

Strengthening the Quality of Work Life on Employee Performance through Competence and Organizations Citizenship Behaviour

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ABSTRACT

Employee performance plays an important role in the sustainability of the organization. The overall success of task responsibilities is largely determined by good human resources. The purpose of this research is to determine the quality of work life on the performance of employees with competence and organizational citizenship behavior. The number of samples in this study were sub-district employees in Pasuruan district, with a total of 97 employees as respondents. This research was conducted using Smart pls analysis with a quantitative method. The results of the study show that a good quality of work life can increase competence, if the indicators felt by employees can create a good quality of work life. (1) Good competence has not been able to improve employee performance, (2) competence has not been able to play a role in improving employee performance because employees have not been able to implement it. (3) Quality of work life is able to increase organizational citizenship behavior, (4) Organizational citizenship behavior is high which can contribute to employee performance, (5) Quality of work life is able to contribute to employee performance, (6) The effect of mediation has not been able to mediate relationships between quality of work life and performance, (7) Organizational citizenship behavior can play a role in mediating quality of work life and employee performance.

1. INTRODUCTION

In the current era of globalization, good changes are needed to the organization, so that individuals who play a role in it are required to be able to innovate and be active in developing the organization. Human resources are essentially related to employee performance. To improve the performance of good employees, so that the implementation of duties and functions as public services runs well, the sub-district and subordinates to improve performance. Meanwhile according to Colquitt, et al. (2015) that performance is the value of a series of work behaviors that contribute, both positively and negatively to the completion of the organization. Thus, district employees at work must have good competence, which will make it easier for employees to carry out tasks and work so that employee performance targets can be achieved.

According to Wibowo (2016) is an ability to carry out or do a job based on skills and experience and supported by work attitudes and demands for workers. District employees in order to improve competence, it is necessary to have adequate support from parties on the other hand organizational citizenship behavior showing an individual's voluntary behavior (in this case employees) that is indirectly related to the reward system but contributes to the effectiveness of the organization.

According to Robbins (2015) who states that successful organizations need employees who will perform more than just their formal duties and are willing to provide more hopeful performance. Aspects of competence and organizational citizenship behavior are one of the causes of not achieving employee performance targets, besides that it is also caused by poor quality of work life. Good quality of work life as the view of Luthans (1995) puts forward the concept of quality of work life as the importance of respect for humans in their work environment.

Based on this description, it is important to conduct further research on the effect of quality of work life on employee performance with competence and organizational citizenship behavior as intervening variables.

2. LITERATURE REVIEW

Quality of Work Life

A process by which an organization responds to the needs of employees by developing mechanisms that involve them. It is the view of employees that they want to feel satisfied safe, and have the opportunity to grow in the organization. In this study, the author took the casio theory (2006) because it is in accordance with the conditions of the sub-district office with 9 indicators of quality of work life: (1) occupational health (2) occupational safety (3) work security (4) decent compensation (5) pride (6) career development (7) employee participation (8) conflict resolution (9) communication.

Competence

Conceptually, competence is an ability possessed by employees that is used as a guide in carrying out their duties. In this study, the author took spencer's theory (1993) because it corresponds to real conditions in the field with 3 indicators, namely: (1) intextual (2) emotional (3) social.

Organizations Citizenship Behavior

Kinerja extra role that is separated from inrole ocb performance refers to the construct of escrow role behavior as behavior that benefits the organization if the ocb is good, it will have better organizational performance. In this study, the authors took the theory of podsakoff et al. (1997) with 7 indicators, namely (1) helpful behavior (2) adherence to the organization (3) sportsmanship (4) loyalty (5) individual initiative (6) social quality (7) self-development.

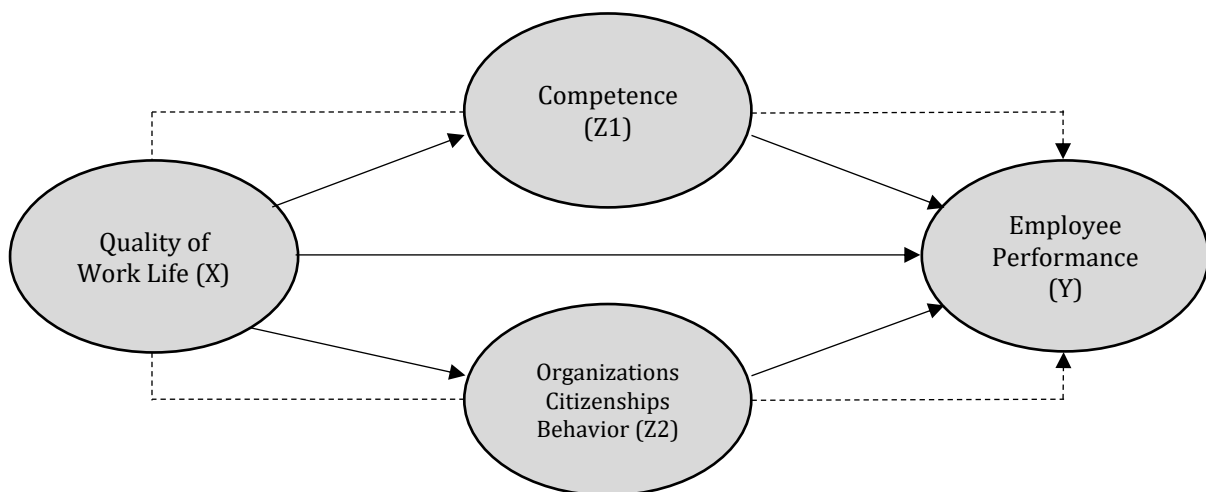
Employee Performance

One of the results of work in quality and quantity achieved by an employee in carrying out their duties and responsibilities is given based on the indicators used in this study (PP NO 30 of 2019) namely (1) quantity (2) quality (3) time (4) cost (5) service orientation (6) commitment (7) work initiative (8) cooperation (9) leadership.

3. RESEARCH METHODS

This research belongs to the type of explanatory research that explains casual relationships and hypothesis testing. The variables studied in this study are quality of work life, employee performance, competence, organizational citizenship behavior. The subject of the study was conducted at the Pasuruan subdistrict office. The data source comes from internal data, while the type of data is primary data in the form of questionnaires and secondary data in the form of company profi, employee data.

The population in this study was subdistrict employees in Pasuruan district from 8 sub-districts with a total of 150 civil servants, then determined using the Slovin formula so, the number of samples for this study was 100 but the filled and returned 97 employees in the district sub-district in Pasuruan. Data collection techniques are carried out by distributing questionnaires/ questionnaires. Data analysis in the study used validity and reliability tests, and partial least square with the software used Smart PLS version 3.0. The conceptual model in this study, as follows:



Source: Path Analisis, 2023

Figure 1. Conceptual Research

Hypothesis:

- H1: Good quality of work life can improve competence
- H2: Good competence improves employee performance
- H3: Good quality of work life can improve Organizational Citizenship Behavior
- H4: High Organizational Citizenship Behavior can improve employee performance
- H5: Good quality of work life is able to contribute to employee performance
- H6: Good quality of work life can improve employee performance mediated by employee competence
- H7: Good quality of work life can improve employee performance mediated by organizational citizenship behavior

4. RESULTS AND DISCUSSION

Data Presentation

Characteristic data of respondents in this study include: 1) by gender; 2) by age; and 3) by length of service. The three characteristics of the respondents are sequentially displayed in the table, as follows:

Table 1. Characteristics of Respondents

Characteristic	Description	Sum	Percentage
Gender	Male	59	56%
	Female	38	44%
Age	20 - 30 Years	4	4%
	31 - 40 Years	16	16%
	41 - 50 Years	44	45 %
	More Than 51 Years	33	34%
Service Life	0 - 5 Years	5	5%
	6 - 10 Years	21	22%
	11 - 15 Years	16	16%
	16 - 20 Years	27	28%
	More Than 20 Years	28	29%

Source: Processed Data, 2023

Based on table 1 above, respondents based on male gender were the most respondents with 59 people or 56%, while respondents based on the age of 41-50 years were the most with 44 people or 45%, and respondents based on work period of more than 50 years were the most with 28 people or 29%.

Cronbach's alpha is a group of indicators that measure a variable that has good composite reliability based on the value of the alpha coefficient with a value greater than 0.60 (Creswell & Creswell, 2017). Composite reliability is a group of indicators that measure a variable that has good composite reliability based on a score of more than 0.70 (Creswell & Creswell, 2017). Average variance extracted describes the magnitude of the variance or diversity of manifest variables that a latent construct can have on the condition that the value is greater than 0.50 (Creswell & Creswell, 2017). The test results of Cronbach's alpha, composite reliability, and average variance extracted can be seen in the table below, as follows:

Table 2. Cronbach's Alpha, Composite Reliability, Dan Average Variance Extracted

Variable	Cronbach's Alpha	Composite Reliability	Rule Of Thumb	Conclusion
Quality of Work Life	0,899	0,911	>0,7	Reliable
Competence	0,943	0,950		Reliable
Organizations Citizenship Behavior	0,917	0,930		Reliable
Employee Performance	0,942	0,948		Reliable

Source: Processed Data, 2023

Based on the test results in table 2, it shows that the four variables have a value of Cronbach's alpha of more than 0.60, which means it is stated that the research instrument is reliable. Then, the composite reliability value of the four variables is greater than 0.70, which means that the research instrument is reliable. Furthermore, the average variance extracted value of the four variables is greater than 0.50 with this it is said that the research instrument is valid.

The R-Square value is a value that pays attention to how much the independent variable affects the dependent variable (Riyanto & Hatmawan, 2020). The results of the r-square and r-square adjusted tests can be seen in the table below, as follows:

Table 3. R-Square Test Results

Variable	R-Square
Kinerja Pegawai (Y)	0,583
Competence (Z1)	0,313
Organizations Citizenship Behavior (Z2)	0,158

Source: Processed Data, 2023

The results of the R-Square calculation for each endogenous latent variable show that the competence (Z1) R^2 value that can be 0.313 and the organization citizenship behavior (Z2) R^2 value which can be 0.158 the value shows an influence on the exogenous variable quality of work life. Based on this, the results of the R^2 calculation are strong (moderate).

Path coefficient is a standard regression coefficient that shows the direct influence of a free variable on bound variables in a particular path model, while the specific indirect effect aims to analyze the strong extent of the influence of a variable with other variables both exogenous and endogenous. The results of the path coefficient and specific indirect effects test can be seen in the table below, as follows:

Table 4. Hasil Uji Path Coefficients

Variable	Original Samples	T-Statistics	P-Values
QWL on Employee Performance	0,299	2,988	0,003
QWL on Competence	0,560	8,876	0,000
QWL on OCB	0,397	4,654	0,000
Competence on Employee Performance	0,182	1,421	0,156
OCB on Employee Performance	0,458	5,009	0,000
QWL on Employee Performance mediated Competence	0,172	1,387	0,164
QWL on Employee Performance mediated OCB	0,492	5,233	0,000

Source: Processed Data, 2023

Discussion

The Effect of Quality of Work Life on Competence

Competence as a basis related to the effectiveness of employee performance in carrying out work in accordance with what the organization expects, namely intellectuals with initiative, morale to excel, analytical thinking, and conceptual. Can control emotionally to control yourself and be able to adapt to the environment. Have a high commitment and social to work with the team. In this study, the quality of work life can improve employee competence. Quality of work life is very appropriate to use based on indicators that are common in variable measurement in fact respondents give excellent assessments. The characteristics of respondents can also greatly determine the approximation and assessment in this study.

The Effect of Competence on Employee Performance

According to PP no. 30 of 2019 as the theoretical basis used in this study, it is stated that indicators are used as a benchmark for employee performance achievement. Respondents gave the highest rating on one of the indicators, namely with a score of 4.62 in table 5.9 district employees as public services must be truly oriented towards good service to the community, by adhering to the norms of politeness, politeness in appearance, politeness in speech and friendliness, so as to reflect employees in work always: "Ihklas and patience". Based on the results of the statistical analysis test, the positive effect was not significant even though the respondents gave very high scores but did not have much effect because the employees had not fully implemented it.

The Influence of Quality of Work Life with Organizational Citizenship Behaviour

Based on the results of the research in the discussion, it can be concluded that the sportmanship indicator with two items including: positive and sportsmanship, never complaining of being in the very high or very good category, shows that most respondents of sub-district employees in Pasuruan Regency stated that positive and sportsmanship in work is very important and supported by a conducive working atmosphere, so that in the classification of assessments get very high or good scores very. A good QWL can increase OCB in sub-district employees in Pasuruan Regency.

The Effect of Organizational Citizenship Behaviour on Employee Performance

Based on the results of research testing, it can be concluded that OCB plays a role in improving employee performance, this shows that district employees feel that they belong to the organization, supported by individual employees who prioritize organizational competence above their own interests, and employees work optimally in providing services to the community.

The Effect of Quality of Work Life on Employee Performance

Based on the results of research testing, it can be concluded that based on the results of hypothesis tests, it shows that the quality of work life contributes to employee performance that the lowest average score still has a very high assessment on employee participation indicators, where employees always convey ideas or ideas and provide suggestions for the progress of the organization this is what is highly expected. The characteristics of the respondents strongly support the quality of work life to improve the performance of sub-district employees in Pasuruan Regency.

Effect of Quality of Work Life on Employee Performance mediated Competence

Based on the results of research shows that the quality of work life has a positive effect but cannot contribute to employee performance mediated by competence. Employees in sub-districts still feel less supported in solving problems, inefficient in completing tasks, less sensitive to technological developments, and do not understand work standards. Employees don't understand how to build a good job. can play a role in mediating influences to improve the performance of sub-district employees in Pasuruan Regency.

The Effect of Quality of Work life on Employee Performance mediated by Organizations Citizenship Behavior

Based on the results of research, it shows that the Quality of work life has a positive effect and contributes to employee performance mediated by organizational citizenship behavior. OCB is able to improve the performance of sub-district employees in Pasuruan Regency.

5. CONCLUSION

Good quality of work life can increase competence, if the indicators felt by employees can create a good quality of work life. Good competence has not been able to improve employee work, competence has not been able to play a role in improving employee performance due to employees not being able to implement. Quality of work life is able to improve organizations citizenships behavior, because employees can create quality of work life and are able to understand work outside of the work ordered. High behavior citizenships can contribute to employee performance, if employees understand their duties and responsibilities. Quality of work life is able to contribute to employee performance, where employees are able to provide ideas and ideas for the progress of the organization. The effect of mediation has not been able to mediate the relationship between quality of work life and performance, this is because employees lack understanding of intellectuals. Organizations citizenships behaviour can play a role in mediating the quality of work life with performance, the high attitude of behavior Organizations citizenships behaviour can contribute to improving employee performance.

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