
MODEL OF THE INFLUENCE OF QUALITY OF WORK LIFE (QWL) ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT AMAL SEHAT HOSPITAL SRAGEN, CENTRAL JAVA, 2024

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ABSTRACT

This research aims to explore the effect of Quality of Work Life (QWL) on employee performance, with Organizational Citizenship Behavior (OCB) acting as a mediator, at Amal Sehat Sragen Hospital in Central Java in 2024. Employing a quantitative research approach, data was gathered through a non-probability sampling method, specifically purposive sampling. Surveys were administered to and completed by 77 hospital employees. The collected data was examined using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that Organizational Citizenship Behavior significantly impacts Employee Performance. Additionally, Quality of Work Life positively affects Organizational Citizenship Behavior and directly influences Employee Performance. The study also demonstrates that Quality of Work Life indirectly boosts Employee Performance by positively affecting Organizational Citizenship Behavior. This research provides valuable insights into the mechanisms through which QWL can foster desirable workplace behaviors and ultimately enhance employee performance in healthcare settings like Amal Sehat Sragen Hospital.

Keywords : Employee Performance; Organizational Citizenship Behavior; Quality of Work Life

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Quality of Work Life (QWL) terhadap kinerja karyawan, dengan Organizational Citizenship Behavior (OCB) sebagai mediatornya, di RS Amal Sehat Sragen Jawa Tengah pada tahun 2024. Dengan menggunakan pendekatan penelitian kuantitatif, data dikumpulkan melalui metode non-probability sampling, khususnya purposive sampling. Survei dilakukan dan diselesaikan oleh 77 karyawan rumah sakit. Data yang terkumpul diperiksa dengan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa Organizational Citizenship Behavior berpengaruh signifikan terhadap Kinerja Pegawai. Selain itu, Quality of Work Life berpengaruh positif terhadap Organizational Citizenship Behavior dan berpengaruh langsung terhadap Kinerja Karyawan. Penelitian ini juga menunjukkan bahwa Quality of Work Life secara tidak langsung meningkatkan Kinerja Karyawan dengan mempengaruhi secara positif Organizational Citizenship Behavior. Penelitian ini memberikan wawasan berharga tentang mekanisme QWL yang dapat menumbuhkan perilaku kerja yang diinginkan dan pada akhirnya meningkatkan kinerja karyawan di lingkungan layanan kesehatan seperti Rumah Sakit Amal Sehat Sragen.

Kata Kunci : Kinerja Pegawai; Organizational Citizenship Behavior; Kualitas Kehidupan Kerja

INTRODUCTIONS

Accomplishing an organization's purpose or achieving success, whether in a business or public context, heavily relies on effective management of human resources. The commitment of individuals within an organization plays a pivotal role in this dynamic. Employees who exhibit high levels of commitment demonstrate superior work performance, exhibit lower absenteeism rates, and are less likely to leave their positions. Such dedication invariably translates to heightened productivity, whereas those with lower commitment may negatively impact organizational outcomes.

Furthermore, achieving maximum performance in an organization necessitates more than just fulfilling assigned duties; it extends to behaviors beyond the job description, often referred to as Organizational Citizenship Behavior (OCB). OCB encompasses voluntary actions that contribute to organizational effectiveness and are considered crucial indicators of employee attitudes. Workplaces characterized by strong OCB tend to exhibit superior overall performance due to the proactive contributions of their workforce.

The Quality of Work Life (QWL) concept reflects employees' perceptions of their job satisfaction, comfort, and opportunities for personal growth. This multidimensional construct encompasses various factors such as effective communication channels, opportunities for career development, organizational support and commitment, emotional support from supervisors, flexible work arrangements, a culture responsive to employee needs, motivational factors, the overall organizational climate, and the adequacy of benefits and compensation. Organizations that fail to meet these QWL dimensions may struggle to retain talent, as employees are inclined to seek environments that prioritize their well-being and development.

In measuring OCB, scholars identify five key dimensions: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. These dimensions illustrate the range of behaviors that contribute to organizational success beyond formal job requirements. Notably, the connection between QWL and OCB is significant. As noted by Susanti (2015), fostering a supportive QWL environment is instrumental in cultivating OCB among employees, thereby enhancing organizational effectiveness and performance.

In conclusion, the interplay between QWL and OCB underscores the importance of organizational strategies that prioritize employee well-being and engagement. By nurturing a positive QWL environment, organizations not only improve employee satisfaction and retention but also foster a culture of proactive citizenship behaviors that ultimately contribute to sustained success and competitive advantage in the long term.

METHODS

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229).

Research Object

The research object determined as the independent variable is Quality of Work Life. The research object as the dependent variable is employee performance. In this study, the mediating variable is Organizational Citizenship Behavior.

Unit of Analysis

In the current study, the researcher chose an individual analysis unit where the data source was taken from individuals in this case every employee at the Sragen Amal Sehat Hospital as respondents.

Research Type

The current study uses quantitative research with a descriptive analytical approach. This study uses a survey method. Based on the time, this study is a cross-sectional study.

Variable Measurement

In this study, the independent variable under investigation is Quality of Work Life. Quality of work life refers to the overall workplace conditions that influence the physical, mental, and emotional well-being of employees. Factors such as a safe work environment, social support from colleagues and supervisors, and work-life balance are crucial components of quality of work life that can impact various aspects within an organization.

The dependent variable in this research is employee performance, which can be assessed from multiple angles, such as productivity, attendance, error rates, and contributions to organizational objectives. The main focus of the study is to explore the

connection between quality of work life and employee performance, with the assumption that a high quality of work life can improve overall employee performance. Besides the independent and dependent variables, this study also considers an intervening variable: Organizational Citizenship Behavior (OCB). OCB encompasses voluntary actions that, although not part of an employee's formal job duties, enhance organizational effectiveness. Examples include assisting coworkers, engaging in organizational activities, and showing loyalty to the company. This research will investigate how quality of work life might affect OCB, which may, in turn, mediate the relationship between quality of work life and employee performance.

Given the intricate interactions among these variables, this research seeks to offer a deeper insight into how enhancements in quality of work life can boost employee performance by influencing OCB. The findings of this study could aid management in improving workplace conditions, thereby fostering employee well-being and enhancing overall organizational performance.

Variable Measurement Scale

The Likert scale was used in this study.

Population and Sample

The study focuses on all employees of Sragen Amal Sehat Hospital, totaling 320 individuals who meet the specified research inclusion criteria. Given the population size, the researchers applied the Slovin calculation formula to determine the appropriate sample size, resulting in 77 respondents. The choice of sample was made through purposive sampling, a method selected to ensure that participants met specific criteria relevant to the study's objectives.

Purposive sampling allows researchers to strategically select participants who possess characteristics or experiences essential for investigating the variables under scrutiny. In this case, the method ensured that the sample adequately represented the diverse roles and perspectives within the hospital workforce, ranging from medical practitioners to administrative staff. By using purposive sampling alongside the Slovin formula, the study aimed to gather a focused yet representative group whose insights could contribute significantly to understanding the relationship between quality of work life, organizational citizenship behavior, and employee performance within the hospital setting. This approach enhances the study's reliability and validity by targeting

individuals who can provide rich and relevant data to address the research questions effectively.

Data Collection Method

Primary data is data taken directly from the research sample with respondents through the help of a questionnaire. Secondary data is obtained through a review of journals, articles and books.

Data Analysis Method

Data analysis method with inferential statistics through the structural equation modeling (SEM) approach using the SmartPLS 4.0 software system.

Quality of Work Life Variable

In general, respondents consider that Quality of Work Life is in accordance with employee expectations. This is evidenced by the mean figure of 4.27 which is in the category between 3.68 - 5.00, which is included in the agreed category.

Organizational Citizenship Behavior Variable

Most respondents have carried out voluntary behavior that exceeds their core role or duties towards the hospital, which is evidenced by the mean figure of 4.29 which is included in the category between 3.68 - 5.00 or in the agreed category.

Employee Performance Variable

In general, most respondents already have good performance, as evidenced by the high mean value, which is between 3.68 - 5.00 of 4.26.

Inferential Analysis

Analysis using Partial Least Squares (PLS) was selected due to the constraints of a small sample size, which necessitates a robust method capable of handling complex causal relationships effectively. The results obtained from the analysis conducted using SmartPLS 4.0 software provide insightful findings. The PLS diagram generated illustrates the intricate network of causal links among exogenous and endogenous variables, highlighting the role of mediating variables in shaping outcomes. Image 4.4 PLS Path Model Diagram.

In Figure 1, the PLS diagram visually represents the connections between the various indicators within each variable and delineates the causal pathways linking Quality of Work Life (QWL) factors to employee performance. Notably, the diagram elucidates how Organizational Citizenship Behavior (OCB) acts as a mediator in this

relationship, influencing the extent to which QWL dimensions impact overall organizational effectiveness.

The inclusion of mediating variables like OCB in the analysis enriches our understanding of the mechanisms through which QWL influences employee performance. By examining these intermediary factors, organizations can gain deeper insights into how improving QWL can lead to enhanced employee engagement, satisfaction, and ultimately, organizational success.

Moreover, leveraging SmartPLS 4.0 for such analyses underscores its utility in exploring nuanced relationships within organizational contexts, particularly when dealing with limited sample sizes. This approach not only enhances the validity of findings but also provides practical insights that can inform strategic decisions aimed at optimizing workplace conditions and performance outcomes.

In conclusion, the application of PLS methodology coupled with SmartPLS 4.0 software enables a comprehensive examination of complex causal relationships in organizational research. By visualizing these relationships through detailed diagrams like Figure 4.4, researchers and practitioners alike can discern actionable insights to foster a supportive work environment conducive to both employee well-being and organizational achievement.

Outer Model Evaluation

Convergent Validity (Outer Loading)

Convergent validity in research refers to the degree to which different measures of the same construct are correlated. It ensures that the variables used in a study indeed measure the same underlying concept or construct. One of the key indicators of convergent validity is the outer loading value, which reflects how well each indicator (or item) of a latent variable correlates with that variable. Typically, an outer loading value greater than 0.50 is considered indicative of good convergent validity. This criterion suggests that the items reliably capture the essence of the construct they are intended to measure, demonstrating a strong correlation with the overall construct.

Achieving robust convergent validity is essential for ensuring the accuracy and reliability of research findings. When multiple indicators consistently converge on a single construct, researchers can have greater confidence in the validity of their

measurements. This confidence allows for more accurate conclusions to be drawn about relationships between variables or the effects of interventions in empirical studies.

Moreover, beyond the numerical threshold of 0.50 for outer loadings, researchers also consider other statistical measures such as average variance extracted (AVE) and composite reliability (CR) to further validate convergent validity. The AVE assesses the amount of variance captured by the latent variable relative to the measurement error, with values typically exceeding 0.50 indicating satisfactory convergent validity. Similarly, CR evaluates the internal consistency of the items within a latent variable, with values above 0.70 generally considered acceptable.

In practice, ensuring convergent validity involves careful selection and refinement of measurement items through techniques like exploratory factor analysis (EFA) or confirmatory factor analysis (CFA). These methods help researchers identify and refine items that best represent the latent constructs under investigation, thereby enhancing the reliability and validity of the study outcomes. By adhering to rigorous standards of convergent validity, researchers can strengthen the theoretical foundations of their studies and contribute more robustly to the body of knowledge in their respective fields.

Discriminant Validity

In reflective indicator measurement models, discriminant validity ensures that each latent variable is distinct from others by examining whether the AVE (Average Variance Extracted) exceeds 0.5 for each construct. This criterion indicates that the variance captured by the construct's indicators is greater than measurement error, affirming that the construct is distinct and reliably measured. While the recommended minimum AVE is 0.5, variations exist in the field where slightly lower values may be acceptable under specific conditions. For instance, if a construct's AVE falls below 0.5 but maintains a composite reliability above 0.7 and demonstrates satisfactory convergent validity, it can still support discriminant validity.

Table 1 presents the discriminant validity results for all variables examined in the study, indicating that each construct meets the established criteria. This assessment typically involves examining the correlations between constructs and comparing them against the square root of the AVE for each construct. When the correlations between constructs are consistently lower than the square roots of their respective AVE values, it

confirms that the constructs are sufficiently distinct from one another. This methodological rigor ensures that the measurement model accurately distinguishes between different constructs, thereby enhancing the reliability and validity of the study's findings.

Furthermore, ensuring discriminant validity is crucial in preventing issues such as multicollinearity and spurious relationships between constructs. By establishing clear boundaries between variables, researchers can confidently interpret relationships and draw meaningful conclusions about the factors influencing phenomena under investigation. This rigorous approach not only strengthens the theoretical underpinnings of research but also contributes to the advancement of knowledge within specific disciplines by providing robust evidence of construct validity and reliability. Thus, by adhering to established criteria and employing rigorous statistical analyses, researchers can effectively demonstrate discriminant validity and uphold the integrity of their empirical findings. Look Table 1. AVE Score.

Construct Reliability

1. Composite Reliability

Composite reliability is a critical measure used in research to evaluate the consistency and dependability of variables within a measurement model. It serves as an indicator of the internal consistency of a construct, reflecting the extent to which the items or indicators comprising the variable consistently measure the underlying construct. A composite reliability value exceeding 0.7 is generally considered acceptable, indicating that the measurement instrument is sufficiently reliable for research purposes. In the context of Table 2, where each variable demonstrates a composite reliability value exceeding 0.90, it is evident that all variables exhibit exceptionally high levels of reliability.

The high composite reliability values observed across all variables in Table 2 underscore the robustness of the measurement model employed in the study. Such high reliability suggests that the measurement instruments reliably capture the intended constructs without significant measurement error. This is crucial for ensuring the accuracy and validity of study findings, as unreliable measures can lead to skewed results and erroneous conclusions. Researchers can therefore have confidence that the

variables assessed in the study are consistently and accurately measured, enhancing the credibility of their research outcomes.

Moreover, beyond establishing reliability, high composite reliability values also contribute to the overall validity of the research. Reliable measures contribute to stronger statistical relationships and more precise estimation of effects between variables. This reliability is particularly essential in fields where precision and accuracy in measurement are paramount, such as psychology, sociology, and organizational research. By demonstrating excellent composite reliability, researchers not only uphold methodological rigor but also lay a solid foundation for building theoretical frameworks and advancing knowledge within their respective domains.

In conclusion, the composite reliability values exceeding 0.90 as indicated in Table 2 affirm the robustness and internal consistency of the variables measured in the study. This reliability enhances the trustworthiness of research findings and supports the validity of conclusions drawn from empirical analyses. Researchers should continue to prioritize reliability assessments as part of methodological rigor to ensure that their findings accurately reflect the phenomena under investigation, thereby contributing meaningfully to the advancement of scientific knowledge. Look Table 2 Composite Reliability Score.

2. Cronbach's Alpha

Cronbach's alpha is a widely used measure in research to assess the internal consistency or reliability of a set of measurement items that collectively form a construct. It provides a numerical estimate of how well the items within a construct are correlated with each other, with values typically ranging from 0 to 1. A Cronbach's alpha value exceeding 0.7 is generally considered satisfactory, indicating that the items in the construct are sufficiently interrelated and measure the same underlying concept reliably. In the context of Table 3, where all variables exhibit Cronbach's alpha values greater than 0.70, it signifies that each construct in the study meets the minimum reliability threshold.

The robust Cronbach's alpha values observed across all variables in Table 3 affirm the internal consistency and reliability of the measurement instruments employed. This consistency is crucial for ensuring that the constructs under investigation are accurately and consistently measured, thereby enhancing the validity of the study's findings.

Researchers can rely on these reliable measures to draw conclusions about relationships between variables, confidently interpreting the impact of different factors on the phenomena of interest.

Furthermore, Cronbach's alpha values provide insights into the coherence of the measurement items within each construct. High alpha values suggest that the items are highly correlated and effectively capture the construct's intended dimensions. This coherence is essential for constructing reliable scales and questionnaires in fields such as social sciences, education, and healthcare, where accurate measurement of latent constructs is essential for understanding complex phenomena.

In conclusion, the Cronbach's alpha values exceeding 0.70 as depicted in Table 3 underscore the strong reliability of the variables examined in the study. This reliability enhances the credibility of the research outcomes and supports the validity of conclusions drawn from the data analysis. By ensuring high internal consistency through Cronbach's alpha assessment, researchers contribute to the robustness of their research methodologies and strengthen the foundation for advancing knowledge in their respective fields. Look Table 3. Cronbach's Alpha Score.

Inner Model Evaluation

This test uses several inner model test methods that are carried out by one-tailed hypothesis testing with the re-sample or bootstrapping method using the Smart PLS® 4.0.9.6 system

There are several stages used in the inner model, namely the multicollinearity test with the Variance inflation factor (VIF), R-Square (R²) and f square (f²).

1. Multicollinearity with Variance Inflation Factor (VIF)

The ideal Variance Inflation Factor (VIF) value is below three and if the VIF value is above five, then it can be said to be multicollinearity. Look Table 4. Multicollinearity With Variance Inflation Factor(VIF)

The multicollinearity test results shown in the table reveal that the Variance Inflation Factor (VIF) values for both Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) variables are within acceptable limits, indicating no multicollinearity issues among these variables. Multicollinearity, occurring when independent variables in a regression model are highly correlated, can distort coefficient estimates and compromise the reliability of statistical inferences.

By observing that the VIF values for QWL and OCB are within the recommended thresholds, typically below 10 or even 5 in some rigorous analyses, the findings affirm the independence and unique contribution of each variable in explaining the outcomes under investigation. This implies that in the context of this study, QWL factors and OCB dimensions operate relatively independently in influencing employee performance or other outcomes of interest.

Moreover, addressing multicollinearity concerns is crucial for ensuring the robustness and accuracy of statistical models. It allows researchers to confidently interpret the relationships between variables without the confounding effects that high intercorrelations can introduce. Such meticulous attention to statistical assumptions and data quality enhances the credibility of research findings and strengthens the theoretical underpinnings of organizational studies.

Furthermore, these results underscore the methodological rigor applied in the analysis, utilizing appropriate statistical techniques to validate the reliability of the findings. By meticulously examining and reporting on multicollinearity tests, researchers contribute to the transparency and reproducibility of their research, thereby facilitating informed decision-making and strategic planning within organizational settings.

In summary, the absence of multicollinearity between QWL and OCB variables, as confirmed by the VIF values presented in the table, reinforces the validity of the study's conclusions regarding the distinct impacts of workplace quality and citizenship behaviors on organizational outcomes. This analytical approach not only enhances the scholarly rigor of the research but also provides actionable insights for practitioners aiming to enhance workplace dynamics and performance effectively.

2. Goodness of Fit - Inner Model

The goodness of fit of the inner model in a structural equation model (SEM) is critical for assessing how well the model aligns with observed data and the accuracy of its predictions. A key measure in this evaluation is the R-square (R^2), which indicates the proportion of variance explained by the dependent latent variables in the model. A higher R^2 value suggests that the model offers a more comprehensive explanation of the variability in the dependent variables, thereby increasing its predictive capability.

In addition to R^2 , another important metric in evaluating goodness of fit is Q-square (Q^2), which measures the predictive relevance of the model. Q-square assesses how well the model predicts the observed outcomes beyond what would be expected by chance. A Q-square value greater than 0 indicates that the model has satisfactory predictive relevance, meaning it successfully predicts the observed data points better than a simple average.

The assessment of Q-square is particularly crucial in structural models where the goal is to understand and predict complex relationships between variables. By evaluating Q-square, researchers can gauge the model's ability to generalize and predict outcomes in new data sets or under different conditions. This predictive validity is essential for validating the theoretical constructs and relationships proposed in the model, ensuring that the findings are robust and applicable beyond the specific sample used in the study.

Furthermore, interpreting the goodness of fit measures like R-square and Q-square involves comparing them against established benchmarks and considering the context of the research question. These measures not only validate the reliability of the model but also provide insights into its explanatory power and practical relevance in real-world applications. Therefore, ensuring a good fit for the inner model through comprehensive evaluation of R-square and Q-square contributes to the overall rigor and validity of structural equation modeling studies, supporting informed decision-making and advancing knowledge in diverse fields of research.

The table indicates an R^2 value of 0.965 for the employee performance construct, indicating that Quality of Work Life and Organizational Citizenship Behavior collectively explain 96.5% of the variance in employee performance. Additionally, the table shows an R^2 value of 0.788 for the Organizational Citizenship Behavior construct, meaning that Quality of Work Life alone accounts for 78.8% of the variance in Organizational Citizenship Behavior.

3. Value Effect size f-square (f^2)

The effect size, represented by f^2 , is an important statistical metric that quantifies the strength of relationships between independent and dependent variables within a study. It offers valuable insights into the extent to which variance in the dependent variable can be attributed to the independent variable, thereby emphasizing the practical

significance of the study's results. In the context of this research, the effect size values shown in the table suggest substantial and meaningful relationships between Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and employee performance.

Specifically, the findings reveal that Quality of Work Life exerts a strong effect on both Organizational Citizenship Behavior and employee performance. A strong effect size suggests that variations in QWL significantly influence the levels of OCB demonstrated by employees, as well as their overall performance outcomes within the organization. This underscores the importance of fostering a supportive and enriching work environment that enhances QWL, thereby potentially boosting employee engagement and discretionary behaviors beneficial to organizational goals.

Moreover, while the impact of Organizational Citizenship Behavior on employee performance is noted to be of moderate magnitude, this finding still highlights the significant role that OCB plays in contributing to overall job performance. Moderate effect sizes indicate that while OCB does impact performance outcomes, other factors may also influence employee productivity and effectiveness in varying degrees.

Understanding these effect sizes provides researchers and practitioners with valuable insights into the relative importance of different variables in organizational contexts. By quantifying these relationships, organizations can prioritize interventions and strategies that enhance QWL and foster positive organizational behaviors like OCB, thereby potentially improving overall performance and productivity. Furthermore, interpreting effect sizes enables a nuanced understanding of the complex dynamics at play within workplace environments, facilitating evidence-based decision-making and strategic initiatives aimed at optimizing organizational effectiveness and employee satisfaction. Look Table 6. Value Effect size f-square(f).

Main Effect Hypothesis Test

Hypothesis testing in this study uses a significance value of 5% with a t statistic value of 1.645. So, the hypothesis acceptance criteria are when the t statistic > 1.645. Look Table 7 Hypothesis Test Result Table and Table 8. Mediaton Effect Test Result Table

Referring to Table 7 above, the statistical analyses reveal compelling insights into the relationships among Organizational Citizenship Behavior (OCB), Quality of

Work Life (QWL), and employee performance within the organizational context. Firstly, Organizational Citizenship Behavior emerges as a significant predictor of employee performance, substantiated by a robust t-value of 3.110, surpassing the critical threshold and a p-value of 0.002, indicating statistical significance. This finding underscores the pivotal role of employees' discretionary efforts and behaviors beyond their formal roles in influencing overall job performance.

Secondly, Table 7 illustrates that Quality of Work Life significantly impacts Organizational Citizenship Behavior, supported by a substantial t-value of 45.838 and a p-value of 0.000. These statistical indicators highlight that a positive work environment, characterized by supportive policies and practices, fosters organizational citizenship behaviors among employees. Such behaviors, in turn, contribute to a cohesive work culture and enhanced organizational effectiveness.

Moreover, Quality of Work Life exerts a significant influence on employee performance, as indicated by a substantial t-value of 13.698 and a p-value of 0.000. This underscores the significance of implementing measures to enhance work conditions, job satisfaction, and employee well-being, as these elements directly contribute to improved job performance and productivity.

Expanding on these primary findings, Table 8 offers insights into the mediating role of Organizational Citizenship Behavior (OCB). It reveals that OCB mediates the association between Quality of Work Life (QWL) and employee performance, supported by a t-value of 3.094 and a significant p-value of 0.002. This mediation analysis indicates that the favorable impact of QWL on employee performance is, in part, facilitated through its influence on encouraging OCB. Employees who perceive better QWL are more inclined to engage in behaviors that contribute to the organization beyond their formal duties, thereby augmenting their overall job performance.

In summary, the findings underscore the complex interplay among Quality of Work Life, Organizational Citizenship Behavior, and employee performance. By understanding these relationships, organizations can strategically focus on improving work conditions and fostering a culture that promotes proactive behaviors among employees, ultimately leading to improved organizational outcomes and sustained competitive advantage. These insights derived from rigorous statistical analyses not

only validate theoretical frameworks but also provide actionable recommendations for enhancing workplace dynamics and employee engagement.

DISCUSSION

Relationship between Organizational Citizenship Behavior and Employee Performance

The study findings underscore a substantial influence of Organizational Citizenship Behavior (OCB) on employee performance, as evidenced by statistical measures such as a t-value of 3.110, exceeding the critical threshold of 1.965. Additionally, the obtained p-value of 0.002, below the standard significance level of 0.05, reinforces the robustness of this relationship. These statistical indicators affirm that OCB plays a pivotal role in improving employee performance within organizational contexts.

This finding resonates with previous research by Ega (2017), which similarly concluded a robust association between Organizational Citizenship Behavior and employee performance. Ega's study underscores the enduring relevance of OCB in fostering employee dedication and operational effectiveness.

At the Sragen Amal Sehat Hospital, employees actively engage in activities beyond their formal job roles to bolster hospital services and overall company performance. Recognizing that mere compliance with job duties may not suffice for achieving operational excellence, these employees willingly undertake supplementary responsibilities. This behavior not only reflects their dedication to organizational goals but also signifies a form of loyalty that contributes to the hospital's success.

Extensive scholarly investigations, such as those conducted by Podsakoff et al. (2000) and Alhamda and Sanusi (2006), consistently support the premise that OCB positively influences employee performance. These studies emphasize that when employees exhibit OCB, it fosters smoother social dynamics within the organization, diminishes conflicts, and augments operational efficiency. Consequently, organizations benefit from improved interpersonal relationships among staff and heightened overall productivity.

In conclusion, the study's findings underscore the pivotal role of Organizational Citizenship Behavior in shaping employee performance and organizational outcomes. By voluntarily embracing additional responsibilities beyond their core duties,

employees not only demonstrate their commitment but also contribute significantly to organizational success and cohesion.

Relationship between Quality of Work Life and Organizational Citizenship Behavior

The study findings highlight a substantial influence of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB), as evidenced by robust statistical measures. Specifically, the t-value of 45.838 significantly surpasses the critical t-value of 1.965, and the p-value of 0.000, being less than the conventional threshold of 0.05, underscores the strong relationship between QWL and OCB. These statistical indicators affirm the pivotal role of QWL in shaping employees' discretionary efforts and behaviors within the organization.

This conclusion aligns with prior research by Nair (2013), which similarly established a significant correlation between QWL and OCB. Nair's findings emphasize that a favorable QWL empowers individuals to harness their potential and capabilities effectively, leveraging organizational resources to execute their responsibilities diligently. Employees experiencing enhanced QWL are more likely to exhibit proactive behaviors that extend beyond their formal job descriptions, thereby contributing positively to organizational effectiveness and cohesion.

At its core, a conducive QWL cultivates an environment where employees feel supported and motivated, thereby enhancing their commitment to organizational goals. This phenomenon suggests that investments in improving QWL not only foster employee well-being but also yield tangible benefits in terms of enhanced OCB and overall organizational performance.

Moreover, the symbiotic relationship between QWL and OCB underscores the importance of holistic approaches to employee management. Organizations that prioritize initiatives aimed at enhancing QWL stand to gain from increased employee engagement, reduced turnover rates, and improved job satisfaction levels. These outcomes further solidify the argument that QWL serves as a foundational element in fostering a positive work culture conducive to sustained organizational success.

In summary, the findings underscore the critical nexus between Quality of Work Life and Organizational Citizenship Behavior, highlighting QWL's role in nurturing a workforce that is not only productive but also deeply committed to the organization's

mission and values. As organizations strive to optimize performance and foster a supportive workplace environment, investing in QWL emerges as a strategic imperative with far-reaching implications for employee engagement and organizational resilience.

Relationship between Quality of Work Life and Employee Performance

The study findings unequivocally underscore the profound impact of Quality of Work Life (QWL) on employee performance, substantiated by compelling statistical evidence. Specifically, the t-value of 13.698 significantly surpasses the critical t-value of 1.965, while the p-value of 0.000, falling well below the conventional significance level of 0.05, reinforces the robust correlation between QWL and employee performance. These statistical benchmarks unequivocally affirm QWL's pivotal role in shaping employee productivity and contributions within organizational settings.

These findings resonate with earlier research by Bhe & Che Rose (2007) and Lau (2000), both of whom corroborated a strong linkage between QWL and organizational performance. Lau's work particularly underscores how a favorable QWL environment cultivates conditions where employees are more motivated to contribute effectively to organizational goals.

Central to this discussion is the recognition that QWL initiatives are instrumental in enhancing employee engagement and participation. As highlighted by Mathis and Jackson (2006), employee performance is intricately tied to their sense of job satisfaction and well-being, both of which are nurtured by a supportive QWL framework. When employees perceive their work environment as conducive and supportive, they are more inclined to actively participate in decision-making processes and exert discretionary efforts aimed at improving organizational outcomes.

Moreover, efforts aimed at enhancing performance and output quality often hinge on fostering a collaborative and empowering work culture. Siagian (2009) underscores the importance of employee involvement in decision-making, positing that such participation not only enhances job satisfaction but also boosts organizational effectiveness by tapping into diverse perspectives and innovative solutions.

In essence, the study's findings underscore QWL as a linchpin in optimizing employee performance and organizational success. By prioritizing QWL initiatives, organizations not only enhance employee satisfaction and well-being but also cultivate a workforce that is motivated to contribute meaningfully to achieving organizational

objectives. As businesses navigate the complexities of modern workplaces, investing in QWL emerges as a strategic imperative that yields dividends in terms of enhanced productivity, innovation, and overall organizational resilience.

Relationship of Quality of Work Life to Employee Performance Through Organizational Citizenship Behavior

The study's findings reveal that Organizational Citizenship Behavior (OCB) plays a crucial role as a mediator in the relationship between Quality of Work Life (QWL) and employee performance, supported by robust statistical evidence. The t-value of 3.094 significantly exceeds the t-table value of 1.965, while the p-value of 0.002, falling below the typical threshold of 0.05, underscores the significant mediating effect of OCB. These findings highlight OCB as a mechanism through which QWL influences employee performance within organizational contexts.

These results align with prior research conducted by Rahma & Widiartono (2016), reinforcing the notion that QWL indirectly impacts employee performance by fostering OCB. This indirect pathway suggests that a favorable QWL environment enhances employee engagement and satisfaction, which in turn promotes proactive behaviors encapsulated by OCB.

Central to the concept of QWL is its aim to enhance overall employee efficiency, job satisfaction, and work behaviors. Hermawati and Nasharuddin (2016) emphasize the pivotal role of OCB in driving performance improvements by facilitating positive interpersonal relationships and mutual support among employees. When employees engage in OCB, they contribute voluntarily to tasks beyond their formal roles, thereby fostering a collaborative work environment that enhances overall organizational effectiveness.

Moreover, the mediating role of OCB underscores its importance in organizational dynamics. By encouraging behaviors such as helping coworkers, participating in organizational activities, and demonstrating loyalty, OCB contributes not only to enhanced individual performance but also to a cohesive organizational culture that values teamwork and collective success.

In conclusion, the study underscores the intricate interplay between QWL, OCB, and employee performance. By promoting a supportive QWL environment, organizations can cultivate conditions that foster OCB behaviors, thereby bolstering

employee satisfaction and organizational outcomes. Investing in initiatives that enhance QWL not only improves workplace conditions but also strengthens the organizational fabric, positioning businesses for sustained growth and success in a competitive landscape.

Conclusion

The findings of this study highlight significant relationships among Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and Employee Performance (EP). According to the conclusions drawn, Organizational Citizenship Behavior (Z) plays a pivotal role in influencing Employee Performance (Y). This observation underscores the importance of employees' discretionary efforts and their impact on overall organizational outcomes. Moreover, the study reveals that Quality of Work Life (X) exerts a positive influence on Organizational Citizenship Behavior (Z), suggesting that a supportive and positive work environment fosters higher levels of voluntary contributions and engagement from employees.

Additionally, the Quality of Work Life (X) is shown to directly enhance Employee Performance (Y). This direct relationship underscores the notion that when employees perceive their work environment positively—feeling satisfied, supported, and equipped with opportunities for growth—their performance is likely to improve accordingly. Furthermore, the study identifies an indirect pathway through which Quality of Work Life (X) influences Employee Performance (Y), mediated by Organizational Citizenship Behavior (Z). This dual influence suggests that improvements in QWL not only bolster performance through direct means but also through the enhancement of discretionary behaviors that contribute to organizational effectiveness.

Understanding these dynamics is crucial for organizations aiming to optimize their performance outcomes. By prioritizing initiatives that enhance Quality of Work Life, such as improving communication channels, providing adequate resources, offering developmental opportunities, and fostering a culture of respect and support, organizations can stimulate higher levels of both Organizational Citizenship Behavior and Employee Performance. This holistic approach not only aligns with contemporary organizational theories emphasizing employee well-being and engagement but also offers practical insights into fostering a productive and cohesive workplace environment.

Moreover, these findings underscore the interconnectedness of organizational factors and the importance of considering multiple dimensions when designing interventions aimed at enhancing employee performance and overall organizational success. By leveraging these insights, organizations can tailor their strategies to create environments that nurture employee commitment, engagement, and ultimately, sustained high performance. This integrated approach not only benefits organizational outcomes but also enhances employee satisfaction and retention, contributing to long-term success and competitive advantage in the dynamic business landscape.

Acknowledgments

Managerial Implications

This study can be used by the Sragen Amal Sehat Hospital in improving employee performance: The hospital must continue to improve a good and comfortable work environment in maintaining Quality of Work Life. The company must be able to improve its consistency, especially in making Hospital employees behave constructively and appreciate the company, which will later increase the stability of employee performance.

Research Limitations and Suggestions

The limitations of this study are the short implementation time in collecting samples in only ten days. The next limitation is that the study was only conducted in one hospital so that it has not been able to present the results for all hospitals in Indonesia.

The variables studied are limited in number. This research is also quantitative research so it cannot look further into the causes of the problem.

Therefore, the suggestion for further research is to increase the number of population and samples determined by extending the research time and increasing the number of hospitals studied and can add other variables such as job satisfaction and work motivation.

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TABLES AND FIGURES

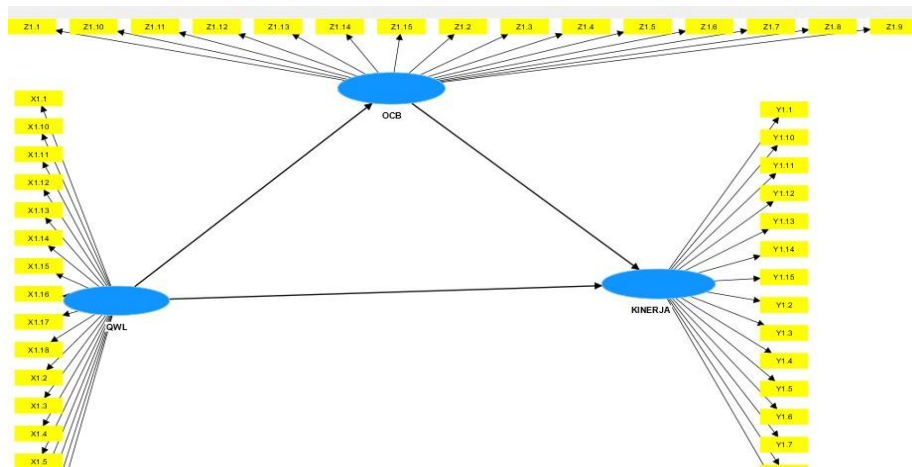


Figure 1. PLS Path Model Diagram

Table 1. AVE Score

Variable	AVE	Information
Quality of Work Life	0,547	Valid
Organizational Citizenship Behavior	0,528	Valid
Employee Performance	0,537	Valid

Table 2. Composite Reliability Score

Variable	Composite Reliability	Information
Quality of Work Life	0,953	Reliable
Organizational Citizenship Behavior	0,940	Reliable
Employee Performance	0,941	Reliable

Table 3. Cronbach's Alpha Score

Variable	Cronbach's Alpha	Information
Quality of Work Life	0,951	Reliable
Organizational Citizenship Behavior	0,935	Reliable
Employee Performance	0,938	Reliable

Table 4. Multicollinearity with Variance Inflation Factor (VIF)

Variable	Quality of Work Life	Organizational Citizenship Behavior	Employee Performance
Quality of Work Life		1,000	
Organizational Citizenship Behavior			4,722
Employee Performance			4,722

Table 5. Goodness of Fit - Inner Model

Variable	R Square
Employee Performance	0,947
Organizational Citizenship Behavior	0,788

Table 6. Value Effect size f-square (f²)

Variable	f-square	Result
Quality of Work Life --> Organizational Citizenship Behavior	3,722	Strong
Quality of Work Life --> Employee Performance	2,545	Strong
Organizational Citizenship Behavior --> Employee Performance	0,149	Moderate

Table 7. Hypothesis Test Results Table

Effect	Original Sample (O)	T Statistics (O/STDEV)	P-Values	Result
<i>Organizational Citizenship Behavior -> Employee Performance</i>	0,193	3,110	0,002	Supported
<i>Quality of Work Life -> Organizational Citizenship Behavior</i>	0,888	45,838	0,000	Supported
<i>Quality of Work Life -> Employee Performance</i>	0,798	13,698	0,000	Supported

Table 8. Mediation Effect Test Results Table

Effect	Original Sample (O)	T Statistics (O/STDEV)	P-Values	Result
<i>Quality of Work Life -> Organizational Citizenship Behavior -> Employee Performance</i>	0,171	3,094	0,002	Accepted