence on employee performance. These results highlight the critical role of service-oriented leadership in enhancing the performance of Generation Z employees, suggesting that leadership approaches emphasizing empathy, support, and employee development are particularly relevant for this cohort.

**Keywords**— *Servant Leadership; Participative Leadership; Quality of Work Life; Employee Performance; Generation Z.*

## I. INTRODUCTION

Employee performance is widely recognized as a critical determinant of organizational success in achieving strategic objectives and sustaining competitiveness in an increasingly dynamic business environment [4]. It reflects an individual's ability to execute tasks effectively and efficiently, thereby contributing directly to organizational productivity and overall performance outcomes. High levels of employee performance are associated with improved output quality, operational efficiency, and enhanced stakeholder satisfaction [5]. Consequently, employee performance has become a central concern in management studies, particularly within the field of human resource management, which views employees as strategic assets capable of driving organizational value creation.

Extant literature suggests that employee performance is influenced by various internal organizational factors, notably leadership style and quality of work life. Servant leadership, characterized by a focus on employee development, empowerment, and well-being, has been found to positively influence performance by fostering trust, engagement, and intrinsic motivation among employees [3]. Similarly, participative leadership contributes to enhanced performance by involving employees in decision-making processes, thereby strengthening their sense of ownership, responsibility, and organizational commitment [8]. In addition, quality of work life plays a crucial role in shaping employee outcomes, as it reflects employees' perceptions of well-being, work comfort,

and the balance between professional and personal life domains [7].

Recent studies have increasingly emphasized the importance of socio-emotional and relational factors in shaping employee outcomes, particularly in dynamic and competitive work environments. In this regard, workplace compassion, social support, and altruistic behaviors have been identified as critical drivers of positive employee attitudes and behaviors. Empirical evidence demonstrates that compassion and social support within the workplace can strengthen employees' psychological attachment and create a supportive environment that enhances engagement and long-term organizational outcomes [1].

Furthermore, altruistic leadership behaviors, particularly those demonstrated by top management, play a strategic role in fostering positive employee behaviors. Altruism, defined as discretionary actions aimed at improving employee well-being beyond formal contractual obligations, has been shown to strengthen the relationship between employees' affective commitment and positive work behaviors such as organizational citizenship behavior (OCB), ultimately contributing to improved organizational effectiveness [6].

In addition, supportive work environments characterized by work-life balance and emotional intelligence have been found to enhance employee engagement and retention, which indirectly contribute to improved performance outcomes. Employees who experience a balanced work environment and possess strong emotional regulation capabilities tend to demonstrate higher levels of commitment and workplace stability [10].

Taken together, these findings suggest that employee performance is not solely influenced by formal leadership styles or structural work conditions, but is also shaped by deeper relational dynamics, including altruism, compassion, and perceived support within the organization. However, the integration of these socio-emotional factors with leadership styles such as servant and participative leadership, particularly in the context of Generation Z employees in manufacturing settings, remains underexplored.

However, despite the growing body of research, prior findings remain inconclusive, particularly regarding the relative and combined effects of these variables on employee performance. Moreover, empirical studies that integrate servant leadership, participative leadership, and quality of work life within a unified research framework are still limited, especially in the context of Generation Z employees, whose work values, expectations, and behavioral characteristics differ significantly from those of previous generations. This gap is even more evident in manufacturing sector settings, where studies focusing on Generation Z employees remain scarce.

Addressing this gap, the present study aims to examine the influence of servant leadership, participative leadership, and quality of work life on the performance of Generation Z employees in a manufacturing company context. This study is expected to contribute theoretically by extending the human resource management literature, particularly in understanding the determinants of Generation Z employee performance.

Practically, the findings are anticipated to provide managerial insights for designing effective leadership approaches and work policies that foster a supportive and productive work environment, ultimately enhancing employee performance in a sustainable manner.

## Literature Review

### 1. Employee Performance

Employee performance refers to the level of achievement of individual work outcomes in carrying out tasks and responsibilities assigned by the organization. It reflects both the quality and quantity of work produced by employees in accordance with organizational expectations [4]. As a key indicator of organizational effectiveness, employee performance represents the extent to which individuals contribute to the attainment of organizational goals. High levels of performance are typically associated with improved productivity, efficiency, and overall organizational competitiveness.

In an organizational context, employee performance is shaped by both structural and relational factors, including leadership practices and working environment conditions. According to Robbins and Judge (2017), employee performance is closely linked to work effectiveness, discipline, and the ability to collaborate with others. For Generation Z employees, performance is not only driven by task accomplishment but also by experiential factors such as engagement, psychological comfort, and meaningful workplace interactions [9].

Recent studies further suggest that socio-emotional and relational dynamics—such as organizational support, workplace compassion, and altruistic behaviors—play a critical role in shaping employee outcomes. Employees who perceive higher levels of support and care within the organization tend to exhibit stronger engagement and improved performance, as these factors foster psychological attachment and reciprocal positive behaviors (Fajri et al., 2024; Siddiq et al., 2024). In addition, supportive work environments that promote work-life balance and emotional well-being contribute indirectly to performance by enhancing employee commitment and stability [10].

Employee performance can be measured using several indicators, including work quality, work quantity, timeliness, responsibility, and teamwork [4]. Prior research consistently indicates that leadership style and quality of work life are among the primary determinants of employee performance (Liden et al., 2008; Sirgy et al., 2001).

### 2. Servant Leadership

Servant leadership is a leadership approach that positions leaders as servants to their employees, prioritizing employee needs, development, and well-being. [2] conceptualized servant leadership as a philosophy in which leaders focus on serving others first,

fostering an environment of trust, empathy, and ethical responsibility. This leadership style emphasizes relational values, including care, empowerment, and personal growth.

Liden et al. (2008) further operationalize servant leadership through dimensions such as emotional healing, empowerment, helping subordinates grow and succeed, putting subordinates first, and behaving ethically. Leaders who adopt servant leadership practices tend to build high-quality relationships with employees, which in turn enhances intrinsic motivation and organizational commitment.

From a socio-emotional perspective, servant leadership can also be understood as a manifestation of altruistic leadership behavior, where leaders demonstrate genuine concern for employee welfare beyond formal obligations. Such altruistic orientation has been shown to strengthen employees' affective attachment and encourage positive discretionary behaviors, ultimately improving performance outcomes [6]. Empirical studies consistently indicate that employees who feel valued, supported, and empowered by their leaders are more likely to demonstrate higher levels of performance

### 3. Participative Leadership

Participative leadership refers to a leadership style that actively involves employees in decision-making processes, allowing them to contribute ideas, opinions, and solutions. Somech (2006) argues that participative leadership enhances employees' sense of ownership and responsibility toward organizational outcomes, thereby fostering motivation and engagement.

Key indicators of participative leadership include employee involvement in decision-making, open and transparent communication, appreciation of employee input, and collaborative interaction between leaders and subordinates [8]. This leadership style is particularly relevant for Generation Z employees, who tend to value inclusivity, autonomy, and interactive communication in the workplace.

However, beyond structural participation, the effectiveness of participative leadership may also depend on the presence of supportive relational dynamics such as trust, social support, and psychological safety. Without these socio-emotional foundations, participation alone may not translate into improved performance outcomes. While previous studies generally report a positive relationship between participative leadership and employee performance, contextual factors—such as job characteristics and organizational structure—may influence the strength of this relationship

### 4. Quality of Work Life

Quality of Work Life (QWL) refers to the overall condition of the work environment that reflects employees' physical, psychological, and social well-being. Sirgy et al. (2001) define QWL as employees'

perceptions of the extent to which their needs are satisfied through work experiences, including the balance between job demands and personal life as well as the level of comfort in the workplace.

QWL can be assessed through multiple indicators, including a safe and supportive work environment, work–life balance, job satisfaction, social relationships, and overall employee well-being [7]. A high level of QWL is generally associated with increased motivation, job satisfaction, and organizational commitment.

Nevertheless, recent findings suggest that QWL may exert a more indirect influence on employee performance by shaping affective outcomes such as engagement, satisfaction, and retention rather than directly affecting performance metrics. Supportive environments that enhance emotional well-being and work-life balance contribute to sustained employee involvement, which may subsequently translate into improved performance [10]. Therefore, while QWL remains an important organizational factor, its direct impact on performance may vary depending on contextual and individual characteristics.

### 5. Hypothesis Development

Based on the theoretical review and findings from previous studies, it can be concluded that leadership styles and quality of work life play an important role in improving employee performance. Therefore, the hypotheses of this study are formulated as follows:

H1: Servant leadership has a positive effect on employee performance.

H2: Participative leadership has a positive effect on employee performance.

H3: Quality of work life balance has a positive effect on employee performance.

## II. METHOD

### Research Design

This study adopts a quantitative approach with an explanatory (causal-associative) research design to examine the relationships and causal effects among variables. The quantitative approach is appropriate as the study seeks to test hypotheses and analyze the influence of independent variables on a dependent variable using statistical techniques. The explanatory design enables the identification and interpretation of causal relationships between variables in an objective and systematic manner.

The study investigates the effects of servant leadership (X1), participative leadership (X2), and quality of work life (X3) on employee performance (Y). A cross-sectional design is employed, in which data are collected at a single point in time without manipulation or repeated measurement. This design is considered suitable for capturing respondents' perceptions and organizational conditions as they naturally occur, particularly within a dynamic work environment.

Population and Sample

The population of this study comprises all Generation Z employees working at PT Shinwoo, with individual employees serving as the unit of analysis. Generation Z is selected as the focus of this research due to its distinctive workplace characteristics, including a strong preference for engagement, open communication, and work–life balance.

The sample represents a subset of the population that is expected to adequately reflect the overall characteristics of Generation Z employees within the organization. A total of 60 respondents participated in this study. This sample size is considered sufficient for regression-based statistical analysis and provides a reasonable representation of the research context.

### **Sampling Technique**

This study employs purposive sampling, a non-probability sampling technique in which respondents are selected based on specific criteria relevant to the research objectives. This approach is appropriate because not all members of the population meet the requirements necessary to provide valid and reliable responses.

The inclusion criteria for respondents are Generation Z employees who have worked at PT Shinwoo for a minimum of one year. This criterion is established to ensure that respondents possess adequate experience and familiarity with the organizational environment, enabling them to meaningfully evaluate leadership practices and quality of work life within the company.

### **Data Collection**

Data were collected using primary data through a survey method. The research instrument consisted of a structured questionnaire developed based on established indicators for each variable. The use of questionnaires allows for efficient and standardized data collection from multiple respondents within a limited timeframe.

The questionnaire was distributed online between November and December 2025. Online distribution was selected to enhance accessibility, increase response rates, and improve efficiency in terms of time and cost. All distributed questionnaires were returned and deemed suitable for analysis, resulting in a total of 60 valid responses.

### **Operationalization and Measurement of Variables**

Variable operationalization was conducted to explain how the research variables were empirically measured. All variables in this Variable operationalization was conducted to define how each construct in this study was empirically measured. All variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale was employed to capture respondents' perceptions in a standardized and quantifiable manner, enabling robust statistical analysis.

The measurement instruments were adapted from established prior studies to ensure content validity and theoretical alignment, with minor modifications to fit the

research context. The operationalization of each variable is as follows:

- Employee Performance (Y) was measured using five indicators: work quality, work quantity, timeliness, responsibility, and teamwork [4].
- Servant Leadership (X1) was assessed using five indicators reflecting leader concern, empowerment, employee development, trust, and humility [3].
- Participative Leadership (X2) was measured using four indicators, including employee involvement in decision-making, open communication, appreciation of employee input, and collaborative interaction [8].
- Quality of Work Life (X3) was measured using five indicators encompassing work environment comfort, work–life balance, job satisfaction, social relationships, and employee well-being [7].

### **Instrument Quality Testing**

Prior to hypothesis testing, the measurement instruments were evaluated through validity and reliability assessments to ensure data quality.

Validity testing was conducted to examine the extent to which the questionnaire items accurately represent the underlying constructs. An item is considered valid if it demonstrates a satisfactory correlation with the total construct score, indicating that it effectively measures the intended variable.

Reliability testing was performed using Cronbach's Alpha coefficient to assess the internal consistency of the measurement scales. A Cronbach's Alpha value greater than 0.70 indicates that the instrument is reliable and capable of producing consistent results across items within the same construct.

### **Data Analysis Technique**

This study employs multiple linear regression analysis to examine the effects of servant leadership, participative leadership, and quality of work life on employee performance. This technique is appropriate as it allows for the simultaneous analysis of multiple independent variables influencing a single dependent variable, as well as the estimation of the direction and magnitude of these relationships.

The data analysis procedure was carried out in several stages. First, data quality testing was conducted through validity and reliability assessments. Second, classical assumption tests were performed to ensure the appropriateness of the regression model, including tests of normality, multicollinearity, and heteroscedasticity.

Finally, hypothesis testing was conducted using the t-test to evaluate the partial effects of each independent variable and the F-test to assess the simultaneous effects of all independent variables on employee performance. The level of statistical significance applied in this study was 0.05 ( $p < 0.05$ ), indicating that results are considered significant when the probability value is below this threshold.

### III. RESULTS AND DISCUSSION

#### 1. Respondent Characteristic

TABLE I. RESPONDENT CHARACTERISTIC

Variable	Category	Code	Frequency (persons)	Percentage (%)
Gender	Female	1	50	89.29
	Male	2	6	10.71
	Total		56	
Age	< 25 years	1	54	96.43
	25–30 years	2	2	3.57
	Total		56	
Length of Service	< 1 year	1	45	80.36
	1–3 years	2	8	14.29
	> 3 years	3	3	5.36
	Total		56	

Based on Table 1, the total number of respondents in this study was 56 employees. In terms of gender, the sample was predominantly female, accounting for 89.29% (n = 50), while male respondents represented 10.71% (n = 6). This distribution suggests that the workforce within the observed organization is largely dominated by female employees.

Regarding age, the majority of respondents were under 25 years old (96.43%, n = 54), with only a small proportion aged between 25 and 30 years (3.57%, n = 2). This confirms that the sample primarily represents Generation Z employees, aligning with the focus of this study.

In terms of tenure, most respondents had less than one year of work experience (80.36%, n = 45), followed by those with 1–3 years (14.29%, n = 8), and more than three years (5.36%, n = 3). This indicates that the majority of respondents are relatively new employees, reflecting early career stages and suggesting potential dynamics related to workforce adaptation and turnover.

Overall, the respondent profile is characterized by young, predominantly female employees with relatively short tenure, which is consistent with the demographic characteristics typically associated with Generation Z in entry-level or early-stage employment contexts.

#### 2. Descriptive Statistics

The results of the descriptive statistical analysis indicate that the mean scores of all questionnaire items ranged from 3.82 to 4.35, suggesting that respondents generally expressed agreement with the statements presented. This reflects a positive overall perception of the measured variables.

For the independent variables—servant leadership (X1), participative leadership (X2), and quality of work life (X3)—the mean values were consistently high, indicating that respondents perceived leadership practices and working conditions in a favorable manner. Similarly, the dependent variable, employee performance (Y), also demonstrated relatively high mean values, suggesting that respondents perceived their performance levels to be satisfactory.

The standard deviation values were lower than the corresponding mean values across all variables, indicating limited variability in responses. This suggests a relatively homogeneous perception among respondents, implying consistency in how employees evaluate leadership practices, work environment conditions, and their own performance.

#### 3. Validity and Reliability Testing

The results of the validity test show that all measurement items across variables X1, X2, X3, and Y achieved Corrected Item–Total Correlation values exceeding the threshold of 0.30. This indicates that all items are valid and adequately represent their respective constructs.

Reliability testing further demonstrates that all variables meet the required internal consistency criteria, with Cronbach's Alpha values above 0.70. Specifically, servant leadership (X1) recorded a value of 0.848, participative leadership (X2) 0.891, quality of work life (X3) 0.853, and employee performance (Y) 0.846. These results confirm that the measurement instruments are reliable and capable of producing consistent results.

Overall, the findings indicate that the research instruments used in this study are both valid and reliable, ensuring that the data are suitable for further statistical analysis.

#### 4. Hypothesis Testing

The results of multiple linear regression analysis indicate that servant leadership (X1), participative leadership (X2), and quality of work life (X3) simultaneously have a significant effect on employee performance (Y), as evidenced by a significance value of 0.031 ( $p < 0.05$ ). This suggests that the regression model is statistically significant and capable of explaining the variation in employee performance.

However, the partial test results reveal differences in the influence of each independent variable. Servant leadership (X1) was found to have a significant positive effect on employee performance ( $p = 0.010 < 0.05$ ), indicating that H1 is supported. In contrast, participative leadership (X2) did not show a significant effect ( $p = 0.192 > 0.05$ ), leading to the rejection of H2. Similarly, quality of work life (X3) was also found to have no significant effect on employee performance ( $p = 0.761 > 0.05$ ), resulting in the rejection of H3.

These findings suggest that, while leadership and work environment factors collectively influence employee

performance, only servant leadership demonstrates a direct and significant contribution at the individual variable level.

## DISCUSSION

This study aims to examine the influence of servant leadership, participative leadership, and quality of work life on the performance of Generation Z employees. The findings indicate that, simultaneously, all independent variables significantly influence employee performance, suggesting that leadership styles and work environment conditions collectively contribute to shaping performance outcomes. This supports the view that employee performance is multidimensional and influenced by the interaction of structural and relational factors within the organization.

However, the partial results reveal that only servant leadership has a significant effect on employee performance, while participative leadership and quality of work life do not demonstrate significant individual effects. This finding highlights the dominant role of relational and socio-emotional leadership approaches compared to structural or participatory mechanisms in influencing the performance of Generation Z employees.

### **The Influence of Servant Leadership on Employee Performance**

The results confirm that servant leadership has a positive and significant effect on employee performance. This finding reinforces the argument that leadership approaches emphasizing empathy, support, and employee development are particularly effective in enhancing performance outcomes.

From a theoretical perspective, servant leadership can be understood as a manifestation of altruistic leadership behavior, where leaders prioritize employee well-being beyond formal organizational expectations. Such altruistic orientation fosters affective commitment, trust, and reciprocity, which in turn encourage employees to exhibit higher levels of performance. This is consistent with prior findings that highlight the role of altruism and socio-emotional support in strengthening positive employee behaviors and organizational effectiveness.

Furthermore, Generation Z employees tend to value supportive, inclusive, and relationship-oriented leadership. Servant leadership creates a psychologically safe environment that promotes engagement and intrinsic motivation, enabling employees to perform more effectively. Therefore, this study provides empirical support for the relevance of servant leadership in managing younger workforce cohorts.

### **The Influence of Participative Leadership on Employee Performance**

The findings indicate that participative leadership does not have a significant effect on employee performance. While participative leadership is generally associated with increased engagement and ownership, its effectiveness appears to be context-dependent.

In the context of a manufacturing environment, where tasks are standardized and performance targets are clearly defined, opportunities for employee participation in decision-

making may be limited. As a result, participative mechanisms may not directly translate into improved performance outcomes. Instead, employees may rely more on clear instructions, structured workflows, and direct supervision.

Additionally, from a socio-emotional perspective, participation alone may be insufficient to drive performance if it is not accompanied by strong relational support, trust, and psychological safety. This suggests that participative leadership requires complementary relational dynamics to be effective. For Generation Z employees, meaningful interaction and emotional support may be more influential than formal involvement in decision-making processes.

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

The results show that quality of work life does not have a significant direct effect on employee performance. This finding suggests that while QWL is important, its influence may be more indirect rather than immediate.

Theoretically, QWL is more closely associated with affective outcomes such as job satisfaction, well-being, and retention rather than direct performance indicators. A supportive work environment, including work-life balance and employee well-being, contributes to long-term engagement and organizational commitment, which may subsequently influence performance.

In this study, the performance of Generation Z employees appears to be more strongly influenced by proximal factors—particularly leadership behaviors experienced in daily interactions—rather than broader environmental conditions. This indicates that, in early career stages, employees may prioritize direct guidance, feedback, and relational support over generalized work environment attributes.

### **Practical Implications**

The findings of this study provide several managerial implications. First, organizations should prioritize the implementation of servant leadership practices, particularly by fostering empathy, providing individualized support, and facilitating employee development. Leaders who demonstrate genuine concern for employee well-being are more likely to enhance motivation and performance.

Second, organizations should critically evaluate the application of participative leadership, ensuring that it is aligned with job characteristics and operational contexts. In highly structured environments, participation mechanisms should be complemented with clear direction and relational support to maximize effectiveness.

Third, while quality of work life remains important, organizations should focus on integrating QWL initiatives with engagement and relational strategies to ensure that these factors contribute more directly to performance outcomes.

### **Limitations and Future Research**

This study has several limitations. First, the sample size is relatively small and limited to a single organization, which may affect the generalizability of the findings. Second, the

cross-sectional design restricts the ability to capture causal dynamics over time. Third, this study focuses on a limited set of variables and does not incorporate mediating or moderating factors that may provide deeper insights into the relationships examined.

Future research is recommended to expand the sample size and include multiple organizational contexts to improve generalizability. Additionally, future studies may incorporate mediating variables such as employee engagement or perceived organizational support, as well as moderating variables such as organizational culture or job characteristics, to better understand the underlying mechanisms influencing employee performance.

#### IV. CONCLUSIONS

This study concludes that servant leadership has a significant positive effect on the performance of Generation Z employees, while participative leadership and quality of work life do not demonstrate significant partial effects. However, all variables simultaneously contribute to employee performance, indicating that leadership and work environment factors collectively play an important role.

These findings highlight the critical importance of service-oriented and relational leadership approaches in enhancing employee performance, particularly among Generation Z employees. Organizations are therefore encouraged to adopt leadership strategies that emphasize empathy, support, and employee development to achieve sustainable performance outcomes.

This study concludes that servant leadership has a significant effect on the performance of Generation Z employees at PT Shinwoo Majalengka, while participative leadership and quality of work life do not have a significant partial effect on employee performance. Nevertheless, the three variables simultaneously have a significant influence on employee performance. These findings indicate that service-oriented leadership plays a key role in improving the performance of Generation Z employees.

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