

## **Pengaruh Kinerja Quality of Work Life (QWL) Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (OCB) di Rumah Sakit Royal Prima Tahun 2025**

### ***The Influence of Quality of Work Life (QWL) Performance on Employee Performance Through Organizational Citizenship Behavior (OCB) at Royal Prima Hospital in 2025***

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#### **Abstrak**

Perilaku kerja sukarela yang melampaui tanggung jawab formal pegawai (OCB) tidak dapat berkembang optimal tanpa adanya perhatian terhadap *Quality of Work Life (QWL)*. QWL mencerminkan upaya organisasi dalam menciptakan lingkungan kerja yang mendukung kesejahteraan fisik, psikologis, dan sosial karyawan, yang pada akhirnya berdampak pada peningkatan kinerja individu maupun organisasi. Adapun rumusan masalah penelitian ini adalah bagaimana pengaruh *Quality of Work Life (QWL)* terhadap kinerja pegawai melalui *Organizational Citizenship Behavior (OCB)* di RSU Royal Prima tahun 2025? Penelitian ini menggunakan pendekatan kuantitatif. Hasil penelitian Tidak ada pengaruh yang signifikan antara variabel masa kerja dengan kinerja di RS Royal Prima Medan. Ada pengaruh yang signifikan antara variabel *Quality Of Work Life (QWL)* dengan kinerja di RS Royal Prima Medan. Ada pengaruh yang signifikan antara variabel *Organizational Citizenship Behavior (OCB)* dengan kinerja di RS Royal Prima Medan. Ada pengaruh yang signifikan antara variabel Kepemimpinan dengan kinerja di RS Royal Prima Medan. Ada pengaruh yang signifikan antara variabel Kepuasan dengan kinerja di RS Royal Prima Medan. Ada pengaruh yang signifikan antara variabel dorongan dengan kinerja di RS Royal Prima Medan. Variabel yang paling dominan memiliki pengaruh paling besar terhadap kinerja adalah dorongan karena memiliki nilai Exp B sebesar 7,348.

**Kata Kunci:** *Quality of Work Life; Organizational Citizenship Behavior; Kinerja Pegawai.*

#### **Abstract**

Voluntary work behavior that goes beyond formal employee responsibilities (OCB) cannot develop optimally without attention to *Quality of Work Life (QWL)*. QWL reflects the organization's efforts in creating a work environment that supports the physical, psychological, and social well-being of employees, which ultimately impacts on improving individual and organizational performance. The formulation of the problem of this research is how does *Quality of Work Life (QWL)* influence employee performance through *Organizational Citizenship Behavior (OCB)* at Royal Prima Hospital in 2025? This study uses a quantitative approach. The results of the study There is no significant influence between the variable of tenure and performance at Royal Prima Hospital Medan. There is a significant influence between the variable of *Quality of Work Life (QWL)* and performance at Royal Prima Hospital Medan. There is a significant influence between the variable of *Organizational Citizenship Behavior (OCB)* and performance at Royal Prima Hospital Medan. There is a significant influence between the variable of Leadership and performance at Royal Prima Hospital Medan. There is a significant influence between the variable of Satisfaction and performance at Royal Prima Hospital Medan. There is a significant influence between the variable of encouragement and performance at Royal Prima Hospital Medan. The most dominant variable with the greatest influence on performance is motivation because it has an Exp B value of 7.348.

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

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## INTRODUCTION

In the midst of increasingly competitive competition in the healthcare industry, employee performance is the main pillar that determines the success and reputation of a hospital (Ntwiga et al., 2021). Superior performance ensures service quality, patient safety, and operational sustainability of the organization (Afshar et al., 2021). Therefore, identifying the factors that determine employee performance is a crucial agenda for human resource management in the health sector (Damayanti et al., 2023; Malek, 2024).

The uniqueness of the health industry makes the analysis of the drivers of employee performance increasingly critical and different from other sectors (Yáñez-Araque et al., 2021). In contrast to the profit-oriented industry, hospitals operate in the realm of human life (*High-stakes environment*), where a small mistake can be fatal (Alotaibi et al., 2022). In addition, the complexity of its services involves interaction between medical personnel, non-medical personnel, patients, and families in situations that are often stressful and emotional (Ghotane et al., 2025). These characteristics demand not only technical competence, but also high empathy, communication, and mental resilience skills from each employee (Alotaibi et al., 2022; Ntwiga et al., 2021). Therefore, performance-driving factors in hospitals are thought to be more complex and multidimensional, encompassing technical, psychological, and social aspects, which are not necessarily encountered in the context of other industries.

Employee performance is a complex outcome that is influenced by various

factors, both from the organizational environment and from within the individual himself (Sitorus et al., 2025). Various studies have highlighted the importance of variables such as effective leadership style, quality of work life (*quality of work life*), job satisfaction, to voluntary behavior such as *Organizational Citizenship Behavior* (OCB) (Dwi Amelia et al., 2024; Suhartono et al., 2024; Sutanto et al., 2024; Wibisono et al., 2024). In addition, internal factors such as work drive (*Work Drive*) or intrinsic motivation is also believed to play a vital role as an individual driving engine to achieve optimal results (Athapaththu & Rebecca, 2025; Hoxha & Ramadani, 2024; Maryati & Fernando, 2018).

Royal Prima General Hospital, as one of the leading private hospitals in the city of Medan, also faces challenges in improving and maintaining its performance. Despite having a variety of performance appraisal systems and policies, management often struggles to prioritize which interventions will have the most significant impact. Without a deep understanding of which factors are really key *drivers* in the specific environment of Royal Prima Hospital, remedial efforts risk being unfocused and less effective. Therefore, this study seeks to fill the gap by empirically and comprehensively identifying the most dominant and strongly influential performance drivers within the Royal Prima General Hospital. This study aims to analyze the relationship between various potential factors related to the performance of hospital employees.

## RESEARCH METHOD

This study is a quantitative research with a cause-and-effect design that aims to measure the influence of work time, leadership, job satisfaction, work motivation, QWL, and OCB on employee performance. The focus of the research is human resource management to improve the performance of hospital employees empirically. This research will be carried out at Royal Prima General Hospital in September 2025. The population in this study is all employees working at the Royal Prima General Hospital Medan which is 250 people. Given the relatively small population size and can be reached entirely, the sampling technique used is total sampling involving all members of the population as a research sample.

In this study, there were six independent variables studied. The first variable is the quality of work life (QWL), which is operationalized as an attitude of extra role and the willingness of employees to help colleagues outside of their formal duties. The second variable, organizational citizenship behavior (OCB), is defined as employee perception that goes beyond job satisfaction and is manifested through dedication and loyalty. The third variable is the length of service, which is interpreted as the duration or length of time a health worker works in the institution. Furthermore, leadership is defined as the way leaders influence the behavior of their subordinates to achieve organizational goals. The fifth variable, job satisfaction, is measured as the level of employee positive feelings about their work, and the last is work drive, which is defined as the employee's internal drive to work optimally. Meanwhile, the dependent

variable in this study is employee performance, which is defined as the level of achievement of work results for the implementation of tasks assigned to each employee.

Data collection was carried out using a questionnaire filled out directly by respondents. The measurement of each variable is carried out on a specific scale. The working period variables were measured using an interval scale which was categorized into four levels: <1 year, 1-5 years, 5-10 years, and >10 years. Meanwhile, other independent variables (QWL, OCB, leadership, job satisfaction, work motivation) and dependent variables (employee performance) were measured using an ordinal scale. This scale categorizes responses into specific levels, such as "Agree/Disagree", "Satisfied/Dissatisfied", or "Good/Not Good", which are then scored for further quantitative analysis purposes. Furthermore, the data is analyzed univariately, describing the characteristics of each variable and producing the frequency and percentage distribution of each variable.

## RESULTS AND DISCUSSION

Table 1 shows a detailed picture of the demographic characteristics of the 250 employees at Royal Prima General Hospital. Predominantly, the workforce at this hospital is dominated by women, who reach 207 people (82.8%), while male employees only amount to 43 people (17.2%). Judging from the age group, the vast majority of employees are in the young productive age range, namely 21-30 years, with a total of 208 employees (83.2%). The other age groups had a much smaller number, namely 15 employees

(6.0%) aged 41-50 years, 14 employees (5.6%) aged 31-40 years, and 13 employees (5.2%) who were under 20 years old.

Regarding the working period, most of the employees, namely 129 people (51.6%), have between 1 and 5 years of work experience. A total of 53 employees (21.2%) have worked for 6-10 years, followed by 52 employees (20.8%) whose

working period is less than 1 year. Only a small part, namely 16 employees (6.4%), have a working period of more than 10 years. In terms of education, almost all employees are Bachelor (S1) graduates, which includes 226 people (90.4%). The rest consisted of 18 people (7.2%) who graduated with Diploma and only 6 people (2.4%) who had reached the Master's or Doctoral level (S2/S3).

Table 1. Demographic Characteristics of Respondents (n=250)

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Woman	207	82,8
	Man	43	17,2
Age	< 20 years old	13	5,2
	21-30 years old	208	83,2
	31-40 years old	14	5,6
	41-50 years old	15	6,0
Tenure	< 1 year	52	20,8
	1-5 years	129	51,6
	6-10 years	53	21,2
	> 10 years	16	6,4
Final Education	Diploma	18	7,2
	Bachelor (S1)	226	90,4
	Master/Doctor (S2/S3)	6	2,4
Employment Status	Permanent Employees	230	92,0
	Contract Employees	20	8,0
Marital Status	Marry	103	41,2
	Not Married	147	58,8
Income/Month	< IDR 3,000,000	205	82,0
	IDR 4,000,000 - IDR 5,000,000	40	16,0
	IDR 6,000,000 - IDR 7,000,000	1	0,4
	> IDR 8,000,000	4	1,6

Regarding employment status, the majority of employees, namely 230 people (92.0%), have the status of permanent employees, while only 20 people (8.0%) are contract employees. Based on marital status, more than half of the employees, or 147 people (58.8%), are unmarried, while 103 people (41.2%) are married. Finally, in terms of monthly income, most of the employees, namely 205 people (82.0%), have an income of less than IDR 3,000,000. A total of 40 employees (16.0%) earn between IDR 4,000,000 to IDR 5,000,000, and only a handful of employees earn higher, namely 4 people (1.6%) with an

income above IDR 8,000,000 and 1 person (0.4%) with an income between IDR 6,000,000 to IDR 7,000,000.

Table 2 presents data from 250 respondents on six key variables in the work environment. This data shows how the perception and condition of employees are distributed in the "Good" and "Less" categories. From a total of 250 respondents, the Quality of Work Life (QWL) variable showed that the majority of employees had a positive perception. A total of 138 people, or 55.2% of the total respondents, felt that the quality of their work life was relatively good. Meanwhile,

the remaining 112 people, which is equivalent to 44.8%, considered it unsatisfactory. Furthermore, for the Organizational Citizenship Behavior (OCB) variable, which measures the voluntary behavior of employees outside of their

formal duties, the results show a very positive picture. The vast majority of respondents, namely 160 people or 64.0%, showed good OCB behavior. Only 90 people, or 36.0%, were considered to have less OCB.

Table 2. Frequency Distribution of Research Variables (n=250)

Research Variables	Category	Frequency (n)	Percentage (%)
Quality of Work Life (QWL)	Good	138	55,2
	Less	112	44,8
Organizational Citizenship Behavior (OCB)	Good	160	64,0
	Less	90	36,0
Leadership	Good	109	43,6
	Less	141	56,4
Job Satisfaction	Good	137	54,8
	Less	113	45,2
Work Motivation	Good	137	54,8
	Less	113	45,2
Employee Performance	Good	143	57,2

In contrast to other variables, the perception of leadership shows challenges. The majority of respondents, namely 141 people or 56.4%, assessed the quality of leadership in their environment as not good. Only 109 people, or 43.6% of the total sample, gave a good assessment of leadership. For the variables of job satisfaction and work motivation, the results were identical. In both of these variables, a slim majority of respondents showed positive sentiment. A total of 137 people, or 54.8%, reported that they had good job satisfaction and work motivation. On the other hand, 113 respondents, or 45.2%, felt that their job satisfaction and motivation were still lacking.

Finally, employee performance variables are generally considered positive. The majority of employees, as many as 143 people or 57.2%, are considered to have good performance. The rest, as many as 107 employees or 42.8%, are considered to have poor performance. Overall, this data indicates that while most aspects such as performance and OCB are

rated good, perceptions of leadership are areas that need further attention in the hospital.

Table 3 presents the results of statistical analysis regarding the influence of various independent variables on employee performance. Of all the variables tested, the working period was the only factor that did not show a statistically significant influence on employee performance. This is evidenced by a p-value of 0.058, which is slightly above the significance threshold of 0.05. Although the data show that there is a peak of good performance in the group of employees with a working period of 6-10 years (73.6%), statistically this difference is not strong enough to conclude that the length of service is a determinant of performance in this organization.

In contrast, the other five variables showed a statistically significant influence, each with a p-value of <0.001. This indicates that there is a very strong relationship and it does not happen by chance. The Quality of Work Life (QWL)



variable is clearly related to performance; 68.5% of employees who feel that their quality of work life is good show good performance, far exceeding the group that disagrees (46.0%). A similar pattern was also seen in the Organizational Citizenship Behavior (OCB) variable, where 67.4% of employees who agreed to have a good OCB also performed well, in contrast to only 44.6% of the group who disagreed.

The most dramatic and prominent influence is demonstrated by the leadership variable. There is a huge gap, with 82.6% of employees who rated their

leadership positively as performing well, while the vast majority (62.4%) of those who were dissatisfied with their leadership performed poorly. Internal employee factors such as job satisfaction also prove a strong relationship, with 70.8% of satisfied employees able to perform well compared to only 40.7% of dissatisfied. Finally, work drive is also a reliable predictor; 73.7% of employees with high motivation performed well, in contrast to the low-motivated group which only recorded 37.2% good performance.

Table 3. Analysis of the Influence of Independent Variables on Employee Performance

Variable	Good Performance (%)	Poor Performance (%)	Total	<i>p-value</i>
Tenure				
< 1 Year	27 (51,9)	25 (48,1)	52	0,058
1-5 Years	68 (52,7)	61 (47,3)	129	
6-10 Years	39 (73,6)	14 (26,4)	53	
>11 Years	9 (56,3)	7 (43,8)	16	
<i>Quality of Work Life</i>				
Agree	85 (68,5)	39 (31,5)	124	<0.001
Disagree	58 (46,0)	68 (54,0)	126	
<i>Organizational Citizenship Behavior</i>				
Agree	93 (67,4)	45 (32,6)	138	<0.001
Disagree	50 (44,6)	62 (55,4)	112	
Leadership				
Agree	90 (82,6)	19 (17,4)	109	<0.001
Disagree	53 (37,6)	88 (62,4)	141	
Job Satisfaction				
Agree	97 (70,8)	40 (29,2)	137	<0.001
Disagree	46 (40,7)	67 (59,3)	113	
Work Motivation				
Agree	101 (73,7)	36 (26,3)	137	<0.001
Disagree	42 (37,2)	71 (62,8)	113	

To identify the factors that most affect employee performance, a double logistics regression analysis was performed. The analysis process is carried out in two stages. First, all variables that passed the initial selection of the bivariate test (with a  $p < 0.25$ ), namely Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), Leadership, Job Satisfaction, and Work Motivation, were entered into the model

simultaneously (Enter method) to be tested.

The results of this initial model (Model 1) show that not all variables have a significant influence when tested together. Therefore, the insignificant variable ( $p > 0.05$ ) is excluded from the model to produce the final prediction model (Model 2). The full results of both models are presented in table 4.

Table 4. Multiple Logistic Regression Model

Type	Variable	B	p-value	Odds Ratio (Exp(B))	95% C.I. for Exp(B)
Model 1 (Early)	Quality of Work Life (QWL)	0.243	0.53	1.276	0.597 - 2.726
	Organizational Citizenship Behavior	0.221	0.485	1.247	0.671 - 2.317
	Leadership	1.963	<0.001	7.119	3.529 - 14.362
	Job Satisfaction	-0.049	0.897	0.952	0.449 - 2.016
	Work Motivation	1.335	<0.001	3.799	1.887 - 7.648
Model 2 (Final)	Leadership	1.472	0.06	4.357	2.399 - 7.911
	Work Motivation	1.994	<0.001	7.348	3.900 - 13.845

Based on the final model table above, of the five variables tested, only two variables remained in the model, namely leadership and work drive. The results of the analysis showed that work motivation had a very statistically significant influence on employee performance ( $p < 0.001$ ). Meanwhile, the leadership variable showed no significant influence on the 95% confidence level ( $p = 0.060$ , where  $p > 0.05$ ).

The most dominant variable in influencing performance is work drive, which has the highest Odds Ratio (Exp(B)) value, which is 7.348. It can be interpreted that employees who have good work drive have a 7.35 times greater chance of showing good performance compared to employees who have poor work drive, after controlling for the influence of leadership variables.

This study aims to identify factors that affect the performance of employees at Royal Prima General Hospital. The main finding of this study is that work drive is the most significant and powerful variable in influencing employee performance, with an Odds Ratio of 7.348. This indicates that employees with good work drive are 7.35 times more likely to perform well than those with low work drive. Work drive, which is the internal energy of the individual to achieve goals, proves to be a

key driver of productivity and effectiveness in the context of this hospital.

Previous research has consistently shown that work motivation has a significant influence on employee performance in the healthcare environment. (Zhang et al., 2023) found that intrinsic motivation among medical personnel, including achievement motivation and self-confidence, was positively correlated with job performance and negatively correlated with intention to change jobs in a study involving 2,293 hospital employees at 22 hospitals in China. Similarly (Ryandini & Nurhadi, 2020) reported a strong positive association ( $r = 0.775$ ) between employee motivation and performance among 79 hospital workers, with intrinsic motivation showing a stronger effect than extrinsic factors. (Pramudita & Mayasari, 2025) confirming these findings in their study of 77 nurses, showing that both work motivation and job satisfaction significantly improve performance through increased organizational engagement and commitment. (Isfahani et al., 2013) It further supports this relationship by showing that job characteristics, especially feedback, significantly affect intrinsic motivation among medical record staff, with all job characteristics showing positive effects on internal motivation. The strong influence

of work drive in this study can be explained by the demographic characteristics of the respondents, where the majority (83.2%) are in the young productive age (21-30 years). Employees at this early stage of their careers tend to have high ambitions and a strong desire to prove themselves, making internal drive the main fuel of their performance, perhaps even more so than any other external factor.

One of the most interesting findings is the role of leadership. In the bivariate analysis, leadership showed a very strong relationship with performance ( $p < 0.001$ ), where 82.6% of employees who rated leadership positively also performed well. However, in the final logistic regression model, the direct influence of leadership became statistically insignificant ( $p = 0.060$ ) when analyzed together with work encouragement. This finding does not mean that leadership is not important. Rather, these findings suggest that the influence of leadership on performance is likely to be indirect (*indirect*) (Ángeles López-Cabarcos et al., 2022). Leadership does not directly determine performance, but rather acts as a catalyst that strengthens psychological factors such as motivation and job satisfaction. These factors then immediately boost performance. In statistical analysis, the influence of leadership seems to be "diminished" because the effect has been represented through increased work motivation. These findings are supported by research that emphasizes the mediating role of psychological variables. For example, a study by (Eliyana et al., 2019) shows that work motivation significantly mediates the relationship between transformational leadership and employee

performance. In other words, effective leaders are those who are able to inspire and motivate their team, and it is this motivation that is the direct driver of performance. In contrast, some other studies have found a strong direct influence of leadership on performance. (Boamah et al., 2018) For example, it found that transformational leadership directly and positively affects nurse performance. This difference can be due to different organizational contexts or measurement instruments.

Contrary to the common assumption that experience is positively correlated with performance, the study found that length of service had no statistically significant effect ( $p = 0.058$ ). Although there is a trend where the group with a service life of 6-10 years shows the highest proportion of good performance (73.6%), this difference is not strong enough to be considered statistically significant. This finding can be explained by several possibilities. First, in a work environment with strict standard procedures such as hospitals, adherence to protocols may be more important than years of experience. Second, the vast majority of respondents (72.4%) had less than 5 years of service, indicating that the variation in experience among most staff was not large enough to result in a significant difference in performance. Newer employees may compensate for the lack of experience with the passion and up-to-date knowledge of their formal education, given that 90.4% of respondents are undergraduate graduates.

Practically, these findings provide important implications for the management of Royal Prima General Hospital. The main focus of interventions



for performance improvement should not only be on leadership training, but more critically, on programs that can maintain and improve employee motivation. These interventions can include a clear reward and recognition system, transparent career paths, involvement in decision-making, and improvements to the work environment to improve *the Quality of Work Life*. Given that the majority of employees earn below IDR 3,000,000, compensation reviews can also be a strong driving factor.

The main limitation of this study is that it is cross-sectional in design, so it cannot conclude a definitive cause-and-effect relationship. In addition, the data collected is based on perception and *self-report*, which may contain bias. For future research, it is recommended to use longitudinal design to observe how changes in leadership and work drive affect performance over time. Qualitative research can also be conducted to explore in more depth what factors specifically build work motivation among hospital staff.

## CONCLUSION

This study concludes that work drive is the most dominant predictor of employee performance at Royal Prima General Hospital. The influence of leadership is indirect, where the main role is to motivate staff, while the tenure is proven to be insignificant. Thus, to improve performance, management's main focus should be on strategies that actively build and strengthen the internal motivation of each employee, as this is the key to achieving excellence.

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