



THE INFLUENCE OF QUALITY OF WORK LIFE (QWL) ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN THE EMERGENCY DEPARTMENT

Nafira Junaedi*, Rahmat Bahtiar, Riyan Ningsih, Indah Puspitasari, Irfansyah Baharuddin Pakki, Akhmad Azmiardi

Faculty of Public Health, Universitas Mulawarman, Jl. Kuaro, Gn. Kelua, Samarinda Ulu, Samarinda, Kalimantan Timur 75119, Indonesia

*nafirajunet@gmail.com

ABSTRACT

Achieving good employee performance requires a positive and conducive Quality of Work Life (QWL), which in turn enhances employees Organizational Citizenship Behavior (OCB) at Hospital X in Samarinda. Therefore, employees with high QWL and OCB are needed to improve hospital services. The purpose of this study is to determine and analyze the influence of Quality of Work Life on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable. This research is a quantitative study using an observational approach with a cross-sectional design. Primary data were collected through questionnaires distributed to 138 employees in the Emergency Department of Hospital X in Samarinda. Data were analyzed using SmartPLS 4.0 software. The results showed that the p-value of the Quality of Work Life variable was $0.00 < 0.05$, indicating that QWL has a direct and positive effect on employee performance with a coefficient of 0.409 (40.9%). The p-value for QWL was $0.000 < 0.05$, meaning QWL has a direct and positive effect on Organizational Citizenship Behavior with a coefficient of 0.611 (61.1%). The p-value for OCB was $0.000 < 0.05$, indicating that OCB has a direct and positive effect on employee performance with a coefficient of 0.421 (42.1%). The p-value for QWL was $0.000 < 0.05$, showing that QWL has an indirect and positive effect on employee performance through OCB with a coefficient of 0.257 (25.7%). It is recommended that the management of Hospital X in Samarinda improve employee performance by enhancing the Quality of Work Life first or through the development of Organizational Citizenship Behavior.

Keywords: employee performance; organizational citizenship behavior; quality of work life

How to cite (in APA style)

Junaedi, N., Bahtiar, R., Ningsih, R., Puspitasari, I., Pakki, I. B., & Azmiardi, A. (2025). The Influence of Quality of Work Life (QWL) on Employee Performance Through Organizational Citizenship Behavior (OCB) in the Emergency Department. *Indonesian Journal of Global Health Research*, 7(6), 951–956. <https://doi.org/10.37287/ijghr.v7i6.961>.

INTRODUCTION

High-quality healthcare services create a positive image for health institutions, which in turn strengthens public trust in the services provided (Bakhriansyah et al., 2023). The quality of work demonstrated by healthcare professionals can be reflected through various aspects, including accuracy in performing tasks, promptness in delivering services, and the ability to optimize all available resources to achieve work objectives. Thus, the quality of healthcare services not only affects public satisfaction and loyalty but also plays a crucial role in enhancing the hospital's sustainability and competitiveness in the long term (Lestari et al., 2018).

To achieve optimal performance, organizations need human resources who demonstrate strong that is, behavior carried out voluntarily, without coercion or expectations of formal rewards from the organization. Such voluntary behavior arises from awareness and mutual understanding, thereby contributing significantly to the smooth operation of work processes and enhancing organizational effectiveness (Bustomi et al., 2020). In addition, employee performance is influenced by a conducive work environment, work-life balance, and fair treatment from management, all of which play important roles in fostering motivation and positively impacting the Quality of Work Life (Dewi Paramitha & Rijanti, 2022). Quality of Work Life itself is an important factor in employee performance. It refers to the overall quality of an individual's life as affected by their work context, in which employees assess the extent to which their jobs influence their lives. The dimensions that

shape Quality of Work Life include general well-being, the balance between work and personal life, job satisfaction, control over one’s work, working conditions, and the level of stress experienced (Easton & Van Laar, 2018).

Furthermore, most previous studies have been conducted on companies and non-medical employees, leaving the healthcare context—particularly hospitals—relatively underexplored. To date, there has been no specific research examining the effect of Quality of Work Life on employee performance through Organizational Citizenship Behavior among staff working in Emergency Departments, which serve as the frontline units providing initial medical care to patients in critical conditions. One relevant research setting is Hospital X in Samarinda City. This hospital has extensive operational experience; generally, hospitals with longer operational histories tend to demonstrate higher productivity levels compared to newly established ones. Therefore, this study is significant in assessing how Quality of Work Life contributes to the performance of Emergency Department employees through Organizational Citizenship Behavior.

METHOD

This study employed a human resource management approach, focusing on the analysis of the influence of Quality of Work Life on employee performance through Organizational Citizenship Behavior as a mediating variable. The research utilized a quantitative observational method with a cross-sectional study design. The sampling technique applied was total sampling, involving 138 respondents. Data were analyzed using Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) approach. The questionnaire items were measured using a Likert scale ranging from 1 to 5, to obtain internally consistent data. The conceptual framework of this study illustrates the relationships among the research variables.

RESULT

The results of this study show that most respondents were aged 31–40 years, accounting for 93 individuals (67.4%), while the smallest proportion were aged 51–60 years, totaling 4 individuals (2.9%). Based on gender, female respondents numbered 82 (59.4%), while male respondents totaled 56 (40.5%). In terms of educational background, the majority held a D4/S1 degree (71 respondents; 51.4%), while only 2 respondents (1.4%) held a doctoral (S3) degree. Regarding years of service, 90 employees (65.2%) had worked for more than 5 years, whereas the fewest, 10 employees (7.2%), had worked for less than 1 year. Based on professional category, the largest group consisted of nurses (68 respondents; 49.3%), while the smallest group were radiographers (6 respondents; 4.3%). Data analysis using SmartPLS 3 generated findings consisting of outer model and inner model testing results, as presented below.

Outer model

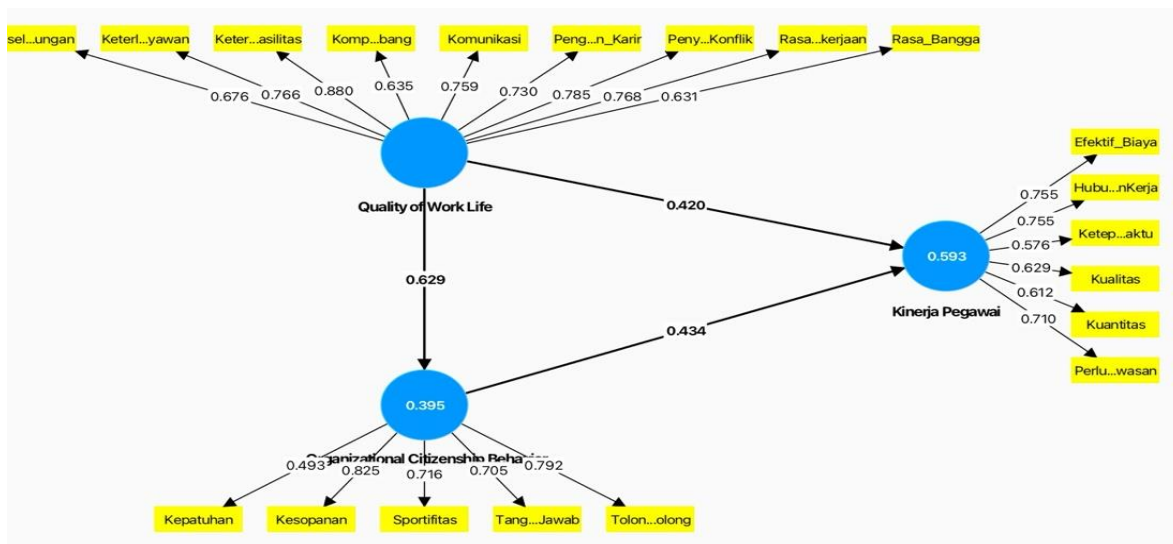


Figure 2. Outer Model Analysis

The initial step in assessing the outer model involves evaluating the loading factor values, as presented in the table below. An instrument is considered valid if its loading factor exceeds 0,7. Based on the data analysis results, seven indicators did not meet the validity criteria, with loading factor values below 0.7. These indicators were Compliance, Environmental Safety, Timeliness, Balanced Compensation, Quality, Quantity, and Sense of Pride. All indicators within the Employee Performance variable demonstrated valid loading factor values (>0.7). Therefore, indicators with loading factor values below 0.7 were eliminated from the model to ensure the validity and reliability of the measurement construct.

Table 1.
Loding Factor Results (Stage II)

	Outer loadings	Rule of Thumb	Explanation
Cost-Effectiveness <- Employee Performance	0.813	0.700	Valid
Collegial Relationships <- Employee Performance	0.848	0.700	Valid
Environmental Safety <- <i>Quality of Work Life</i>	0.752	0.700	Valid
Politeness <- <i>Organizational Citizenship Behavior</i>	0.858	0.700	Valid
Employee Involvement <- <i>Quality of Work Life</i>	0.780	0.700	Valid
Facility Availability <- <i>Quality of Work Life</i>	0.896	0.700	Valid
Communication <- <i>Quality of Work Life</i>	0.761	0.700	Valid
Career Development <- <i>Quality of Work Life</i>	0.748	0.700	Valid
Conflict Resolution <- <i>Quality of Work Life</i>	0.808	0.700	Valid
Need for Supervision <- Employee Performance	0.750	0.700	Valid
Job Security <- <i>Quality of Work Life</i>	0.727	0.700	Valid
Sportifitas <- <i>Organizational Citizenship Behavior</i>	0.760	0.700	Valid
Helping Behavior <- <i>Organizational Citizenship Behavior</i>	0.814	0.700	Valid

The remaining instruments were found to meet the validity criteria, with loading factor values exceeding 0.700. Based on the results presented in the table, within the Employee Performance variable, the highest loading factor value was observed in the statement “collegial relationships”, with a loading factor of 0.848. For the Quality of Work Life variable, the highest loading factor value was associated with the statement “availability of facilities”, at 0.895. For the Organizational Citizenship Behavior variable, the highest loading factor value was also above the threshold, indicating good validity for all retained indicators. Subsequently, reliability testing was conducted using the internal consistency method, which employed the values of Composite Reliability and Cronbach’s Alpha coefficients. Both measures are used to assess the consistency and stability of the constructs, where values above 0.7 indicate that the constructs are reliable and suitable for further analysis in the structural model.

Table 3.
Reliability Test Results

	Cronbach's alpha	Composite reliability (rho a)	Reliability Threshold	Explanation
Employee Performance	0.729	0.745	0.700	Reliabel
Organizational Citizenship Behavior	0.743	0.762	0.700	Reliabel
Quality of Work Life	0.894	0.901	0.700	Reliabel

A variable is considered reliable if both the Cronbach’s Alpha and Composite Reliability values exceed 0,7. Based on the data analysis results presented in the table, it can be concluded that all constructs in this study meet the reliability criteria. This is indicated by Cronbach’s Alpha and Composite Reliability values ranging from 0.7 to 0.8, demonstrating good internal consistency across all measurement items. Furthermore, the Average Variance Extracted (AVE) was assessed to evaluate convergent validity. An AVE value ≥ 0.5 indicates that the latent construct has good convergent validity, meaning that the indicators effectively represent the underlying construct being measured. Based on the data analysis results presented in Table 4, all variables exhibited AVE values greater than 0.5. This indicates that each indicator used in the study successfully represents the construct of the three variables being examined. Furthermore, the assessment of discriminant validity confirmed that the measurement model possesses good discriminant validity. This finding

reinforces the confidence that the research instrument accurately captures the intended phenomena in accordance with the constructs being measured.

Table 4.
Average Variance Extracted (AVE) Test Results

	Average variance extracted (AVE)	AVE Threshold	Explanation
Employee Performance	0.647	0.500	Reliabel
Organizational Citizenship Behavior	0.659	0.500	Reliabel
Quality of Work Life	0.614	0.500	Reliabel

Table 5.
Square Root of AVE and Inter-Construct Correlations

	Employee Performance	Organizational Citizenship Behavior	Quality of Work Life
Employee Performance	0.805		
Organizational Citizenship Behavior	0.671	0.812	
Quality of Work Life	0.666	0.611	0.783

Similarly, for the variables Job Satisfaction, Organizational Citizenship Behavior, and Quality of Work Life, the square root of the AVE values for each construct was greater than 0.7, exceeding the correlations between constructs. This indicates that each variable is distinct from the others and measures a unique concept. Therefore, the overall evaluation confirms that the discriminant validity criteria have been satisfactorily met.

Table 6.
R-Square Values

	R-square	R-square adjusted
Employee Performance	0.555	0.549
Organizational Citizenship Behavior	0.373	0.369

Employee performance can be explained by Organizational Citizenship Behavior by 55%, while the remaining percentage is accounted for by other variables not examined in this study. Meanwhile, Organizational Citizenship Behavior can be explained by Quality of Work Life by 37%, with the rest influenced by other external variables not included in the current model. Subsequently, the Effect Size (F^2) was assessed to evaluate the extent to which the exogenous latent variables contribute to the influence on the endogenous latent variables.

Table 7.
Effect Size (F^2)

	Employee Performance	Organizational Citizenship Behavior	Quality of Work Life
Employee Performance			
Organizational Citizenship Behavior	0.250		
Quality of Work Life	0.236	0.596	

Based on the output table above, it can be observed that the Organizational Citizenship Behavior variable has a moderate effect on Employee Performance. The Quality of Work Life variable also shows a moderate effect on Employee Performance, while the Quality of Work Life variable has a strong (large) effect on Organizational Citizenship Behavior.

Table 8.

Results of Indirect Effect

	Original sample (O)	T statistics ((O/STDEV))	P values	Explanation
Organizational Citizenship Behavior -> Kinerja Pegawai	0.421	6.594	0.000	Accepted
Quality of Work Life -> Employee Performance	0.409	5.927	0.000	Accepted
Quality of Work Life -> Organizational Citizenship Behavior	0.611	11.036	0.000	Accepted

Based on the test results presented in the table, it is found that three hypotheses were proposed, and all of them are accepted. Based the table 9, Organizational Citizenship Behavior serves as a mediating variable, indicating an indirect effect in the relationship between Quality of Work Life and Employee Performance.

Table 9.
Results of Indirect Effect Analysis

	Original sample (O)	T statistics (O/STDEV)	P values	Explanation
Quality of Work Life ->Organizational Citizenship Behavior -> Employee Performance	0.257	5.699	0.000	Accepted

DISCUSSION

The P-value of 0.001 indicates that Research Hypothesis 1 (H1) is accepted, meaning that Quality of Work Life has a direct and positive effect on the performance of employees at Hospital X in Samarinda City. This shows that the better the quality of work life perceived by employees, the higher the performance achieved. It indicates that quality of work life contributes to performance improvement, where a supportive, fair, and adequate work environment encourages employees to deliver their best performance. Quality of Work Life is most strongly influenced by facility availability, with a loading factor of 0.896. This dimension indicates that the infrastructure and facilities at Hospital X in Samarinda City are complete and well-maintained. This study aligns with research by Priyono & Saraswati (2023), which found a positive and significant effect of Quality of Work Life on employee performance, and is also consistent with Kurniawati (2020), which demonstrated that Quality of Work Life and work discipline affect employee performance.

The P-value of 0.001 indicates that Research Hypothesis 2 (H2) is accepted, meaning that Organizational Citizenship Behavior has a direct and positive effect on employee performance at hospitals in Samarinda City. Overall, the better the Organizational Citizenship Behavior exhibited by employees, the more optimal their performance can be. Organizational Citizenship Behavior is most strongly influenced by politeness, with a loading factor of 0.858. This suggests that, based on the data distribution, employees at hospitals in Samarinda City generally demonstrate Organizational Citizenship Behavior that reflects courteous behavior. This finding aligns with research by Elfandari (2024). Simultaneously, Organizational Citizenship Behavior has a positive and significant effect on employee performance at Hospital X in Samarinda City, as supported by Prihartini et al. (2024), which reported that Organizational Citizenship Behavior and communication influence employee performance.

The P-value of 0.001 indicates that Research Hypothesis 3 (H3) is accepted, meaning that Quality of Work Life has a direct and positive effect on Organizational Citizenship Behavior among hospital employees in Samarinda City. Employees who possess a high level of religiosity and experience a high quality of work life are more likely to demonstrate positive organizational citizenship behaviors in any workplace setting — such as working beyond the established performance standards, volunteering to assist others, and remaining resilient without easily complaining about challenges encountered. This finding is consistent with the study conducted by Erdi (2023), which showed that there is a significant relationship between Quality of Work Life and Organizational Citizenship Behavior. Similarly, Hastuti et al. (2020) also found that the Quality of Work Life variable has a significant effect on Organizational Citizenship Behavior.

The P-value of 0.001 for this variable indicates that Hypothesis 4 (Ha) is accepted. This means that Organizational Citizenship Behavior acts as a mediating variable in the indirect relationship between Quality of Work Life and employee performance. This demonstrates that Organizational Citizenship Behavior plays an important mediating role in strengthening the relationship between Quality of Work Life and performance. Nevertheless, most aspects of employee performance are also influenced by other factors outside the scope of this research model. This study is in line with research conducted by Ayu Magdalena et al. (2022), which revealed that a higher Quality of Work Life can improve employee performance even without the mediation of Organizational Citizenship Behavior. Furthermore, Masduki & Survival (2023) stated that there is an indirect effect of Quality of Work Life on employee performance through Organizational Citizenship Behavior as an intervening variable.

CONCLUSION

Quality of Work Life and Organizational Citizenship Behavior have a positive effect on employee performance in the Emergency Department of Hospital X in Samarinda City. A high level of Quality of Work Life enhances both Organizational Citizenship Behavior and employee performance, particularly through improved workplace facilities and courteous behavior that support a positive work environment and quality service delivery.

REFERENCES

- Ayu Magdalena, O., Hermawati, A., & Faculty of Economics and Business. (2022). Analysis of the effect of quality of work life on performance mediated by organizational citizenship behavior. *Agustus Journal*, 2(3).
- Bakhriansyah, M., Kaidah, S., Muhammad, A., Ranindy, R., Zuhrufa, Q., Yolanda, W., Cornelia, B., Annisa, A., & Rahmah, M. (2023). Organizational citizenship behaviors among nurses (1st ed.). *Uwais Inspirasi Indonesia*. Retrieved from www.penerbituwais.com
- Bustomi, A., Sanusi, I., & Herman, H. (2020). The effect of organizational citizenship behavior (OCB) on employee performance at the Ministry of Religious Affairs, Bandung City. *Tadbir: Jurnal Manajemen Dakwah*, 5, 1–16. <https://doi.org/10.15575/tadbir.v5i1.2002>
- Easton, S., & Van Laar, D. (2018). User manual for the Work-Related Quality of Life (WRQoL) scale: A measure of quality of working life (2nd ed.). Retrieved from www.qowl.co.uk
- Elfandari. (2024). Organizational citizenship behavior (OCB) and employee performance at Labuang Baji Hospital, Makassar. *Journal of Aafiyah Health Research (JAHR)*, 5(1), 40–44. <https://doi.org/10.52103/jahr.v5i1.1576>
- Erdi, E. (2023). The role of organizational citizenship behavior (OCB) in the influence of quality of work life on employee performance. *SEIKO: Journal of Management & Business*, 6(2), 491–497.
- Hastuti, N. T., Dwi, U., & Wibowo, A. (2020). The effect of quality of work life (QWL) and organizational commitment (OC) on organizational citizenship behavior (OCB) among permanent nurses. *PSIMPHONI*, 1(1).
- Kurniawati, et al. (2020). The effect of quality of work life and work discipline on employee performance at the Department of Population and Civil Registration, Sumenep Regency. *Jurnal Ekonomi dan Bisnis*.
- Lestari, E. R., & Ghaby, N. K. F. (2018). The influence of organizational citizenship behavior (OCB) on employee job satisfaction and performance. *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 7(2), 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- Lestari, E. R., Kholifatul, N., & Ghaby, F. (2018). The effect of organizational citizenship behavior (OCB) on job satisfaction and employee performance. *Jurnal Teknologi dan Manajemen Agroindustri*, 7, 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- Masduki, & Survival. (n.d.). The effect of training and quality of work life on employee performance through organizational citizenship behavior. Retrieved from <https://jurnal.widyagama.ac.id/index.php/jim>
- Prihartini, E., Sudirno, D., & Al Kautsar, F. (2024). The effect of organizational citizenship behavior and employee engagement on employee performance: A study at Cideres Regional General Hospital, Majalengka Regency. *Jurnal Bisnis Manajemen dan Kewirausahaan*, 5(3). Retrieved from <http://ejournal.unma.ac.id/index.php/entrepreneur>
- Priyono, A. A., & Saraswati, E. (2023). Quality of work life and burnout on paramedic performance: The mediating role of job satisfaction in the pandemic era. *Jurnal Samudra Ekonomi dan Bisnis*, 14(1), 100–112. <https://doi.org/10.33059/jseb.v14i1.6221>
- Ubagu, M. M., Achia, U. S., & Gbuushi, J. A. (2020). Perceived effect of motivational strategies of promotion and work environment on the job performance of library personnel of universities in Benue State, Nigeria. *Journal of Library Services and Technologies*, 79–89. <https://doi.org/10.47524/jlst.v2i1.8>