

Driving Employee Performance through Quality of Work Life and OCB: A Job Satisfaction Perspective

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Abstract: The purpose of this study is to analyze the influence of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) on Employee Performance, with Job Satisfaction serving as a mediating variable. This research was conducted at PG Kebon Agung Malang, a sugar factory operating in a high-pressure manufacturing environment. The research population comprised 65 employees in the fabrication division, with the sample selected using a census/saturation sampling technique where all population members were included. This type of research is quantitative explanatory. Primary data were obtained from a questionnaire using a Likert scale and analyzed using Path Analysis and the PROCESS macro by Hayes via SPSS software. The results of the study prove that OCB has a significant direct effect on Employee Performance, while QWL does not directly impact Employee Performance. Importantly, Job Satisfaction plays a full mediation role in the relationship between QWL and Employee Performance, and a partial mediation role between OCB and Employee Performance.

Keywords: Quality of Work Life, Organizational Citizenship Behavior, Job Satisfaction, Employee Performance, Manufacturing.

INTRODUCTION

In the modern industrial era, the national sugar industry faces multidimensional challenges driven by supply chain volatility and the disruptive BANI (Brittle, Anxious, Non-linear, Incomprehensible) business environment. PG Kebon Agung, established in 1905, is a prime example of an organization that appears physically robust but requires high operational agility to handle unpredictable raw material fluctuations, especially during the peak milling season. In such a high-pressure, labor-intensive agro-industry, competitive advantage no longer relies solely on machinery modernization but on the optimization of human capital. Employee performance becomes the crucial determinant of operational success.

To sustain high performance, management often relies on improving the Quality of Work Life (QWL) and fostering Organizational Citizenship Behavior (OCB). However, there is a theoretical and empirical gap regarding how these factors translate into actual performance. Previous studies assume a direct relationship, implying that providing adequate physical facilities automatically boosts productivity. Yet, empirical evidence in manufacturing often shows that

without psychological buy-in from the employees, physical improvements fail to elevate performance.

This inconsistency raises the need for a mediating variable. This study proposes Job Satisfaction as the central psychological mechanism, arguing that environmental factors (QWL) and social behaviors (OCB) must first generate internal satisfaction before manifesting as excellent performance. Therefore, this study aims to explain the role of job satisfaction in mediating the influence of QWL and OCB on employee performance among workers at PG Kebon Agung Malang.

LITERATURE REVIEW

1. Quality Work Life

Quality of Work Life is a multidimensional construct encompassing a series of interrelated factors that affect an employee's well-being, health, and security in the workplace. Al-Suwaidi *et al.*, (2025) view QWL as both a goal—creating a more satisfying work environment—and a process of active participation. Rooted in Maslow's Hierarchy of Needs, QWL initiatives aim to fulfill employees' physiological, safety, social, esteem, and self-actualization needs. When

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organizations invest in QWL, they treat employees as valuable assets, which theoretically reduces emotional exhaustion in high-intensity settings like manufacturing. In this study, QWL is measured using dimensions from Al-Suwaidi *et al.*, (2025): Compensation and Reward, Working Conditions, Self-Development, Human Relations, and Autonomy & Balance.

2. Organizational Citizenship Behavior

In a modern, interdependent manufacturing ecosystem, strict adherence to formal Standard Operating Procedures (SOPs) is often insufficient to handle unexpected production issues. Barokah *et al.*, (2025) define OCB as discretionary, voluntary behaviors that are not explicitly recognized by the formal reward system but collectively promote the effective functioning of the organization. OCB acts as a "social lubricant" that minimizes friction within team workflows. In this study, OCB is measured based on dimensions developed by Organ (1988) and Barokah *et al.*, (2025): Altruism (helping others), Conscientiousness (exceeding minimum standards), Sportsmanship (tolerating inconveniences), Courtesy (preventing interpersonal problems), and Civic Virtue (active participation).

3. Job Satisfaction

Job Satisfaction is defined as a positive or pleasant emotional state resulting from the appraisal of one's job experiences. According to Inuwa (2016), job satisfaction is a fundamental attitude that bridges the gap between organizational inputs (like facilities and culture)

and employee outputs. It acts as a catalyst; when employees are satisfied with their job, supervision, and peers, their commitment rises, prompting optimal performance. To measure job satisfaction, this study adopts indicators from Inuwa (2016): General Satisfaction, Intrinsic Interest, Expectation Alignment, Satisfaction with Salary/Incentives, and Satisfaction with Current Position.

4. Employee Performance

Employee Performance represents the quantitative and qualitative work outcomes achieved by an individual based on their responsibilities over a specific period. Inuwa (2016) emphasizes that employee performance is the most critical resource for organizational efficiency. High performance ensures not only the fulfillment of daily targets but also proactive adaptation in a competitive environment. This study measures performance using indicators adapted from Inuwa (2016): Understanding of Job Description, Adaptability, Attendance, and Discipline.

RESEARCH METHOD

1. Research Variables

This study adopts a quantitative explanatory approach to analyze causal relationships. Data were collected via a structured questionnaire to gather empirical insights into employee perceptions and behaviors at PG Kebon Agung Malang.

Table 1: Research components

Variables	Indicators	References
Quality of Worklife	Compensation & Reward	Al-Suwaidi <i>et al.</i> , (2025)
	Working Conditions	
	Self-Development	
	Human Relations	
	Autonomy & Balance	
Organizational Citizenship Behavior	Altruism	Barokah <i>et al.</i> , (2025)
	Conscientiousness	
	Sportsmanship	
	Courtesy	
	Civic Virtue	
Job Satisfaction	General Satisfaction	Inuwa (2016)
	Intrinsic Interest	
	Salary/Incentive Satisfaction	
	Current Position Satisfaction	
Employee Performance	Job Description Understanding	Inuwa (2016)
	Adaptability	
	Attendance	
	Discipline	

2. Research Hypothesis

Previous studies frequently link the quality of the work environment to output. Magdalena *et al.*, (2022) concluded that QWL is capable of enhancing employee performance, leading to the first hypothesis:

H1: Quality of Work Life has a significant effect on Employee Performance.

Studies show that working conditions act as strong antecedents to work attitudes. Fajar *et al.*, (2024)

proved that QWL has a positive and significant effect on employee satisfaction, leading to:

H2: Quality of Work Life has a significant effect on Job Satisfaction

Job satisfaction is a classic predictor of performance. Inuwa (2016) found that employees satisfied with their jobs are highly motivated to perform better. Based on this, the following hypothesis is proposed:

H3: Job Satisfaction has a significant effect on Employee Performance.

Voluntary behaviors that exceed formal demands are known to contribute significantly to organizational efficiency. Amsyakho & Pujianto (2023) confirmed OCB's ability to improve performance. Therefore:

H4: Organizational Citizenship Behavior has a significant effect on Employee Performance.

OCB can also foster a positive cycle of attitudes. Bui *et al.*, (2025) imply a close relationship where civic behaviors strengthen employee pride and satisfaction. Thus:

H5: Organizational Citizenship Behavior has a significant effect on Job Satisfaction.

While QWL provides the physical and systemic foundation, its impact on performance requires psychological buy-in. Fatchiya *et al.*, (2021) and Inuwa (2016) provide the logical framework that QWL creates satisfaction, which triggers performance.

H6: Quality of Work Life has a significant effect on Employee Performance mediated by Job Satisfaction.

Finally, satisfied employees are more motivated to sustain voluntary behaviors (OCB) that benefit the organization, which cumulatively enhances long-term performance (Na-Nan *et al.*, 2021).

H7: Organizational Citizenship Behavior has a significant effect on Employee Performance mediated by Job Satisfaction.

3. Research Design

This research is quantitative and explanatory. It was conducted at PG Kebon Agung Malang, East Java. The population consisted of all 65 employees in the fabrication division. A census (saturation sampling) technique was used, meaning all 65 employees became the sample. This study consists of two exogenous variables (QWL, OCB), one mediating variable (Job Satisfaction), and one endogenous variable (Employee Performance). Data were collected using a 5-point Likert scale questionnaire. Data analysis included classical assumption tests and Path Analysis, with mediation testing conducted using the PROCESS macro by Hayes (bootstrapping with 5,000 resamples) via SPSS software.

RESULT AND ANALYSIS

1. Measurement Model Evaluation

Convergent validity was tested using Outer Loadings and Average Variance Extracted (AVE). The results showed that all indicators had outer loading values > 0.70 and AVE > 0.50 , indicating valid measures. Reliability was confirmed with Cronbach's Alpha and Composite Reliability values above 0.70.

Table 2: Measurement Model Results (Summary)

Variable	Cronbach's Alpha	Result
Quality of Worklife (X1)	0.900	Reliable & Valid
Organizational Citizenship Behavior (X2)	0.802	Reliable & Valid
Job Satisfaction (Z)	0.906	Reliable & Valid
Employee Performance (Y)	0.767	Reliable & Valid

2. Structural Model and Hypothesis Testing

The structural model evaluation (Adjusted R-Square) showed that 59.0% of the variance in Job Satisfaction is explained by QWL and OCB, while 49.7%

of the variance in Employee Performance is explained by QWL, OCB, and Job Satisfaction. The hypothesis testing results are presented in Table 3.

Table 3: Statistical Analysis Results (Direct and Indirect Effects)

Hypothesis	Path	Original Sample (β)	T Statistics	P Values	Result
Direct Effects					
H1	QWL -> Employee Performance	0.009	0.099	0.921	Rejected
H2	QWL -> Job Satisfaction	0.511	5.295	0.000	Accepted
H3	Job Satisfaction -> Employee Performance	0.334	3.567	0.001	Accepted
H4	OCB -> Employee Performance	0.262	2.080	0.042	Accepted
H5	OCB -> Job Satisfaction	0.507	3.210	0.002	Accepted
Indirect Effects (Mediation via PROCESS Macro)					
Hypothesis	Path	Indirect Effect (β)	BootLLCI	BootULCI	Result

H6	QWL -> Satisfaction -> Performance	0.1709	0.0276	0.5510	Accepted
H7	OCB -> Satisfaction -> Performance	0.1693	0.0070	0.4930	Accepted

1. **Note:** For indirect effects, mediation is significant if the interval between BootLLCI and BootULCI does not contain zero.

2. QWL is Quality of Worklife.

3. OCB is Organizational Citizenship Behavior.

DISCUSSION

The Hygiene Factor Phenomenon

The hypothesis testing reveals a striking dynamic regarding Quality of Work Life. QWL does not have a significant direct effect on Employee Performance (H1 rejected, $p=0.921$). This finding fundamentally challenges the assumption that merely improving physical facilities or adjusting salaries will automatically drive employees to work harder. In the context of PG Kebon Agung, employees perceive QWL aspects as standard corporate obligations—"hygiene factors" as posited in Herzberg's theory. Their presence prevents dissatisfaction, but alone, they lack the motivational pull to spike productivity.

However, QWL proves to be a massive antecedent to Job Satisfaction (H2 accepted), and Job Satisfaction strongly drives Performance (H3 accepted). Consequently, the influence of QWL on Performance is entirely channeled through Job Satisfaction, establishing a mechanism of Full Mediation (H6 accepted). This "Full Mediation" status provides a critical theoretical insight: Job Satisfaction acts as the mandatory bridge. A safe environment and fair compensation (QWL) are only converted into excellent performance if they successfully cultivate a sense of inner satisfaction and pride in the employee. If the facilities improve but the employee remains psychologically unfulfilled, performance stagnates. Managerially, PG Kebon Agung must shift its focus from merely "providing facilities" to ensuring those provisions genuinely generate psychological buy-in and job satisfaction.

The Dual-Pathway of Organizational Citizenship Behavior

The analysis of OCB presents a different, highly complementary mechanism. OCB significantly and directly influences Employee Performance (H4 accepted). In a factory setting heavily reliant on interdependent workflows, extra-role behaviors such as altruism and courtesy directly resolve operational bottlenecks, acting as a tactical solution that bypasses bureaucratic delays.

Furthermore, OCB also significantly boosts Job Satisfaction (H5 accepted). A culture of mutual help creates a harmonious, low-stress work environment that makes employees feel supported and happy. Because OCB affects performance both directly and indirectly through Job Satisfaction, it establishes a Partial Mediation mechanism (H7 accepted). This Partial Mediation highlights OCB as a "Win-Win" strategic asset. It functions through a technical pathway (immediately aiding task completion) and an affective

pathway (building long-term morale). Cultivating this cooperative culture ensures that PG Kebon Agung not only hits its production targets during the intense milling season but also maintains a resilient, satisfied workforce.

CONCLUSION AND RECOMMENDATION

1. Conclusion

This study aims to determine the factors influencing employee performance in a manufacturing environment by analyzing the roles of Quality of Work Life, Organizational Citizenship Behavior, and Job Satisfaction. Based on the analysis at PG Kebon Agung, three major conclusions are drawn.

- QWL operates strictly as a foundational element that requires an emotional converter. It has no direct impact on performance, acting instead as a hygiene factor. It relies entirely on Job Satisfaction as a full mediator. Physical and systemic improvements only yield higher productivity when they successfully foster genuine psychological satisfaction among employees.
- OCB serves a unique dual role (Partial Mediation). It directly enhances operational efficiency by acting as a social lubricant that smooths out workflow friction, while simultaneously boosting job satisfaction by creating a supportive, family-like work atmosphere.
- Job Satisfaction is the central lock to organizational success in this setting. It successfully bridges both environmental factors (QWL) and behavioral factors (OCB) to ultimate performance, proving that emotional gratification and pride in one's work are the true engines of manufacturing productivity.

2. Implications and Recommendations

Theoretically, this research enriches organizational behavior literature by clarifying the "Full Mediation" mechanism of satisfaction required for QWL, contrasting with the direct benefits of OCB. Practically, the management of PG Kebon Agung is advised to prioritize the "conversion" of QWL. When upgrading facilities or compensation, management must involve employee feedback to ensure these changes actually resonate and create satisfaction. Additionally, the company should actively protect and reward its OCB culture through formal recognition programs (e.g., peer-nominated awards), ensuring the spirit of mutual assistance is not eroded by high production targets.

3. Limitations and Future Research

This study has limitations that offer avenues for future research. The sample size was limited to 65 employees within a single division (fabrication) of one sugar factory, which restricts the generalizability of the findings. Future researchers are encouraged to expand the population across multiple factories or industries to validate the full mediation of QWL. Additionally, future studies should consider employing mixed methods (integrating in-depth interviews) to qualitatively explore why physical work life improvements fail to directly stimulate performance without emotional satisfaction.

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