

Research Article

Quality of Work Life, Organizational Commitment, and Nurses' Performance: The Mediating Role of OCB

Hazwin Bahtiar^{1*}, Rokiah Kusumapradja², Erry Yudhya Mulyani³

¹Master of Hospital Administration, Esa Unggul University, Indonesia; e-mail: hazwin.bahtiar@student.esaunggul.ac.id

²Master of Hospital Administration, Esa Unggul University, Indonesia; e-mail: rokiah.kusumapradja@esaunggul.ac.id

³Master of Hospital Administration, Esa Unggul University, Indonesia; e-mail: erry.yudhya@esaunggul.ac.id

*Corresponding Author : hazwin.bahtiar@student.esaunggul.ac.id

Abstract. Nurses' performance is a major determinant of hospital service quality, so it is important to understand the factors that can improve it. A good Quality of Work Life (QWL), including work-life balance and a supportive work environment, is strongly suspected of increasing nurses' motivation and productivity. Therefore, hospital management needs to understand the factors that support nurses' performance. This study aims to analyze the influence of Quality of Work Life (QWL) and organizational commitment on nurses' performance through Organizational Citizenship Behavior (OCB). This study, using a quantitative approach and survey method, used a questionnaire. The population was all 80 nurses working at a type C government hospital at Kembangan Regional Hospital. The sampling technique used saturated sampling, resulting in a sample of 80 respondents. The data analysis method used statistical software. Research results: Quality of Work Life (QWL), organizational commitment, and Organizational Citizenship Behavior (OCB) significantly and simultaneously influence the job attitudes of inpatient nurses at type C government hospitals at Kembangan Regional General Hospital. The Organizational Citizenship Behavior (OCB) variable has the greatest influence on the performance of nurses at type C government hospitals at Kembangan Regional General Hospital, compared to the other two variables. The findings of this study can be used as input for hospital management in developing strategies to improve work-life Quality of Work Life (QWL), organizational commitment, and Organizational Citizenship Behavior (OCB) in nurses.

Keywords: Hospital; Nurses' Performance; OCB; Organizational Commitment; Quality WorkLife.

1. Introduction

Nurses' performance is a crucial factor in determining the success of healthcare organizations in achieving high-quality patient care. Performance refers to the outcomes achieved by employees in carrying out their assigned duties and responsibilities and is commonly assessed through indicators such as quality, quantity, timeliness, effectiveness, and independence. High nursing performance contributes significantly to organizational effectiveness, patient satisfaction, and healthcare service quality. Therefore, hospitals must continuously identify and manage factors that influence nurses' performance to maintain competitiveness and service excellence (Robbins & Judge, 2021; Vroom, 1982).

One of the major factors affecting nurses' performance is Quality of Work Life (QWL). QWL reflects the extent to which an organization provides a supportive work environment that meets employees' personal and professional needs. It encompasses workplace safety, fair compensation, opportunities for growth, participation in decision-making, and work-life balance. A favorable quality of work life enhances job satisfaction, motivation, engagement, and organizational commitment among nurses. Previous studies have demonstrated that QWL positively influences employee engagement and performance, enabling nurses to perform their duties more effectively and with greater dedication (Flippo, 1984; Rahmayuni & Ratnangsih, 2020; Robbins & Judge, 2021).

Received: February 02, 2026

Revised: April 05, 2026

Accepted: June 06, 2026

Published: June 29, 2026

Curr. Ver.: June 29, 2026



Copyright: © 2025 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

Another important determinant of performance is Organizational Commitment, which refers to an employee's psychological attachment, loyalty, and willingness to remain a member of the organization. Nurses with strong organizational commitment are more likely to align their personal goals with organizational objectives, comply with organizational policies, and exert greater effort in their work. Conversely, low commitment may lead to absenteeism, reduced motivation, and lower performance. Previous research has consistently shown that organizational commitment plays a significant role in improving employee performance across various sectors, including healthcare organizations (Mowday et al., 2013; Robbins & Judge, 2021).

In addition to QWL and organizational commitment, Organizational Citizenship Behavior (OCB) is recognized as an important factor influencing employee performance. OCB refers to voluntary behaviors that go beyond formal job requirements and contribute to organizational effectiveness. These behaviors include helping colleagues, demonstrating responsibility, participating actively in organizational activities, and maintaining a positive work environment. Employees who exhibit high levels of OCB often contribute to improved teamwork, service quality, and overall organizational performance. Consequently, OCB has become a critical element in achieving organizational success in healthcare settings (Organ, 1988).

Several empirical studies have reported a positive and significant relationship between OCB and employee performance. Employees who willingly engage in extra-role behaviors tend to demonstrate higher productivity, stronger collaboration, and greater commitment to organizational goals. Furthermore, OCB may function as a mediating mechanism through which Quality of Work Life and Organizational Commitment influence nurses' performance. Research conducted by Muhrodin et al. (2024), and Suparjati & Priyono (2018) supports the positive contribution of OCB to employee performance.

Preliminary observations conducted at RSUD Kembangan revealed several issues related to Quality of Work Life, Organizational Commitment, and OCB among nurses. Some nurses expressed concerns regarding job security and retirement benefits, while others showed limited participation in organizational activities and decision-making processes. Furthermore, instances of tardiness, lack of responsiveness to patients and colleagues, and low willingness to assist coworkers voluntarily were observed, indicating suboptimal levels of OCB. These conditions suggest that improving QWL and organizational commitment may enhance OCB and ultimately improve nurses' performance. Therefore, this study aims to examine the influence of Quality of Work Life and Organizational Commitment on Nurses' Performance through Organizational Citizenship Behavior as a mediating variable.

2. Literature Review

Employee performance is a critical determinant of organizational success, particularly in healthcare institutions where nurses play a central role in delivering quality patient care. Performance refers to the outcomes achieved by employees in carrying out their assigned duties and responsibilities within a specified period. According to Bernardin & Russell (1998), performance is a record of outcomes produced from specific job functions, while Robbins & Judge (2021) defines performance as the achievement of work results. Effective nursing performance contributes directly to organizational productivity, service quality, and patient satisfaction. Therefore, improving nurses' performance remains a strategic priority for healthcare organizations.

Nurses' performance is influenced by various factors, including individual abilities, motivation, and work environment. Robbins & Judge (2021) explains that performance is a function of ability, motivation, and opportunity. In the healthcare setting, nursing performance encompasses not only clinical competence but also adherence to organizational policies, collaboration with colleagues, and responsiveness to patients' needs. Gibson et al. (1997) further emphasize that performance is affected by individual, psychological, and organizational factors, highlighting the importance of a supportive work environment in achieving optimal outcomes.

One important factor associated with employee performance is Quality of Work Life (QWL). QWL refers to employees' perceptions of their physical and psychological well-being within the workplace. According to Robbins & Judge (2009), QWL is a process through which organizations respond to employee needs by providing opportunities to participate in decisions affecting their work lives. A positive quality of work life promotes job satisfaction, motivation, and organizational effectiveness. Employees who perceive a high quality of work life are more likely to feel valued, secure, and committed to their organization.

Cascio (2003) identifies several dimensions of QWL, including employee participation, career development, conflict resolution, communication, and occupational health. These dimensions reflect organizational efforts to create a supportive and empowering work environment. Effective communication, opportunities for professional growth, and a healthy workplace enable employees to perform their roles more effectively. Consequently, organizations that invest in improving QWL often experience higher employee engagement, stronger commitment, and enhanced job performance.

Another significant determinant of performance is Organizational Commitment, which reflects employees' emotional attachment and loyalty to their organization. Allen & Meyer (1990) define organizational commitment as a psychological state that characterizes the relationship between employees and their organization and influences their decision to remain members of the organization. Employees with strong organizational commitment are more willing to exert effort, support organizational goals, and contribute to long-term success. High commitment also reduces turnover intentions and promotes organizational stability.

Meyer & Allen (1991) conceptualize organizational commitment through three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects emotional attachment to the organization, continuance commitment relates to the perceived costs of leaving, and normative commitment refers to a sense of moral obligation to remain. These dimensions collectively strengthen employees' dedication to organizational objectives and encourage behaviors that support organizational effectiveness.

In addition to QWL and organizational commitment, Organizational Citizenship Behavior (OCB) is considered an essential factor influencing employee performance. OCB refers to voluntary behaviors that are not formally required but contribute significantly to organizational effectiveness. According to Organ (1988), OCB includes discretionary actions that benefit the organization without being explicitly recognized by formal reward systems. Such behaviors help create a cooperative work environment and improve organizational functioning.

Employees who demonstrate high levels of OCB often go beyond their formal job responsibilities by assisting coworkers, supporting organizational initiatives, and maintaining positive workplace relationships. Luthans (1998) describes OCB as extra-role behavior that adds value to both individual performance and organizational outcomes. These voluntary contributions enhance teamwork, reduce workplace conflicts, and increase service effectiveness, particularly in healthcare environments where collaboration is essential.

Organ (1988) identifies five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism involves helping colleagues with work-related problems, conscientiousness reflects adherence to organizational rules, sportsmanship represents a positive attitude despite difficulties, courtesy emphasizes maintaining harmonious relationships, and civic virtue reflects active participation in organizational affairs. These dimensions encourage a supportive organizational culture and contribute to improved employee and organizational performance.

Based on the theoretical perspectives discussed above, Quality of Work Life and Organizational Commitment are expected to influence Nurses' Performance both directly and indirectly through Organizational Citizenship Behavior. A supportive work environment enhances employees' well-being and commitment, which in turn encourages discretionary behaviors that benefit the organization. Therefore, OCB serves as an important mechanism linking QWL and organizational commitment to improved nursing performance, making it a relevant mediating variable in healthcare management

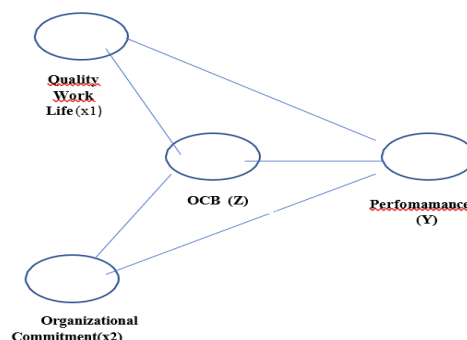


Figure 1. Research Constellation

3. Proposed Method

This study was conducted at Kembangan Regional Public Hospital (RSUD Kembangan), West Jakarta, from January to August 2025, using a quantitative causal research approach with a correlational design. The study aims to examine the influence of Quality of Work Life (QWL) and Organizational Commitment on Nurses' Performance through Organizational Citizenship Behavior (OCB) as a mediating variable. The independent variables are Quality of Work Life (X1) and Organizational Commitment (X2), while Nurses' Performance (Y) serves as the dependent variable and OCB (Z) acts as the intervening variable. This approach was selected to investigate the causal relationships among variables based on theoretical foundations and findings from previous studies (Sekaran & Bougie, 2016).

The study population consisted of all nurses working at RSUD Kembangan, totaling 80 respondents. Since the population size was relatively small, a saturated sampling (census) technique was employed, in which all members of the population were included as research participants. Data were collected through observations, interviews, questionnaires, and literature reviews. The research instrument was a structured questionnaire using a four-point Likert scale, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree), to measure respondents' perceptions of each research variable. The collected data were subsequently analyzed to test the proposed hypotheses and to determine the relationships among Quality of Work Life, Organizational Commitment, Organizational Citizenship Behavior, and Nurses' Performance at RSUD Kembangan (Sugiyono, 2018, 2019).

4. Results and Discussion

Respondent Characteristics

Based on the distribution of respondent characteristics, 50 (62.5%) were male and 30 (37.5%) were female. Therefore, the majority of nurses at Kembangan Hospital are male. In terms of age, 40 (50%) were nurses under 30 years old, 15 (18.7%) were nurses aged 31–40 years old, 15 (18.7%) were nurses aged 41–50 years old, and 10 (13.7%) were nurses over 51 years old. It can be concluded that the majority of nurses at Kembangan Hospital are employees aged <30 years old. Data regarding educational level shows that 25 nurses (31.2%) have a diploma, 55 (68.7%) have a bachelor's degree, and 5 (1%) have a master's or doctoral degree.

Data regarding the characteristics of respondents related to length of service found that the most nurses with a length of service of <3 years were 15 people (18.7%), nurses who had worked for 3–4 years were 35 people (43.7%), followed by nurses who had worked for 4–5 years were 20 people (25%) and those who had worked > 5 years were 10 people (12.5%).

Validity Test

The validity test was conducted to determine the extent to which the research instrument accurately measures the intended constructs. The validity of each questionnaire item was assessed by comparing the calculated correlation coefficient (r-count) with the critical value of the Product Moment correlation coefficient (r-table = 0.361) at a significance level of 0.05 and a sample size of 80 respondents. The results indicated that all items across the four research variable Nurses' Performance, Quality of Work Life (QWL), Organizational Commitment, and Organizational Citizenship Behavior (OCB) had r-count values greater than the r-table value and were positive. Specifically, the Performance variable items showed r-count values ranging from 0.885 to 0.974, QWL items ranged from 0.709 to 0.773, Organizational Commitment items ranged from 0.717 to 0.745, and OCB items ranged from 0.515 to 0.734. Therefore, all questionnaire items were declared valid and suitable for further statistical analysis.

Realibility Test

Table 1. Realibility Test

Variable	Cronbach's Alpha	Description
Quality Work Life	0,986	Reliabel
Organizational Commitment	0,994	Reliabel
Organizational Citizenship Behavior	0,837	Reliabel
Perfomance	0,962	Reliabel

Source: Results of Primary Data Analysis, 2025

The reliability test calculations carried out using the SPSS program showed that the four research variables were reliable for further analysis with the results of questionnaire items that had a Cronbach's alpha value > 0.6 being considered reliable

Hypothesis Test

Hypothesis Testing Results – The research data were processed using SmartPLS.

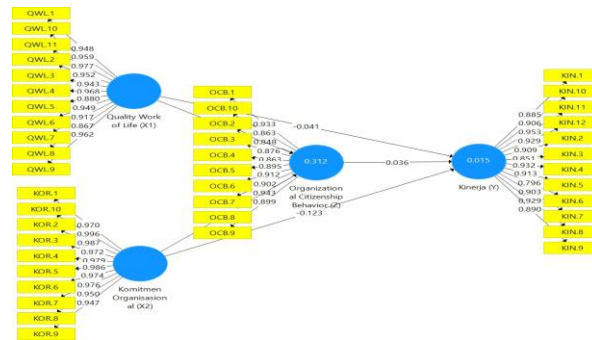


Figure 2. Research Model

Based on the results of the Partial Least Squares (PLS) analysis, all indicators of the variables Quality of Work Life (QWL), Organizational Commitment, Organizational Citizenship Behavior (OCB), and Nurses' Performance demonstrated outer loading values above the recommended threshold of 0.50, ranging from 0.515 to 0.996. These findings indicate that all measurement items possess adequate convergent validity and are capable of accurately representing their respective constructs. Furthermore, the R-square value for OCB was 0.312, indicating that 31.2% of the variance in Organizational Citizenship Behavior can be explained by Quality of Work Life and Organizational Commitment. Meanwhile, the R-square value for Nurses' Performance was 0.015, suggesting that only 1.5% of the variance in performance is explained by Quality of Work Life, Organizational Commitment, and OCB. The path coefficient results revealed that the relationship between Quality of Work Life and OCB was positive ($\beta = 0.312$), whereas the direct effects of Quality of Work Life on Nurses' Performance ($\beta = -0.041$), Organizational Commitment on Nurses' Performance ($\beta = -0.123$), and OCB on Nurses' Performance ($\beta = 0.036$) were relatively weak. These findings suggest that Quality of Work Life contributes positively to the enhancement of Organizational Citizenship Behavior; however, the direct effects of Quality of Work Life, Organizational Commitment, and OCB on Nurses' Performance remain limited. Therefore, further significance testing through the bootstrapping procedure is required to determine whether the proposed hypotheses are statistically supported.

Simultaneous Test

Table 2. Simultaneous Test

Variabel	B	t	Signifikan
(Constant)	28,038	6,923	0,000
Quality Work of Life (X1)	0,048	0,495	0,022
Organizational Commitment(X2)	0,018	0,270	0,008
Organizational Citizenship Behavior (Z)	0,065	0,705	0,002

The results of testing the simultaneous influence of Quality of Work Life (QWL) and Organizational Commitment on performance with Organizational Citizenship Behavior (OCB) as an intervening variable show that the t statistics value is $6.923 > 1.96$ (calculated t statistics < t statistics table) and the p-value is 0.000 (p-value < 0.05), meaning that the influence of Quality Work Life on Performance is not significant and has a negative influence of -28.038, which means that every 1 unit of Quality Work Life will cause an increase in performance of 28.038.

Table 3. Results of Path Statistical Analysis

	Original Sample (O)	T Statistics	P Values	Description
Organizational Commitment(X2) - > Performance(Y)	-0,123	0,814	0,416	H2 Rejected
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Z)	0,099	3,797	0,039	H3 Accepted
Organizational Citizenship Behavior (Z) -> Performance (Y)	0,036	3,275	0,040	H4 Accepted
Quality Work of Life (X1) -> Performance (Y)	-0,041	0,294	0,769	H5 Rejected

Quality Work of Life (X1) -> Organizational Citizenship Behavior(Z)	0,556	5,193	0,000	H6 Accepted
---	-------	-------	-------	-------------

The hypothesis testing results revealed that Quality of Work Life (QWL) did not have a significant direct effect on Nurses' Performance ($\beta = -0.041$; $t = 0.294 < 1.96$), indicating that improvements in QWL were not associated with increased performance. Similarly, Organizational Commitment showed a negative and non-significant effect on Nurses' Performance ($\beta = -0.340$; $t = 0.814 < 1.96$; $p > 0.05$). Therefore, the hypotheses proposing direct effects of QWL and Organizational Commitment on Nurses' Performance were rejected. These findings suggest that neither QWL nor Organizational Commitment directly contributes to performance improvement among nurses in the study setting.

In contrast, Quality of Work Life had a positive and significant effect on Organizational Citizenship Behavior (OCB) ($\beta = 0.556$; $t = 5.193 > 1.96$; $p < 0.05$), indicating that better work-life quality encourages nurses to engage in extra-role behaviors. Likewise, Organizational Commitment significantly and positively influenced OCB ($\beta = 0.099$; $t = 3.797 > 1.96$; $p < 0.05$). Furthermore, OCB demonstrated a positive and significant effect on Nurses' Performance ($\beta = 0.036$; $t = 3.275 > 1.96$; $p < 0.05$). These results indicate that OCB plays an important role in enhancing performance and may serve as a mechanism through which QWL and Organizational Commitment contribute indirectly to improved nursing performance.

Table 4. Hypothesis Test Indirect Effects

	Original Sample (O)	T Statistics	P Values	Description
Komitmen Organisasional (X2) -> Organizational Citizenship Behavior(Z) - > Kinerja (Y)	0,004	1,164	0,870	H7 Rejected
Quality Work of Life (X1) -> Organizational Citizenship Behavior(Z) -> Kinerja (Y)	0,020	2,266	0,039	H8 Accepted

The mediation analysis revealed that Organizational Citizenship Behavior (OCB) significantly mediated the relationship between Quality of Work Life (QWL) and Nurses' Performance. The indirect effect was positive and significant ($\beta = 0.020$; $t = 2.266 > 1.96$; $p = 0.039 < 0.05$), indicating that improvements in QWL enhance nurses' performance through increased OCB. In contrast, the indirect effect of Organizational Commitment on Nurses' Performance through OCB was positive but not statistically significant ($\beta = 0.004$; $t = 1.164 < 1.96$; $p = 0.870 > 0.05$). These findings suggest that OCB serves as a significant mediating variable in the relationship between QWL and performance, whereas it does not significantly mediate the relationship between Organizational Commitment and Nurses' Performance.

Discussion

The results of this study indicate that Quality of Work Life (QWL) and Organizational Commitment play important roles in improving nurses' performance through Organizational Citizenship Behavior (OCB) as an intervening variable. Nurses who perceive a supportive work environment, fair treatment, career development opportunities, and organizational support are more likely to demonstrate extra-role behaviors that contribute to organizational effectiveness. This finding is consistent with the Social Exchange Theory proposed by Blau (2009), which explains that employees tend to reciprocate positive organizational treatment through positive work behaviors. Furthermore, the study supports the findings of Hong & Zainal (2022), who reported that OCB serves as an effective mediator between workplace conditions and employee performance.

The descriptive analysis revealed that the Quality of Work Life among nurses at RSUD Kembangan was categorized as high. Nurses generally perceived that the organization provided a conducive work environment, opportunities for professional growth, and adequate support to perform their duties effectively. According to Cascio (2018), Quality of Work Life reflects employees' perceptions of their physical and psychological well-being in the workplace. A high level of QWL indicates that the organization has successfully fulfilled employees' work-related needs, which can foster job satisfaction and organizational attachment. A high level of Quality of Work Life (QWL) reflects the organization's ability to provide a supportive and conducive work environment that promotes employee well-being and productivity. When employees experience a balance between their professional and personal lives, receive adequate organizational support, and have opportunities for career growth,

they are more likely to perform effectively and contribute positively to organizational outcomes.

The results also showed that nurses exhibited a high level of Organizational Commitment, particularly in terms of affective commitment. According to Meyer & Allen (1991), organizational commitment consists of affective, normative, and continuance commitment. High organizational commitment reflects employees' emotional attachment, loyalty, and willingness to remain with the organization. Nurses who feel valued and supported by their organization tend to develop stronger commitment toward achieving organizational goals. The results indicate that affective commitment is an important factor in fostering employees' willingness to remain within the organization. Healthcare professionals who feel emotionally connected to their workplace are more likely to maintain their dedication, support organizational objectives, and continue contributing positively despite the challenges associated with their work environment.

The study further revealed that nurses demonstrated a high level of Organizational Citizenship Behavior (OCB). Nurses were willing to help colleagues, maintain harmonious interpersonal relationships, and contribute beyond their formal job responsibilities. According to Organ (1988), OCB refers to discretionary behaviors that are not formally rewarded but enhance organizational effectiveness. High OCB among nurses indicates that they voluntarily contribute to the success of the hospital through teamwork, cooperation, and initiative. This finding indicates that Organizational Citizenship Behavior (OCB) plays an important role in enhancing collaboration, teamwork, and service efficiency within healthcare organizations. Nurses who voluntarily assist colleagues, share responsibilities, and contribute beyond their formal job requirements help create a more cooperative work environment, which ultimately supports the delivery of high-quality healthcare services.

The hypothesis testing results showed that Quality of Work Life did not have a significant direct effect on nurses' performance. Although nurses perceived their work environment positively, QWL alone was insufficient to directly improve performance outcomes. According to Mangkunegara (2017), employee performance is influenced by both ability and motivation. Therefore, QWL may function more as a supporting factor that enhances motivation rather than directly affecting performance. This finding suggests that additional mechanisms are needed to translate positive workplace experiences into higher levels of job performance.

Similarly, the results indicated that Organizational Commitment did not have a significant direct effect on nurses' performance. This finding implies that employee loyalty and emotional attachment to the organization do not automatically lead to improved job performance. Based on the theory of Meyer & Allen (1991), employees may remain committed to an organization without necessarily exhibiting higher performance levels. The findings indicate that organizational commitment does not necessarily translate directly into higher employee performance. While employees may develop strong emotional attachment, loyalty, and a sense of belonging toward their organization, these attitudes alone are often insufficient to improve performance outcomes. The influence of organizational commitment on performance is more likely to occur through the development of positive workplace behaviors, such as increased initiative, cooperation, responsibility, and voluntary contributions that support organizational effectiveness.

The study found that Quality of Work Life had a positive and significant effect on Organizational Citizenship Behavior. Nurses who experienced supportive working conditions, recognition, and opportunities for participation were more likely to engage in discretionary behaviors that benefit the organization. The results indicate that employees who experience a supportive and satisfying work environment are more likely to exhibit Organizational Citizenship Behavior (OCB). Positive workplace conditions encourage individuals to voluntarily contribute beyond their formal duties, demonstrate greater cooperation with colleagues, and actively support organizational objectives. Consequently, improvements in Quality of Work Life can promote the development of OCB and strengthen overall organizational effectiveness.

In addition, Organizational Commitment was found to have a positive and significant effect on Organizational Citizenship Behavior. Nurses who felt emotionally attached to the hospital demonstrated greater willingness to assist coworkers, support organizational objectives, and engage in activities beyond their formal responsibilities. According to Meyer & Allen (1991), affective commitment is particularly influential in encouraging employees to contribute voluntarily to organizational success. These findings indicate that committed

employees are more likely to exhibit OCB, which ultimately strengthens organizational effectiveness.

The results further demonstrated that Organizational Citizenship Behavior had a positive and significant effect on nurses' performance. Nurses who frequently displayed helping behavior, cooperation, initiative, and responsibility achieved higher performance levels than those who limited their activities to formal job requirements. According to Organ (1988), OCB enhances organizational effectiveness by promoting a positive work climate and reducing workplace conflicts. The positive relationship between Organizational Citizenship Behavior and performance highlights the importance of extra-role behaviors in healthcare settings. When employees willingly contribute beyond their prescribed duties, they help create a collaborative work environment that supports higher levels of performance.

Finally, the mediation analysis revealed that Organizational Citizenship Behavior successfully mediated the relationship between Quality of Work Life and nurses' performance, but did not significantly mediate the relationship between Organizational Commitment and performance. This finding suggests that a supportive work environment enhances nurses' willingness to engage in extra-role behaviors, which subsequently improves their performance. In contrast, organizational commitment alone may not be sufficient to enhance performance unless it is translated into positive workplace behaviors. These results reinforce the perspectives of Organ (1988) and Blau (2009), emphasizing that OCB serves as a crucial mechanism linking workplace conditions to employee performance. Therefore, hospital management should focus on improving Quality of Work Life and fostering Organizational Citizenship Behavior to achieve sustainable improvements in nurses' performance..

Comparison

This study demonstrates that improvements in Quality of Work Life are associated with higher levels of Organizational Citizenship Behavior. When employees feel valued, supported, and satisfied with their working conditions, they tend to exhibit greater cooperation, initiative, and willingness to assist others, which benefits the organization as a whole. Similarly, the significant influence of Organizational Commitment on OCB is in line with the findings of Muhrodin et al. (2024), who reported that employees with stronger organizational attachment tend to exhibit higher levels of OCB. Furthermore, the positive relationship between Organizational Citizenship Behavior (OCB) and performance indicates that employees who consistently demonstrate voluntary behaviors beyond their formal job responsibilities tend to achieve higher levels of performance. Such behaviors promote teamwork, initiative, cooperation, and a supportive work environment, all of which contribute to improved organizational effectiveness and the achievement of work objectives.

However, several findings differ from previous studies. This study found that QWL and Organizational Commitment did not directly affect nurses' performance, whereas Muhrodin et al. (2024) reported that both variables had a significant positive effect on employee performance. Conversely, the finding that Organizational Commitment did not directly influence performance indicates that employees may remain loyal to the organization while maintaining performance only at standard levels, rather than demonstrating enhanced work outcomes. These differences may be explained by the unique characteristics of the healthcare sector, where nurses' performance is often influenced more strongly by professional responsibilities, clinical standards, and teamwork than by organizational commitment alone. Nevertheless, the present study confirms that OCB serves as an important mediating mechanism, transforming positive workplace conditions and employee commitment into improved performance outcomes.

5. Conclusions

This study concludes that Quality of Work Life (QWL), Organizational Commitment, Organizational Citizenship Behavior (OCB), and Nurse Performance are interrelated constructs in the organizational context. The findings indicate that QWL has a positive and significant effect on OCB, while OCB has a positive and significant effect on nurse performance. However, QWL and Organizational Commitment do not have a significant direct effect on performance. These results suggest that improvements in employees' perceptions of their work environment and organizational attachment do not automatically translate into higher performance unless they are manifested through positive work behaviors.

Furthermore, OCB was found to play a significant mediating role in the relationship between QWL and nurse performance. Nurses who experience a supportive work environment are more likely to demonstrate voluntary behaviors beyond their formal duties, which subsequently enhance performance outcomes. In contrast, Organizational Commitment did not significantly influence performance either directly or indirectly through OCB. Overall, the study highlights the strategic importance of OCB as a behavioral mechanism that transforms positive workplace conditions into improved performance. Therefore, healthcare organizations should focus not only on enhancing work-life quality and organizational commitment but also on fostering OCB to achieve sustainable improvements in nurse performance.

References

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Bernardin, H. J., & Russell, J. E. A. (1998). *Human resource management: An experiential approach*. Irwin/McGraw-Hill.
- Blau, P. M. (2009). *Exchange and power in social life*. Transaction Publishers.
- Cascio, W. F. (2003). *Managing human resources*. McGraw-Hill Education.
- Cascio, W. F. (2018). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill Education.
- Flippo, E. B. (1984). *Personnel management*. McGraw-Hill.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1997). *Organizations: Behavior, structure, processes*. Irwin.
- Hong, L., & Zainal, S. R. M. (2022). The mediating role of organizational culture (OC) on the relationship between organizational citizenship behavior (OCB) and innovative work behavior (IWB) to employee performance (EP) in education sector of Malaysia. *Global Business & Management Research*, 14.
- Luthans, F. (1998). *Organizational behavior*. Irwin/McGraw-Hill.
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Mowday, R. T., Porter, L. W., Steers, R. M., & Warr, P. (2013). *Employee–organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
- Muhrodin, M., Sudarno, S., Junaedi, A. T., Andi, A., & Putri, N. Y. (2024). The effect of motivation, organizational culture, competency on work commitment and performance of SD teachers in Bengkalis District. *Interconnection: An Economic Perspective Horizon*, 1(4), 198–217. <https://doi.org/10.61230/interconnection.v1i4.71>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Rahmayuni, T. D., & Ratnaningsih, I. Z. (2020). Hubungan antara kualitas kehidupan kerja dengan keterikatan kerja pada wartawan TV X Jakarta. *Jurnal Empati*, 7(1), 373–380. <https://doi.org/10.14710/empati.2018.20252>
- Robbins, S. P., & Judge, T. A. (2009). *Organizational behavior*. Pearson South Africa.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior*. Pearson.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach*. John Wiley & Sons.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Suparjati, S., & Priyono, B. S. (2018). Mengkaji variabel organizational citizenship behavior sebagai mediasi dalam hubungan variabel kualitas kehidupan kerja dan kecerdasan emosi terhadap organizational citizenship behavior dan dampaknya terhadap kinerja (Studi pegawai Bank Muamalat Indonesia). *Jurnal Ilmiah Telaah Manajemen*, 15(1).
- Vroom, V. H. (1982). *Work and motivation*. R. E. Krieger Publishing Company.