

The *Quality of Work Life* (QWL) as a Determining Factor for Employee Performance of LPP TVRI South Sulawesi through Organizational Citizenship Behavior (OCB) Variables

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Abstract:- This study aims to measure the implementation of the Quality of Work Life (QWL) toward the Employee Performance and Organization Citizenship Behavior (OCB) as intervening variable. This study was conducted in path analysis where 65 employees as the samples from 177 populations at LPP TVRI South Sulawesi. The data were collected by using interview checklist and questionnaire. The data were analyzed by using SPSS 25 version. The research outcome indicated that the Quality of Work Life (QWL) has no insignificant impact on Employee Performance at LPP TVRI South Sulawesi but have a direct impact on Organizational Citizenship Behavior (OCB). Similarly, Organizational Citizenship Behavior (OCB), which has a significant impact on Employee Performance and also Quality of Work Life (QWL), has a significant impact on Employee Performance through Organizational Citizenship Behavior (OCB).

Keywords:- *Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and Employee Performance.*

I. INTRODUCTION

In this era of globalization, institutions are required to pamper consumptive consumers with the goods or services offered. This is where the part of officers or employees who become human resources (HR) are expected to prove their best performance in order to bring a degree of excellence in competing with other establishments. There are several factors that must be met to boost employee performance, and one of them is fulfilling the needs of employees that implied in Quality of Work Life (QWL) and applied in institutions.

As a result of Quality of Work Life as a motivating factor for employees to do their jobs optimally, Quality of Work-Life shows an objective condition and practice of the institution and can also be shown as employee perceptions and reactions, both physical and psychological conditions of employees on the work they do, and shown with a sense of security, satisfaction and able to grow and develop as befits a human being (Hermawati & Mas, 2016). In a previous study conducted by Lumbantoruan (2015) showed that Quality of Work-Life had a positive and significant effect on employee performance.

In addition to the Quality of Work Life, which needs to be considered in the institution to improve the performance of employees, is the Organization Citizenship Behavior (OCB), which of course also critical. As Pio & Tampi, 2018, did previous research, it is found, there was significant and direct influence between Quality of Work Life and Organization Citizenship Behaviour, which means that QWL is highly related to OCB in upgrading employee performance. Hence, it is expected to increase the contributions of employees and their productivities in advancing the institution.

Organization Citizenship Behavior within an institution makes effective coordination of employee activities. Institutions can recruit, develop, retain the best employees, and can play a role in the stability of employee performance so that the institution adapts to the progress and changes in the environment. This is consistent with the opinion of Pourgaz, Naruei, & Jenaabadi (2015), which states that the Organization Citizenship Behavior is based on the employee's own desire to increase the effectiveness of the institution without coercion from the institution. Also, it is an employee's awareness to help other employees in improving the quality of the institution for progress and common goals. Research conducted by Siddiq (2018) shows that the variable Organizational Citizenship Behavior has a positive and significant effect on performance.

By Observing some previous studies, then to get a comprehensive picture related to Quality of Work Life (QWL) as a determining factor for Employee Performance with Organizational Citizenship Behavior (OCB) as an intervening variable, it is necessary to conduct in-depth research at the TVRI South Sulawesi Office as the location of this study. Based on the results of interviews and previous observations, the phenomenon that occurred at the TVRI South Sulawesi office was that there was an indication of the lack of Quality of Work Life, which had an impact on the low Organization Citizenship Behavior, thus affecting the decline in employee performance. This is evidenced by employees who still feel less than the maximum in carrying out obligations in teamwork and lack of mutual assistance so that the work or the resulting performance does not match what is targeted by the institution. Besides, as a result of the lack of Quality of

Work Life and Organization Citizenship Behavior, it makes employee performance such as responsibility for work reduced, frequent delays in coming to work, skipping work, and delaying work.

➤ Time and Place of Research

The research was conducted at the TVRI South Sulawesi Public Broadcasting Institution (LPP) office located at Jalan Padjonga Dengalle No. 14 Makassar. To obtain primary data, this study took approximately one month, starting in May 2019 until June 2019.

➤ Sample and Population

The population in this study was all employees in the LPP TVRI South Sulawesi office, totaling 177 people, consisting of 123 civil servants and 54 PBPNS employees. While the sample that is representative of the population was taken by the method of Proportionate Stratified Random Sampling, to get a sample of 64 people.

➤ Method of Collecting Data

As a complement to meet the data needed in this study, it is essential to use survey methods in collecting data that are used to answer problems in research to get the right conclusions. Therefore, researchers use data collection through observation, interviews, questionnaires, and literature review.

➤ Data Analysis

In this study, data processing was carried out using the Statistical Package for the Social Sciences (SPSS) version 25 application program. The data collected was analyzed using several data quality test methods (validity and reliability) and path analysis. Also, after the data is processed, the next process is to test hypotheses using multiple linear analysis, validity, reliability, simultaneous testing, and partial testing.

II. RESULT AND DISCUSSION

After conducting research and conducting some analysis of data obtained in the field, the following conclusions and results will be summarized, as follows:

A. Descriptive Analysis

Descriptive analysis aims to describe or analyze the research data (questionnaire), which generally shows the average value (mean). In this study, consisting of Quality of Work Life (X), Organizational Citizenship Behavior (Z), and Employee Performance (Y) variables, measured using a Likert scale, so as to describe the variable data the very low category (1 - 1.8), low for (1.9 - 2.6), sufficient (2.7 - 3.4), high (3.5 - 4.2), and very high (4.3 - 5).

Variabel	Indicator	Mean
Quality of Work Life (QWL) (X)	Participation (X1)	3,78
	Work Environment (X2)	3,71
	Rewards System (X3)	3,59
	Work Restructuring (X4)	3,66
	3,68	
Organizational Citizenship Behavior (OCB) (Z)	Altruism (Z1)	4,16
	Civic Virtue (Z2)	3,86
	Sportmanship (Z3)	3,63
	Conscientiousness (Z4)	4,14
	Courtesy (Z5)	4,22
	4,00	
Employee Performance (Y)		4,20

Table 1:- Descriptive Analysis

Table 1 shows the results that the responses of respondents to the variable Quality of Work Life (X) gave a high value. This can be seen from the average value of 3.68. The sub-variables which has the highest value or mean, is found in the Work Participation sub-variable (X1) with an average of 3.78 which shows that TVRI South Sulawesi has been useful in encouraging employees to provide suggestions/opinions on institutional issues and also employees have got a positive impact related to participation in the institution.

As for the Organizational Citizenship Behavior variable visible, the average value reaches 4.00, which means that the Organizational Citizenship Behavior (Z) variable has a high level of respondent values. This can also

be seen from the sub-variables that have high average values, where the Courtesy (Z5) sub-variable has an average value of 4.22, which means that employees always try and maintain good relations with colleagues at TVRI South Sulawesi. Besides, the Employee Performance variable (Y) indicates that respondents' responses related to the Employee Performance variable are at the fourth or high level with an average value of 4.20, which means that TVRI South Sulawesi employees have a high level of employee performance.

B. Test Validity and Reliability

Table 2 below shows the results of the validity and reliability test of the research instrument. So that the correlation obtained is described in the table below:

Variable	Reliability			
	Item1	Item 2	Item 3	Cronbach
Participation (X1)	0,433	0,430	0,408	0,780
Work Environment (X2)	0,525	0,579	0,536	
Rewards System (X3)	0,675	0,585	0,615	
Work Restructuring (X4)	0,649	0,533	0,510	
Altruism (Z1)	0,594	0,512	0,421	0,848
Civic Virtue (Z2)	0,346	0,568	0,633	
Sportmanship (Z2)	0,520	0,383	0,575	
Conscientiousness (Z4)	0,683	0,566	0,575	
Courtesy (Z5)	0,672	0,663	0,758	
Employee Performance (Y)	0,850	0,759	0,819	0,730

Table 2:- Validity and Reliability

The results of the validity and reliability tests in table II show a correlation value that is greater than ($>$) from 0,246 ($r_{count} > r_{label}$) and states that all items are valid whereas the reliability test shows that the Cronbach alpha value is higher ($>$) than 0.60 and it is stated that all variables are reliable or reliable.

C. Path Analysis

Intervening is an intermediate variable that mediates the relationship between the independent variable and the dependent variable. This research model provides an indirect effect of Quality of Work Life (Y) on Employee Performance through Organizational Citizenship Behavior (Z). The intervening test is carried out using Path Analysis as follows:

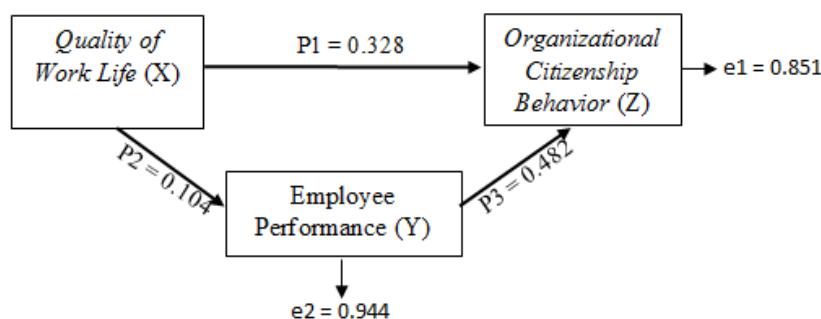
Variable Effect	Direct Effect	Indirect Effect	Total Effect
<i>Quality of Work Life (X) – Employee Performance (Y)</i>	0.104	-	0.104
<i>Organizational Citizenship Behavior (Z) –Employee Performance (Y)</i>	0.482	-	0.482
<i>Quality of Work Life (X) - Organizational Citizenship Behavior (Z)</i>	0.328	-	0.328
<i>Quality of Work Life (X) - Employee Performance (Y) - Organizational Citizenship Behavior (Z)</i>	0.104	0.158	0.262

Table 3:- Path Analysis

In table 3, there is a direct effect, namely the effect of the independent variables on the dependent variable without the presence of moderators or intervening variables. Here is an analysis of direct influence:

- Effect of Quality of Work Life variable on Employee Performance ($X \rightarrow Y = 0.104$).

- Effect of Organizational Citizenship Behavior on Employee Performance ($Z \rightarrow Y = 0.482$).
- Effect of Quality of Work Life on Organizational Citizenship Behavior ($X \rightarrow Z = 0.328$).
- The indirect effect is the effect of the Quality of Work Life variable on Employee Performance through the Organizational Citizenship Behavior variable with the results: ($X \rightarrow Z \rightarrow Y = 0.328 \times 0.482 = 0.158$).



D. Concurrent Test (F test) and Partial Test (t-test)

The F statistical test shows whether the independent variable included in the equation or model has a simultaneous influence on the dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
Pers.1	Regression	49.972	2	24.986	11.632	.000 ^b
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Citizenship Behavior, Quality of Work Life						
Pers. 2	Regression	274.089	1	274.089	7.468	.008 ^b
a. Dependent Variable: Organizational Citizenship Behavior						
b. Predictors: (Constant), Quality of Work Life						

Table 4:- Simultaneously Result Test (F-Test)

In the table above (Test F), the equation I obtained a F_{count} value of 11,632 while a F_{table} of 3.99 can be concluded that the F_{count} value is higher than the value of F -table ($11,632 > 3.99$) with a significance level of 0.000. The sig F value of the model / equation I smaller than (0.05), 0.000 < 0.05 , then the Quality of Work Life (X) and Organizational Citizenship Behavior (Z) variables have a significant effect on the Employee Performance variable (Y), while for Equation II, the F_{count} value is 7,468 whereas F_{table} is 3.99 with a significance level of 0.008. From these

results, it can be concluded that the F_{count} value is higher than the F_{table} value ($11,632 > 3.99$). If seen from the significance value, the sig F value of model/equation II is smaller than (0.05) namely 0.008 < 0.05 . Then the variable Quality of Work Life (X) has a significant effect on the variable Organizational Citizenship Behavior (Z).

The T-test is intended to find out how far the influence of an independent variable in explaining the dependent variable that can be seen in the following table:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	QWL	.030	.033	.104	.903	.370
	OCB	.128	.031	.482	4.180	.000
a. Dependent Variable: Employee Performance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	QWL	.357	.131	.328	2.733	.008
a. Dependent Variable: Organizational Citizenship Behavior						

Table 5:- Partial Test Result (T-test)

In table 5 above shows the results of testing the variable Quality of Work Life (X) on Employee Performance (Y) and obtained the value of t-count of 0.903 while the t-table of 1.999. From these results it can be concluded that the value of t-count is smaller than t-table ($0.903 < 1,999$), and because the significance value is $0.370 > 0.05$ according to the basis of decision making in the t-test, it can be concluded that the variable Quality of Work Life (X) does not have a significant effect on Employee Performance (Y). Therefore H_0 is accepted, and H_a is rejected because partially Quality of Work Life (X) does not influence Employee Performance (Y).

This study is not in line with research conducted by Lumbantoran (2015), which states that the Quality of Work-Life has a positive and significant impact on Employee Performance. However, this study supports research conducted by Ristanti & Dihan (2016), which concluded that Quality of Work-Life influences but not

significantly on performance. This is also in line with the theory put forward by Nurrohman (2017), which states that the Quality of Work Life comes from external factors, while the factors that support the improvement of employee performance are internal factors (motivation) from within the employee itself.

The test results for the variable Quality of Work Life (X) on Organizational Citizenship Behavior (Z) obtained a t-count value of 2.733 while a table of 1.999. From these results it can be concluded that the calculated t-value is smaller than t-table ($2,733 > 1,999$), and because the significance value is $0.008 < 0.05$ according to the basis of decision making in the t-test, it can be concluded that the Quality of Work Life (X) variable has significant influence on Organizational Citizenship Behavior (Z). Therefore, H_a is accepted, and H_0 is rejected because partially Quality of Work Life (X) has a significant effect on Organizational Citizenship Behavior (Z). The results of this research are in

line with previous studies conducted by Sumiati, Ardiana, & Pratiwi (2018) where Quality of Work-Life has a positive and significant effect on Organizational Citizenship Behavior and this study is also in line with theories from Amalia, Sudirman, & Kadir (2015) which states that improving the Quality of Work Life will have a positive impact on Organizational Citizenship Behavior behavior and will create the desired work environment in carrying out employee duties.

In contrast to the test results for the variable Organizational Citizenship Behavior (Z) on Employee Performance (Y) obtained t-count of 4,180 while a table of 1,999. From these results it can be concluded that the t-count is smaller than t-table ($4,180 > 1,999$), and because the significance value of $0,000 < 0,05$ corresponds to the basis of decision making in the t-test, it can be concluded that the Organizational Citizenship Behavior (Z) variable has a significant effect on Employee Performance (Y). Therefore, H_a is accepted, and H_0 is rejected, because partially Organizational Citizenship Behavior (Z) has a significant effect on Employee Performance (Y). The findings of this study support previous research by Siddiq (2018) which states that Organizational Citizenship Behavior has a positive and significant effect on employee performance. The results of this study are also in line with the theory of Sumiati et al. (2018), which states that the higher the Organizational Citizenship Behavior (OCB) of an employee, the higher the performance of an employee.

In table 3, it can be seen that there is an indirect relationship between Quality of Work Life (QWL) on Employee Performance through Organizational Citizenship Behavior (OCB) of 0.158. Therefore, H_a was accepted by H_0 to be rejected indirectly between Quality of Work Life (QWL) on Employee Performance through Organizational Citizenship Behavior (OCB). Previous research by Hermawati & Mas (2016) is supported by the results of this study, which shows the influence between QWL mediation variables, work involvement, and OCB in trans global leadership that affect employee performance in East Java cooperatives.

III. CONCLUSION AND SUGGESTION

From the results of the research that has been done, the following conclusions can be drawn:

- Quality of Work Life does not significantly influence Employee Performance with a significant level of 0.370 (higher than $\alpha = 0.05$), and from these results, it is necessary to improve the quality of work life. One of them is by paying attention to the factors of Quality of Work Life such as the work environment, work participation, reward system, and also the restructuring of employee work so that employee performance improves and provides more professional results for the institution. Therefore, the first hypothesis is not accepted (rejected).

- Quality of Work Life has a positive and significant effect on Organizational Citizenship Behavior with a significance value of 0.008 (smaller than $\alpha = 0.05$) and t-count of 2.733 (higher than t table = 1,999), thus the higher the Quality of Work Life the staff in the institution, the higher the Organizational Citizenship Behavior. So the second hypothesis is accepted.
- Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with a t-count of 4,180 (higher than t-table = 1,999) and a significance value of 0,000 (smaller than $\alpha = 0.05$) which means the better the level of Organizational Citizenship Behavior, the more significant the Improving Employee Performance at LPP TVRI South Sulawesi. Therefore the third hypothesis is accepted.
- Quality of Work Life influences Employee Performance through Organizational Citizenship Behavior. There is an indirect relationship between Quality of Work Life that affects Employee Performance through Organizational Citizenship Behavior of 0.158. Thus, the better or higher Quality of Work Life in LPP TVRI South Sulawesi, the more it will improve Organizational Citizenship Behavior and will also improve the Performance of LPP TVRI South Sulawesi Employees.

Suggestions for institutions, in this case, LPP TVRI South Sulawesi, are deemed necessary to improve the Quality of Work Life factors such as work environment, work participation, reward system, and also work restructuring to maintain employee performance in good condition and of course following institutional goals. Besides, Organizational Citizenship Behavior needs to be maintained or improved even though it is quite useful in its effects on employee performance, such as cooperation and mutual assistance between employees. Organization Citizenship Behavior is based on the employee's own desire to improve the effectiveness of the institution. While suggestions for subsequent researchers who want to conduct similar research in order to develop the results of this study by raising the object of research at other institutions with different types of work and using the same variable or adding other factors as variables.

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