

## The Influence of Quality of Work Life and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable in Population and Family Planning Agency National Province of North Sumatra

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### ABSTRACT

Quality human resources can help the National Population and Family Planning Agency of North Sumatra Province to be able to withstand all kinds of pressures and problems faced and provide the best performance for the organization where they work. The research method used is an associative method with a quantitative approach. The data collection technique was carried out using a questionnaire. The data analysis technique used was partial least squares - structural equation model (PLS-SEM). Next, analyze the structural model (inner model), namely the coefficient of determination (R-square); F-square; hypothesis testing, namely direct effect, indirect effect and total effect. Based on path analysis testing, the results showed that the quality of work life and organizational commitment variables each had a significant effect on the employee performance variable (Y), quality of work life and organizational commitment each had a significant effect on the employee performance variable. Based on the results of indirect influence testing, the results showed that organizational citizenship behavior as an intervening variable was able to mediate the influence of quality of work life and organizational commitment on employee performance.

**Keywords:** Quality of Work Life, Organizational Commitment; Employee Performance; Organizational Citizenship Behaviour

## **INTRODUCTION**

The availability of quality human resources is an important thing that every organization must have. Organizations that have quality human resources will certainly not experience difficulties in meeting the organizational goals that have been set. Employees are required to be able to provide maximum performance so that the organization where they work gets a positive effect from the performance shown by the employee. Employee performance is an employee's ability to carry out all the tasks that are their responsibility (Daulay et al., 2017). Every organization certainly wants to have quality employees so that they can develop the organization in a better direction. Human resources are one of the resources that an organization must pay attention to because it is one of the most important factors that has a huge influence on the success of the organization's goals (Arianty et al., 2016).

Maximum employee performance is certainly influenced by several factors, (Robbins, 2018) explains that one of the factors that influence employee performance is system factors such as the quality of an employee's work life. Quality of work life is the relationship between leaders and employees to improve performance at work. Nawawi stated that quality of work life is an organization's effort to create a feeling of security and satisfaction at work, so that human resources in the company become competitive (Nawawi, 2018). Quality of work life is very influential in efforts to improve employee performance and leaders must provide facilities and infrastructure to support the quality of work life of their employees.

Other factors that influence employee performance are explained by (Mahmudi, 2019), namely individual factors such as organizational commitment. Organizational commitment reflects the degree to which an individual identifies with the organization and its goals (Kreitner & Kinicki, 2018). Organizational commitment can improve an employee's performance, increasing an employee's performance will of course have a positive impact on the organization. According to (Luthans, 2018) explains organizational citizenship behavior as individual behavior that is free to choose, is not regulated directly or explicitly by a formal reward system, and gradually promotes effective organizational functioning. Organizational citizenship behavior is a form of individual behavior that is suddenly and deliberately carried out without expecting anything in return or reward given by the organization. Then (Robbins & Judge, 2018) added that satisfied employees are more likely to speak positively about the organization, help each other and provide maximum performance for the organization. According to (Wursanto, 2017), the task of an organizational leader is to create a harmonious working atmosphere by creating the best possible relationships and paying attention to the conditions of his employees. Leadership is an important factor that can create the quality of work life and increase an employee's organizational commitment. Furthermore (Nitisemito, 2019) said that an organization should be able to reflect conditions that support cooperation between superiors and subordinates in an organization so that the quality of work life and organizational commitment of an employee becomes better over time.

## **LITERATURE REVIEW**

### **1. Understanding Employee Performance**

According to (Mangkunegara, 2019), the term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance is about doing work and the results achieved from that work. (Sedarmayanti, 2018) states that employee performance is the result of work in terms

of quality and quantity achieved by an employee in carrying out his duties in accordance with his duties in accordance with the responsibilities given to him. Furthermore (Wibowo, 2018) explains that performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's targets, goals, vision and mission as outlined through planning an organizational strategy.

According to (Hasibuan, 2016) states that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness of time.

## **2. Understanding Quality of Work Life**

Quality of Worklife is a system approach implemented by managers to increase employee productivity. According to (Rivai & Sagala, 2018) explains the quality of work life as a company effort that is carried out systematically to provide greater opportunities for each employee to improve work results and employee contributions to achieving overall company performance.

According to (Cascio, 2019), "quality of work life in terms of employees' perceptions of their physical and mental well-being of work" means that quality of work life is employees' perceptions of their mental and physical well-being at work. States that there are two ways of explaining work life, namely first, work quality is seen as a set of employee perceptions regarding feelings of security at work, job satisfaction, and conditions for being able to grow and develop as human beings.

According to (Luthans, 2018), quality of work life is the impact of human and company effectiveness combined with an emphasis on participation in problem solving and decision making. Wayne in (Sutrisno, 2019) explains that quality of work life provides employees with the opportunity to design their work regarding what is needed to produce products or services so that they can work effectively, because by providing a higher quality of employee work life, employee performance will increase. will increase.

According to (Nawawi, 2018), quality of work life or abbreviated as QWL is a company's effort to create a feeling of security and satisfaction at work, so that human resources within the company become competitive.

## **3. Understanding Organizational Commitment**

Russ and McNeily in (Muhammad Ras Muis, J Jufrizen, 2018) state that organizational commitment is a person's identification and loyalty of an employee to the organization, organizational commitment is the tendency to be tied to organizational lines consistently. According to (Wibowo, 2018), in general, organizational commitment is more directed at each individual's commitment to the organization. According to Luthans in (Wibowo, 2018) defines organizational commitment as a strong desire to remain a member of the organization, a desire to exert effort at a high level on behalf of the organization and a definite belief in and acceptance of the organization's values and goals. Organizational commitment reflects the extent to which an employee identifies with an organization and its goals (Kreitner & Kinicki, 2018).

According to (Sopiah, 2018), work commitment is another term for organizational commitment, namely an important behavioral dimension that can be used to assess employee tendencies. Organizational commitment is a person's relatively strong identification and involvement with the organization. According to Henkin and Marchiori in (Muhammad Busro, 2018) define organizational commitment as employees' feelings that compel them to be part of their organization and recognize the goals, values, norms and ethical standards of an organization. (Robbins & Judge, 2018) explains that organizational commitment is a high level of work involvement where an employee supports a particular organization and its goals and desires to maintain membership in that organization. According to (Mathis & Jackson, 2018) defines organizational

commitment where employees believe in and accept organizational goals, and want to stay with the organization.

#### **4. Understanding Organizational Citizenship Behavior**

According to (Sutrisno, 2019), organizational citizenship behavior is independent individual behavior, which does not directly receive rewards from the formal reward system, and which as a whole (aggregate) will increase the efficiency and effectiveness of functions in the organization. Internal Organs (Jufrizen Jufrizen & Hutasuht, 2022) defines Organizational Citizenship Behavior as individual behavior that is free, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the effective functioning of the organization. Kartz in (Jufrizen Jufrizen & Noor, 2022) emphasizes that cooperative and mutually helpful behaviors that are beyond formal requirements are very important for the functioning of the organization. Organizational citizenship behavior emerges from within the individual in the form of his desire to contribute to the organization. (Luthans, 2018) explains organizational citizenship behavior as individual behavior that is free to choose, is not regulated directly by a formal reward system, and gradually promotes effective organizational functioning.

### **Conceptual Framework**

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

Quality of work life is the relationship between leaders and employees to improve performance at work. According to (Robbins, 2018) explains that one of the factors that influence employee performance is system factors such as the quality of an employee's work life. Quality of work life is very influential in efforts to improve employee performance and leaders must provide facilities and infrastructure to support the quality of work life of their employees

#### **2. The Influence of Organizational Commitment on Employee Performance**

The success of an employee in providing maximum performance for the organization where he works is of course related to his commitment. Commitment within an employee can be an encouragement for an employee to work better or, on the contrary, cause someone to leave their job.

#### **3. The Influence of Quality of Work Life on Organizational Citizenship Behavior**

The quality of work life is seen as having a positive influence on organizational citizenship behavior because individuals who are satisfied with the quality of their work life will be happy to do more work for their organization. Organizational citizenship behavior is a form of individual behavior that is suddenly and deliberately carried out without expecting anything in return or reward given by the organization. The aim of quality of work life is to maintain, encourage and increase effectiveness and high performance at work.

#### **4. The Influence of Organizational Commitment on Organizational Citizenship Behavior**

Organizational commitment reflects the extent to which an individual identifies with the organization and its goals (Kreitner & Kinicki, 2018). Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to try hard to achieve organizational goals. An employee's organizational commitment is closely related to the emergence of an employee's attitude of being willing to work outside of his or her responsibilities and without expecting reward.

#### **5. The Influence of Organizational Citizenship Behavior on Employee Performance**

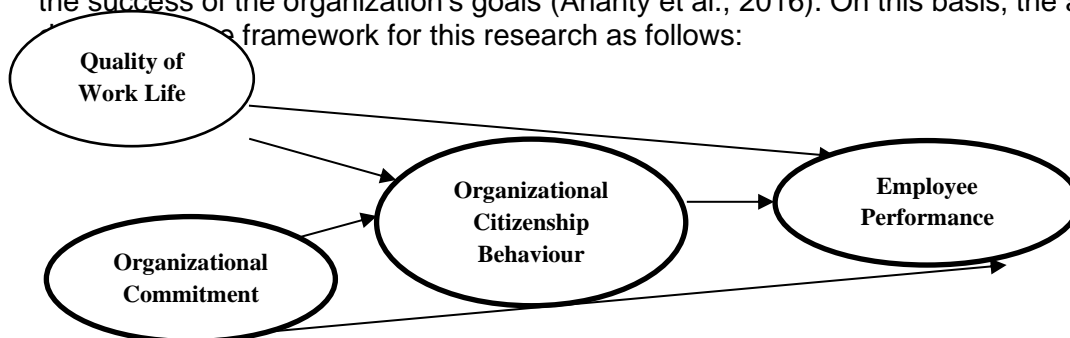
Organizational citizenship behavior that emerges from an employee is something that is expected by the organization. Employees who have good organizational citizenship behavior really depend on whether their work environment is conducive or not. Someone who has a high level will have loyalty and devotion to their organization and will influence individual and organizational effectiveness (Nasution et al., 2020).

### **The influence of Organizational Citizenship Behavior mediates the influence of Quality of Work Life on Employee Performance**

Quality human resources can help an organization to survive all types of pressure and problems faced and provide the best performance for the organization where it works. Employee performance is an ability to carry out all the tasks that are their responsibility.

#### **6. The influence of Organizational Citizenship Behavior mediates the influence of Organizational Commitment on Employee Performance**

Human resources are one of the resources that an organization must pay attention to because it is one of the most important factors that has a huge influence on the success of the organization's goals (Arianty et al., 2016). On this basis, the author develops a framework for this research as follows:



**Figure 1. Conceptual Framework**

### **Hypothesis**

So, a hypothesis can also be stated as a theoretical answer to the formulation of a research problem, not yet an empirical answer (Sugiyono, 2018). Based on this understanding, the author determines the hypothesis in the research, namely:

1. Quality of work life influences employee performance at the National Population and Family Planning Agency of North Sumatra Province.
2. Organizational commitment influences employee performance at the National Population and Family Planning Agency of North Sumatra Province.
3. Quality of work life influences organizational citizenship behavior at the National Population and Family Planning Agency of North Sumatra Province.
4. Organizational commitment influences organizational citizenship behavior at the National Population and Family Planning Agency of North Sumatra Province.
5. Organizational citizenship behavior on employee performance at the National Population and Family Planning Agency of North Sumatra Province.
6. Organizational citizenship behavior can mediate the influence of quality of work life on employee performance at the National Population and Family Planning Agency of North Sumatra Province.

7. Organizational citizenship behavior can mediate the influence of organizational commitment on employee performance at the National Population and Family Planning Agency for North Sumatra Province.

## **RESEARCH METHOD**

### **1. Research Approach**

This research uses an associative method with a quantitative approach. Research in associative problems is research that attempts to examine and explain how an independent variable influences the dependent variable. According to (Sugiyono, 2018) states that the form of research is an associative method with a quantitative approach, which can be interpreted as a research statement that asks about the relationship between two or more variables. (Juliandi, 2018) explains that research in associative problems is research that attempts to examine how a variable is related and related to other variables, or whether a variable is the cause of changes in other variables.

### **2. Place and time of research**

This research was conducted at the Office of the National Population and Family Planning Agency for North Sumatra Province which is located at Jl. Mount Krakatau No.110, Pulo Brayan Darat II, Kec. Medan Tim., Medan City, North Sumatra 20239 and the research was conducted from November 2023 to May 2024.

## **RESULTS**

### **1. Measurement Model Analysis (Outer Model)**

The outer model is often also called (outer relation or measurement model) which defines how each indicator block is related to its latent variable. Cooper and Schindler (Abdillah & Jogiyanto, 2019) explain that validity tests are carried out to determine the ability of research instruments to measure what should be measured and reliability tests are used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure respondents' consistency in answering statement items. in questionnaires or research instruments. Analysis of the measurement model analysis uses 2 tests, namely: construct reliability and validity and discriminant validity.

#### **1.1. Construct Reliability and Validity**

Construct validity and reliability are tests to measure the reliability of a construct. The reliability of construct scores must be high enough. Validity tests are carried out to determine the ability of the research instrument to measure what it should measure (Abdillah & Jogiyanto, 2019). The reliability test can be seen from the Cronbach's alpha value and the composite reliability value. To be able to say that a statement item is reliable, the Cronbach's alpha and composite reliability values must be > 0.6. The construct reliability test can be seen from the Cronbach's alpha value and the composite reliability value. To be able to say that a statement item is reliable, the Cronbach's alpha and composite reliability values must be > 0.6. The following are the results of construct reliability testing.

**Table 1. Reliability Test Results**

Variabel	<i>Construct Reliability and Validity</i>	
	<i>Cronbach Alpha</i>	<i>Composite Reliability</i>
<i>Quality of Work Life</i>	0.860	0.890
<i>Organizational Commitment</i>	0.847	0.886
<i>Organizational Citizenship Behavior</i>	0.901	0.921
<i>Employee Performance</i>	0.870	0.898

**Source: PLS Processed Results, 2024**

Based on the table above, it shows that all Cronbach Alpha and Composite Reliability constructs have met the criteria with a value of more than 0.7. Based on this, it can be concluded that all constructs have good reliability and the variables quality of work life, organizational commitment, organizational citizenship behavior and employee performance have met the reliability testing assumptions.

## 1.2. Discriminant Validity

(Ghozali, 2018) stated that discriminant validity is discriminant validity which is assessed based on cross loading factors and comparing the roots of AVE with the correlation between latent constructs/variables. A latent variable is said to have high discriminant validity if the recommended AVE (Average Variance Extracted) value is  $\geq 0.5$ . The following are the results of the Average Variance Extracted test.

**Table 2. Average Variance Extracted Test Results**

Variabel	Average Variance Extracted
Quality of Work Life	0.508
Organizational Commitment	0.569
Organizational Citizenship Behavior	0.548
Employee Performance	0.530

**Source: SmartPLS Processed Results, 2024**

Based on the table above, it shows that the Average Variance Extracted value meets the criteria with a value of more than 0.5. Based on this, it can be concluded that the research variables meet the criteria for testing discriminant validity and the variables quality of work life, organizational commitment, organizational citizenship behavior and employee performance have met the assumptions of testing discriminant validity.

## 2. Structural Model Analysis (Inner Model)

Structural model analysis uses 3 tests, including: R- Square; F-Square and Hypothesis Test: Following are the test results:

### 2.1. Results R-Square

The criteria for R-Square are:

1. If the value (adjusted) = 0.75 → the model is substantial (strong);
2. If the value (adjusted) = 0.50 → the model is moderate;
3. If the value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

**Table 3. R-Square Test Results**

	R-Square	R-Square Adjusted
Organizational Citizenship Behavior (Z)	0.913	0.911
Employee Performance (Y)	0.811	0.804

**Source: SmartPLS Processed Results, 2024**

Based on the table above regarding the results of testing the R-Square values, the results show that the path model using intervening variables is 0.913 and 0.911. In other words, the ability of variable namely employee performance is 81.1%, thus the model is classified as substantial (strong).

### 2.2. Results Uji F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing (exogenous) variable on the influenced (endogenous) variable. Measurement (F-square) is also called the effect of change. This means that changes in values when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Azuar et al., 2015).

The F-Square criteria are as follows:

1. If value = 0.02 → Low effect of exogenous variables on endogenous.
2. If the value = 0.15 → Medium/moderate effect of the exogenous variable on the endogenous.
3. If value = 0.35 → High effect of exogenous variables on endogenous.

**Table 4. Results F-Square**

Variabel	Organizational Citizenship Behaviour	Employee Performance
Quality of Work Life	0.987	0.117
Organizational Commitment	0.481	0.248
Organizational Citizenship Behavior		0.041

**Source: SmartPLS Processed Results, 2024**

Based on the table above regarding the F-Square value, the following results are obtained:

1. The variable Quality of Work Life (X1) on Employee Performance (Y) has a value of 0.117, so there is a moderate or moderate effect of the exogenous variable on the endogenous.
2. The variable Organizational Commitment (X2) on Employee Performance (Y) has a value of 0.248, so the effect of the exogenous variable on the endogenous variable is moderate.
3. The variable Quality of Work Life (X1) on Organizational Citizenship Behavior (Z) has a value of 0.987, so the exogenous variable has a high effect on endogenous variables.
4. The variable Organizational Commitment (X2) on Organizational Citizenship Behavior (Z) has a value of 0.480, so the exogenous variable has a high effect on endogenous variables.
5. The variable Organizational Citizenship Behavior (Z) on Employee Performance (Y) has a value of 0.041, so the effect of the exogenous variable on the endogenous is low.

### **2.3 Hypothesis test**

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. Hypothesis testing contains three analyses, including: direct effect, indirect effect and total effect.

#### **2.3.1. Direct Influence (*Direct Effect*)**

The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that influences (exogenous) on the variable that is influenced (endogenous). The criteria for testing the direct effect hypothesis are as follows:

1. If the path coefficient value is positive, then the influence of a variable on another variable is in the same direction, if the value of a variable increases/rises, then the value of the other variable also increases/rises.
2. If the path coefficient value is negative, then the influence of a variable on another variable is in the opposite direction, if the value of a variable increases/rises, then the value of the other variable will decrease/low.



Second, the probability/significance value (P-Value):

1. If the P-Values < 0.05, then it is significant
2. If the P-values are > 0.05, then it is not significant

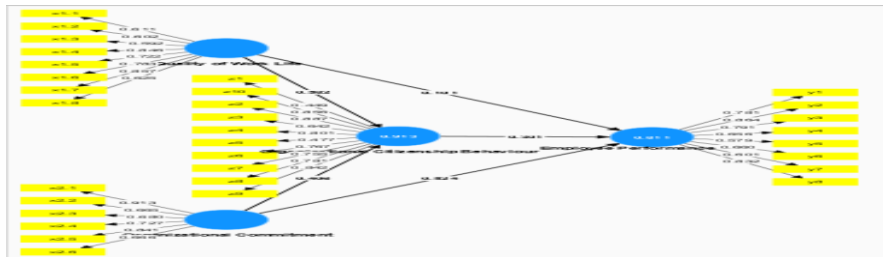
**Table 5. Path Coefficient Results (Hypothesis)**

Hipotesis	T-Statistics	P-Values
Quality of Work Life (X1) -> Employee Performance (Y)	0.500	0.007
Organizational Commitment (X2) -> Employee Performance (Y)	6.066	0.000
Quality of Work Life (X1) -> Organizational Citizenship Behaviour (Z)	6.503	0.000
Organizational Commitment (X2) -> Organizational Citizenship Behaviour (Z)	4.391	0.000
Organizational Citizenship Behaviour (Z) -> Employee Performance (Y)	1.289	0.009

**Source: SmartPLS Processed Results, 2024**

Based on the table above regarding the path coefficient results, the results show that all path coefficient values are positive (seen in the T-statistic), including:

1. The influence of Quality of Work Life (X1) on Employee Performance (Y) has a path coefficient of 0.500. These results show that the higher the quality of an employee's work life, the higher the employee's performance. This influence has a probability value (p-values) of 0.007 < 0.05, thus the quality of work life has a significant effect on employee performance.
2. The influence of Organizational Commitment (X2) on Employee Performance (Y) has a path coefficient of 6.066. These results show that the better an employee's commitment, the higher the employee's performance. This influence has a probability value (p-values) of 0.000 < 0.05, thus organizational commitment has a significant effect on employee performance.
3. The influence of Quality of Work Life (X1) on Organizational Citizenship Behavior (Z) has a path coefficient of 6.503. These results show that the higher the quality of an employee's work life, the higher the organizational citizenship behavior in the employee. This influence has a probability value (p-values) of 0.000 < 0.05, thus quality of work life has a significant effect on organizational citizenship behavior.
4. The influence of Organizational Commitment (X2) on Organizational Citizenship Behavior (Z) has a path coefficient of 4.391. These results show that the better an employee's commitment, the higher the organizational citizenship behavior in the employee. This influence has a probability value (p-values) of 0.000 < 0.05, thus organizational commitment has a significant effect on organizational citizenship behavior.
5. The influence of Organizational Citizenship Behavior (Z) on Employee Performance (Y) has a path coefficient of 1.289. These results show that the better the organizational citizenship behavior in an employee, the higher the employee's performance. This influence has a probability value (p-values) of 0.009 < 0.05, thus organizational citizenship behavior has a significant effect on employee performance.



**Figure 2. Path Analysis Results**

**Source: SmartPLS Processed Results, 2024**

### 2.3.2. Indirect Influence (*Indirect Effect*)

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). The criteria for determining the indirect effect (indirect effect) are as follows:

1. If the P-Values  $< 0.05$ , then it is significant, meaning that the intervening variable (Z/ Organizational Citizenship Behavior), has an influence on the exogenous variables (X1/

Quality of Work Life) and (X2/ Organizational Commitment) on the endogenous variable

(Y/ Employee Performance). In other words, the effect is indirect.

2. If the P-Values value is  $> 0.05$ , then it is not significant, meaning that the intervening variable (Z/Organizational Citizenship Behavior) has an influence on the exogenous variables (X1/Quality of Work Life) and (X2/Organizational Commitment) on the endogenous variable (Y /Employee Performance). In other words, the effect is indirect. In

other words, the effect is direct.

**Table 6. Indirect Effect Results**

	<b>T-Statistics</b>	<b>P-Values</b>
Quality of Work Life (X1) -> Organizational Citizenship Behaviour (Z) -> Employee Performance (Y)	1.261	0.004
Organizational Commitment (X2) -> Organizational Citizenship Behaviour (Z) -> Employee Performance (Y)	1.203	0.001

**Source: PLS Processed Results, 2024**

Based on the results of testing indirect effects (indirect influence), the following results were obtained:

1. The influence of Quality of Work Life on Employee Performance with the Organizational

Citizenship Behavior variable as an intervening variable obtained a result of 1.261 and p-

values of 0.004, thus it can be concluded that Organizational Citizenship Behavior as an

intervening variable is able to mediate the influence of Quality of Work Life on Employee Performance.

2. The influence of Organizational Commitment on Employee Performance with the Organizational Citizenship Behavior variable as an intervening variable obtained a result of

and p-values of 0.001, thus it can be concluded that Organizational Citizenship Behavior as

an intervening variable is able to mediate the influence of Organizational Commitment on

Employee Performance.

### 2.3.3. Total Influence (*Total Effect*)

The total effect is the total of direct effects and indirect effects.

**Table 7. Total Impact Results**

Hipotesis	T-Statistics	P-Values
<i>Quality of Work Life (X1) -&gt; Employee Performance (Y)</i>	2.396	0.017
<i>Organizational Commitment (X2) -&gt; Employee Performance (Y)</i>	6.066	0.000
<i>Quality of Work Life (X1) -&gt; Organizational Citizenship Behaviour (Z)</i>	6.503	0.000
<i>Organizational Commitment (X2) -&gt; Organizational Citizenship Behaviour (Z)</i>	4.391	0.000
<i>Organizational Citizenship Behaviour (Z) -&gt; Employee Performance (Y)</i>	1.289	0.009

**Source: SmartPLS Processed Results, 2024**

Based on the results of testing the total effect, the following results were obtained:

1. The total effect for the influence of Quality of Work Life and Employee Performance was 2,396 with a P-Values value of  $0.017 < 0.05$  (significant effect).
2. The total effect for the influence of Organizational Commitment and Employee Performance was 6,066 with a P-Values value of  $0.000 < 0.05$  (significant effect).
3. The total effect for the influence of Quality of Work Life and Organizational Citizenship Behavior was 6,503 with a P-Values value of  $0.000 < 0.05$  (significant effect).
4. The total effect for the influence of Organizational Commitment and Organizational Citizenship Behavior was 4,391 with a P-Values value of  $0.000 < 0.05$  (significant effect).
5. The total effect for the influence of Organizational Citizenship Behavior and Employee Performance was 1,289 with a P-Values value of  $0.009 < 0.05$  (significant effect).

## DISCUSSION

### 1. The Influence of Quality of Work Life on Employee Performance

Quality of work life states that every policy process decided by an organization is a response to the desires and expectations of its employees. This is realized by sharing problems and uniting views towards the same goal, namely improving employee performance. According to (Robbins, 2018)) explains that one of the factors that influence employee performance is system factors such as the quality of an employee's work life. Quality of work life is very influential in efforts to improve employee performance and leaders must provide facilities and infrastructure to support the quality of work life of their employees.

Based on the results of path analysis testing, the results showed that quality of work life on employee performance had a path coefficient of 0.500. These results show that the better the quality of work life of an employee, the higher the employee performance will be. This influence has a probability value (p-values) of  $0.017 < 0.05$ , thus the quality of work life has a significant effect on employee performance. This shows that the better the quality of an employee's work life, the more influence it will have on improving the employee's performance. The results of this research are in line with research conducted by (Lesmana & Prayogi, 2021) explaining that quality of work life has an influence on efforts to improve employee performance.

### 2. The Influence of Organizational Commitment on Employee Performance

The success of an employee in providing maximum performance for the organization where he works is of course related to his commitment to the organization. Organizational commitment reflects the extent to which an employee identifies with an organization and its goals (Kreitner & Kinicki, 2018). Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to try hard to achieve organizational goals. (Mahmudi, 2019) explains that

one of the factors that influences employee performance is individual factors such as commitment to the organization. Organizational commitment can improve an employee's performance, increasing an employee's performance will of course have a positive impact on the organization.

Based on the results of path analysis testing, the results showed that organizational commitment to employee performance had a path coefficient of 6.066. These results show that the higher an employee's organizational commitment, the higher the employee performance. This influence has a probability value (p-values) of  $0.000 < 0.05$ , thus organizational commitment has a significant effect on employee performance. This shows that employees who have high organizational commitment will certainly have an impact on improving the performance provided to the organization. The results of this research are in line with research conducted by (Muhammad Ras Muis, J Jufrizen, 2018) explaining that organizational commitment influences in an effort to improve employee performance. Commitment within an employee can be an encouragement for an employee to work better or, on the contrary, cause someone to leave their job.

### **3. The Influence of Quality of Work Life on Organizational Citizenship Behavior**

The quality of work life is seen as having a positive influence on organizational citizenship behavior because individuals who are satisfied with the quality of their work life will be happy to do more work for their organization. Organizational citizenship behavior is a form of individual behavior that is suddenly and deliberately carried out without expecting anything in return or reward given by the organization. This attitude can arise because employees feel satisfied with the quality of their work life.

Based on the results of path analysis testing, the results showed that quality of work life on organizational citizenship behavior had a path coefficient of 6.503. These results show that the better the quality of work life of an employee, the higher the organizational citizenship behavior. This influence has a probability value (p-values) of  $0.000 < 0.05$ , thus quality of work life has a significant effect on organizational citizenship behavior. These results indicate that employees who are satisfied with the quality of their work life are seen as having an impact on creating organizational citizenship behavior in these employees. The results of this research are in line with research conducted by (Siswadi et al., 2023) explaining that the quality of work life has a positive effect on organizational citizenship behavior.

### **4. The Influence of Organizational Commitment on Organizational Citizenship Behavior**

Organizational commitment reflects the degree to which an individual identifies with the organization and its goals (Kreitner & Kinicki, 2018). Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to try hard to achieve organizational goals. Organizational commitment shows the power of an employee to identify his involvement in an organization. An employee's organizational commitment is closely related to the emergence of an employee's attitude of being willing to work outside of his or her responsibilities and without expecting reward.

Based on the results of path analysis testing, the results showed that organizational commitment to organizational citizenship behavior had a path coefficient of 4.391. These results show that the higher an employee's organizational commitment, the higher the organizational citizenship behavior. This influence has a probability value (p-values) of  $0.000 < 0.05$ , thus organizational commitment has a significant effect on organizational citizenship behavior. These results indicate that employees who have a high commitment to the organization where they work will certainly encourage the emergence of organizational citizenship behavior in these employees. The results of this research are in line with research conducted by (J.

Jufrizen et al., 2021) explaining that organizational commitment influences organizational citizenship behavior.

#### **5. The Influence of Organizational Citizenship Behavior on Employee Performance**

Organizational citizenship behavior is seen as having a positive influence on employee performance because individuals are satisfied with their work and will be happy to do more work for their organization. Organizational citizenship behavior for an employee is a very important factor because the satisfaction they obtain will also determine the employee's performance. (Robbins & Judge, 2018) added that satisfied employees are more likely to speak positively about the organization, help each other and provide maximum performance for the organization. Someone who has a high level will have loyalty and devotion to their organization and will influence individual and organizational effectiveness. Employees who have good organizational citizenship behavior will certainly have no difficulty providing the best performance for the organization.

Based on the results of path analysis testing, the results showed that competence in organizational citizenship behavior had a path coefficient of 1.289. These results show that the higher an employee's competency, the higher the organizational citizenship behavior. This influence has a probability value (p-values) of  $0.009 < 0.05$ , thus organizational citizenship behavior has a significant effect on employee performance. The results of this research explain that an employee who is happy to do more work for his organization will certainly have an impact on improving his performance. The results of this research are in line with research conducted by (Jufrizen Jufrizen & Noor, 2022) explaining that organizational citizenship behavior has a positive effect on employee performance. Organizational citizenship behavior that emerges from an employee is something that is expected by the organization. Employees who have good organizational citizenship behavior really depend on whether their work environment is conducive or not.

#### **6. The Influence of Quality of Work Life on Employee Performance with Organizational Citizenship Behavior**

Performance is a manifestation of the results of work carried out by employees which is usually used as a basis for evaluating employees or individuals. Performance is the result achieved by an employee from the work he has completed. (Sedarmayanti, 2018) states that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with his duties in accordance with the responsibilities given to him. Based on the results of the indirect influence test, the results showed that quality of work life on employee performance with the variable organizational citizenship behavior as an intervening variable obtained a result of 1.261 and p-values of 0.004, thus it can be concluded that organizational citizenship behavior as an intervening variable is able to mediate the influence of quality of work life on employee performance. The results of this research indicate that organizational citizenship behavior in an employee can have an impact on the quality of an employee's work life in improving his or her performance. The results of this research are in line with research conducted by (J. Jufrizen et al., 2019) explaining that organizational citizenship behavior is able to mediate the influence quality of work life on employee performance.

#### **7. The Influence of Organizational Commitment on Employee Performance with Organizational Citizenship Behavior**

(Wibowo, 2018) explains that performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through planning an organizational strategy. As one of the main drivers in the smooth running of an organization's activities, the

important role of human resources requires every organization to pay attention to and motivate its employees to provide good performance. Based on the results of the indirect influence test, the result was that organizational commitment on employee performance with the organizational citizenship behavior variable as an intervening variable obtained a result of 1.203 and p-values of 0.001, thus it can be concluded that organizational citizenship behavior as an intervening variable is able to mediate the influence of organizational commitment on employees' performance. The results of this research indicate that organizational citizenship behavior in an employee is one of the factors that can encourage an employee's commitment to improving the performance provided to the organization. The results of this research are in line with research conducted by (Siswadi et al., 2023) explaining that organizational citizenship behavior is capable of mediating the effect of organizational commitment on employee performance.

### **CONCLUSION**

Based on data obtained in research regarding the Influence of Quality of Work Life and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior at the National Population and Family Planning Agency of North Sumatra Province, then the following conclusions are obtained: Based on the results of the path analysis test, the results show that the variable Quality of Work Life (X1) has a significant effect on the Employee Performance (Y) variable. Based on the results of the path analysis test, the results show that the variable Organizational Commitment (X2) has a significant effect on the variable Employee Performance (Y). Based on the results of the path analysis test, the results showed that the variable Quality of Work Life (X1) had a significant effect on the variable Organizational Citizenship Behavior (Z). the Organizational Citizenship Behavior (Z) variable. Based on the test results, it was found that the Organizational Citizenship Behavior (Z) variable had a significant effect on the Employee Performance (Y) variable. Based on the test results, the results showed that the Organizational Citizenship Behavior (Z) variable as an intervening variable had an influence on Quality of Work Life variable (X1) on the Employee Performance variable (Y). Based on the test results, it was found that the Organizational Citizenship Behavior (Z) variable as an intervening variable had an influence on the Organizational Commitment variable (X1) on the Employee Performance variable (Y).

### **LIMITATION (OPTIONAL)**

Based on the researcher's experience while carrying out this research, there were several limitations that the researcher experienced and could be factors that future researchers could pay attention to in order to perfect their research because this research certainly has shortcomings that need to be corrected in the future. Several limitations of the research are: The population and sample in this study, which amounted to 85 people, is certainly very limited in providing an overview of the actual situation. In the data collection process, the information provided by respondents through question and answer questions using a questionnaire does not yet show the actual reality. This happens because of differences in respondents' understanding of the questions in the questionnaire, then respondents tend to give answers that do not pose a risk to their work.

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## **DECLARATION OF CONFLICTING INTERESTS**

The author has no conflict of interest in writing this article

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