

## **EXPLORING THE IMPACT OF OCB AND QWL ON EMPLOYEE PERFORMANCE AT SURYA TOSERBA KADIPATEN**

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### **ABSTRACT**

This study examines the effect of Organizational Citizenship Behavior (OCB) and Quality of Work Life (QWL) on employee performance at Surya Toserba Kadipaten, Majalengka Regency. The research applies a quantitative associative design with a causal approach. The population consists of 56 employees, all of whom were selected using simple random sampling. The study collects data through questionnaires, interviews, observations, and documentation, and analyzes them using multiple linear regression.

The findings show that OCB and QWL jointly explain 54.7 percent of the variance in employee performance ( $R^2 = 0.547$ ). Both variables exert positive and statistically significant effects, either partially or simultaneously. These results indicate that employees who demonstrate voluntary, extra-role behaviors and perceive favorable work conditions tend to achieve higher performance levels. The company should therefore strengthen both OCB and QWL in an integrated manner to enhance productivity and sustain organizational effectiveness.

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

### **INTRODUCTION**

Human resources represent a central asset for organizational sustainability and competitiveness. Organizations achieve their strategic objectives not merely through financial capital or technology, but through the quality of employee performance. Performance reflects the extent to which individuals accomplish assigned tasks and contribute to organizational goals. Moeheriono (2012) defines performance as the level of achievement of programs or policies in realizing organizational objectives, vision, and mission. In practice, performance reflects what employees actually do or fail to do in carrying out their responsibilities.

Employee performance does not arise automatically. It emerges from individual competencies, organizational systems, and behavioral factors that support effectiveness. One behavioral factor that attracts considerable attention in organizational research is Organizational Citizenship Behavior. Robbins (2006) describes OCB as discretionary behavior that does not form part of formal job requirements but supports the effective functioning of the organization. Employees who display OCB voluntarily assist colleagues, maintain positive interpersonal relationships, and demonstrate responsibility beyond minimum standards. Organ in Tambe and Shanker (2014) identifies altruism, civic virtue, conscientiousness, courtesy, and sportsmanship as core dimensions of OCB. When employees consistently exhibit these behaviors, they strengthen cooperation and organizational efficiency.

In addition to extra-role behavior, organizations must also create working conditions that promote employee well-being. Quality of Work Life refers to managerial efforts to ensure that employees experience security, fairness, growth opportunities, and participation in decision-making processes. Davis (2020) highlights open communication, equitable reward systems, job security, career satisfaction, supportive supervision, and employee participation as essential components of QWL. Porkiani et al. (2011) further emphasize job security, justice and equality, compensation and benefits, skill development opportunities, and participation in decision-making as important dimensions. When employees perceive high QWL, they tend to show stronger commitment and higher work motivation.

Surya Toserba Kadipaten, a retail company engaged in the distribution of daily necessities in Majalengka Regency, faces performance-related challenges. Preliminary observations and interviews with the Personnel and General Manager indicate issues such as lateness and noncompliance with company regulations regarding uniforms and appearance. These conditions suggest that both behavioral factors and work environment conditions require attention. Robbins (2012) measures employee performance through work quantity, work quality, and timeliness. Strengthening OCB and QWL may therefore improve these dimensions simultaneously.

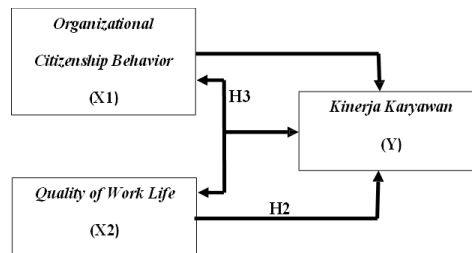
Prior studies support the link between OCB, QWL, and performance. Abrar and Isyanto (2019) find that OCB significantly affects employee performance. Kim and Lee (2019) demonstrate that employee well-being mediates the relationship between OCB and organizational performance. Mulyana et al. (2021) report that OCB and QWL jointly influence employee performance. Building on this literature, the present study investigates whether OCB and QWL significantly influence employee performance at Surya Toserba Kadipaten.

### **METHOD**

This study employs a quantitative associative approach with a causal design, consistent with Sugiyono (2013). The research examines the effect of two independent variables, Organizational Citizenship Behavior (X1) and Quality of Work Life (X2), on the dependent variable, employee performance (Y). The population comprises 56 employees of Surya Toserba Kadipaten. The study applies simple random sampling, resulting in 56 respondents. Data collection relies primarily on structured questionnaires supported by interviews, observation, and documentation. The analysis uses multiple linear regression to test both partial and simultaneous effects.

**RESULTS AND DISCUSSION**

This study examines the effect of Organizational Citizenship Behavior (OCB) and Quality of Work Life (QWL) on employee performance at Surya Toserba Kadipaten. The conceptual framework proposes that both OCB and QWL directly influence employee performance, as illustrated below.



**Figure 1. Framework**

The instrument testing confirms that all measurement items meet validity requirements, as each correlation coefficient exceeds the r-table value of 0.2632 at a significance level of 0.05. These findings indicate that the questionnaire accurately captures the constructs of OCB, QWL, and employee performance. Reliability testing further strengthens this conclusion.

**Table 1. Reliability Test Results**

Variable		Reliability Value	Criteria
1	Organizational Citizenship Behavior	0,849	Reliable
2	Quality of Work Life	0,819	Reliable
3	Employee Performance	0,720	Reliable

All Cronbach’s alpha values exceed 0.60, which confirms acceptable internal consistency. The Kolmogorov-Smirnov normality test also reports significance values above 0.05 for all variables, indicating that the data are normally distributed and suitable for regression analysis.

The multiple linear regression analysis produces the following results.

**Table 2. Results of the Multiple Linear Regression Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.482	4.256		1.758	.085
	Organizational Citizenship Behavior	.197	.071	.286	2.764	.008
	Quality Of Work Life	.410	.075	.566	5.479	.000

A. Dependent Variable: Employee Performance

The regression equation is:

$$Y = 7.482 + 0.197X1 + 0.410X2$$

The coefficient for OCB indicates that a one-unit increase in OCB raises employee performance by 0.197 units when QWL remains constant. The QWL coefficient shows a stronger effect, where a one-unit increase in QWL raises performance by 0.410 units. These coefficients demonstrate that both behavioral and structural factors contribute to performance outcomes, with QWL showing a comparatively larger direct effect.

The explanatory power of the model appears in the coefficient of determination.

**Table 3. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 <sup>a</sup>	.547	.530	2.736
a. Predictors: (Constant), Quality Of Work Life, Organizational Citizenship Behavior				

The R<sup>2</sup> value of 0.547 indicates that OCB and QWL together explain 54.7 percent of the variance in employee performance. The remaining 45.3 percent may derive from other organizational factors such as leadership, compensation, or intrinsic motivation that this study does not examine.

Partial hypothesis testing confirms that OCB significantly affects employee performance, as the calculated t-value of 2.764 exceeds the critical value of 1.67412 and the significance level falls below 0.05. QWL also significantly influences performance, with a t-value of 5.479 and a significance level below 0.05. These findings indicate that both voluntary extra-role behavior and perceived work conditions independently strengthen employee outcomes.

Simultaneous testing further confirms the combined influence of OCB and QWL.

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**Table. 4 F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	478.542	2	239.271	31.958	.000 <sup>b</sup>
	Residual	396.815	53	7.487		
	Total	875.357	55			
A. Dependent Variable: Employee Performance						
B. Predictors: (Constant), Quality Of Work Life, Organizational Citizenship Behavior						

The calculated F-value of 31.958 exceeds the F-table value of 3.17 at  $\alpha = 0.05$ , which confirms that OCB and QWL simultaneously exert a positive and significant effect on employee performance.

These results align with theoretical and empirical perspectives in the literature. Organ's conceptualization of OCB emphasizes that discretionary behavior enhances organizational effectiveness (Kaswan, 2018). Empirical findings from Abrar and Isyanto (2019) and Tewal et al. (2017) similarly report that higher OCB corresponds with improved employee performance. The present findings extend this evidence within the retail sector context. The strong effect of QWL supports the argument that employee well-being and fair organizational practices directly influence work outcomes. Kreitner and Kinicki in Soejipto (2017) explain that organizational policies and reward systems shape performance. Rampersad's findings cited in Kaswan (2017) indicate that employee well-being strengthens commitment and productivity. Kim and Lee (2019) further demonstrate that employee well-being mediates the relationship between supportive behavior and organizational performance. Zhao et al. (2020) also show that OCB contributes to improved work-life quality through enhanced organizational support. Taken together, the evidence suggests that organizations should not treat behavioral commitment and work environment quality as separate initiatives. When employees voluntarily support one another and perceive fairness, security, and development opportunities, they respond with stronger engagement and higher performance. The results therefore confirm that strengthening OCB and QWL concurrently offers a practical pathway for improving organizational outcomes at Surya Toserba Kadipaten.

## CONCLUSION

The results of the study indicate that organizational citizenship behavior and quality of work life have a positive and significant effect on employee performance at Surya Toserba Kadipaten, Majalengka Regency. The results of this study are reinforced by research conducted by Luhur Agung Bowo Leksono (2018) which states that there is an influence of Organizational Citizenship Behavior and quality of work life on Employee Performance at PT. Subur Jaya Embroidery. The results of this test are in line with the theory explained by Organ which states that OCB is a voluntary behavior of individual employees where this behavior will increase the effectiveness of the organization's function (Kaswan, 2018). The effectiveness of this organizational function cannot be separated from the performance of employees within the organization itself. Facts show that organizations that have employees with high OCB behavior have better performance than other organizations (Tewal, et al., 2017). Then, research conducted by Abrar and Isyanto (2019) in their research journal stated that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. His research demonstrated that the higher an employee's OCB behavior, the higher their performance score, positively impacting the organization's progress.

Statistical testing demonstrated that QWL had a positive and significant impact on employee performance. QWL, commonly known as quality of work life, is a condition that indicates an organization's success in realizing its rights and obligations to employees. QWL is always related to employee well-being, as their rights have been fulfilled by the organization where they work. Many factors influence employee performance, one of which is the payroll system, which remains the most significant influence on an employee's willingness to remain with an organization. This aligns with the theory proposed by Kreitner and Kinicky (in Soejipto, 2017), who explain that employee performance is related to company policies and payroll systems. Research by Rampersad, for example, demonstrates that employee well-being plays a crucial role in improving organizational performance. His research also demonstrated a relationship between employee happiness and work commitment (Kaswan, 2017). The results of this study support the theory of Quality of Work Life (QWL) as an employee's perspective that they get a sense of security, have a fairly broad relationship, have a good balance between personal life and work, and can grow and develop like human beings (Kaswan, 2017).

OCB and QWL jointly influence employee performance at Surya Toserba Kadipaten, Majalengka Regency. As proposed by Lestari et al. (2018), the success of an organization depends on the performance of its employees, who serve as human resources and are crucial elements in realizing the organization's vision, mission, and goals. Research conducted by Mulyana et al. (2021) found that OCB and QWL jointly have a significant impact on employee performance. This research explains that such conditions cannot simply occur; organizations need to continuously foster and maintain employee morale so that employees become accustomed to and maintain high work morale, which in turn impacts their performance.

Organizational Citizenship Behavior (OCB) is voluntary behavior carried out by employees outside of their formal obligations, aimed at supporting the overall success of the organization. Recent research shows that OCB has a positive influence on work-life quality (WQQ), as it promotes a harmonious work environment, strengthens relationships between employees, and improves psychological well-being in the workplace (Zhao et al., 2020). When employees feel supported and appreciated through positive actions from coworkers and management, they tend to experience higher job satisfaction and a better work-life balance.

Furthermore, the improved work-life quality resulting from OCB indirectly impacts organizational performance. Employees who exhibit OCB behaviors typically have high work morale and greater motivation to contribute optimally, thereby increasing organizational efficiency and productivity (Kim & Lee, 2019). This relationship suggests that strengthening OCB not only improves the work environment but also improves the organization's long-term performance outcomes by enhancing employee well-being. Therefore, organizations that successfully encourage and support OCB behaviors in the workplace can achieve sustained success and improve the overall quality of work life.

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