

# The effect of quality of work life and organizational citizenship behavior on employee performance: Mediated by work motivation

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## Article History

Received on 11 September 2025

<sup>1st</sup> Revised on 20 September 2025

<sup>2nd</sup> Revised on 29 October 2025

Accepted on 30 October 2025

## Abstract

**Purpose:** This study aims to analyze the direct and indirect effects of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) on employee performance, with work motivation as a mediating variable within the manufacturing industry context.

**Methodology:** A quantitative approach was used involving 150 permanent employees of PT Garuda Metalindo. Data were collected using a 1–5 Likert-scale questionnaire and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique through SmartPLS 4. The measurement model, structural model, and mediation effects were evaluated to determine significance and explanatory power.

**Result:** Findings show that QWL and OCB have positive and significant effects on employee performance. Both variables also significantly influence work motivation, which in turn positively affects performance. Work motivation partially mediates the influence of QWL and OCB on employee performance. The model explains 55.4% of employee performance variance and 71.9% of work motivation variance.

**Conclusion:** Improving QWL and OCB directly enhances employee performance and indirectly strengthens performance through increased work motivation. These results confirm the importance of supportive work environments and voluntary employee behavior in improving organizational outcomes.

**Limitation:** This study is limited to one manufacturing company and uses cross-sectional data, which may restrict generalizability and causal interpretation.

**Contribution:** This research contributes by validating the mediating role of work motivation in the relationships between QWL, OCB, and performance, offering empirical insights for HR practitioners and manufacturing organizations to design strategies that improve employee motivation and performance.

**Keywords:** *Employee Performance, Organizational Citizenship Behavior, Quality of Work Life, Work Motivation*

**How to Cite:** Royan, M., & Assa, A. F. (2025). The effect of quality of work life and organizational citizenship behavior on employee performance: Mediated by work motivation. *Global Academy of Business Studies*, 2(2), 151-163.

## 1. Introduction

The manufacturing industry is one of the main sectors supporting the Indonesian economy. In 2024, the manufacturing sector contributed 18.89% to the Gross Domestic Product (GDP) and became the largest contributor to national economic growth, accounting for 0.9% of Indonesia's total economic growth of 5.03% (Amila, 2025). This indicates that the manufacturing sector plays a strategic role in maintaining economic stability and growth. Therefore, the manufacturing industry's performance must be

continuously improved to adapt to market dynamics and maintain its competitiveness amid increasingly intense global competition.

Enhancing the performance of the manufacturing industry cannot be separated from the quality of human resources owned by a company. Human resources are a strategic asset and a key determinant of organizational success in achieving its objectives. Employees are an important investment that must be continuously developed to make optimal contributions to organizational productivity and effectiveness. The success of a company is largely determined by employee performance, which serves as an indicator of the extent to which human resources contribute to organizational progress, form the foundation for achieving goals, and act as the main determinant of organizational success (Handayani & Khairi, 2022; Pratama & Handayani, 2022; Widodo & Yandi, 2022).

PT Garuda Metalindo Tbk (PT GM) operates in the manufacturing sector, with its primary products consisting of fasteners and engineered parts for various industrial needs in both the automotive and non-automotive sectors. Established in 1982, PT GM has become a pioneer in Indonesia's fastener industry, with a large production capacity and facilities located in three regions: Jakarta, Tangerang, and Bekasi. As a long-standing company, PT GM continues to maintain its product quality and competitiveness through improvements in operational performance and human resources. Increasing competition in the fastener industry requires PT GM to develop strategies to ensure that employee performance and productivity remain optimal, one of which is through conducting employee performance assessments. The employee performance results at PT GM are shown in Table 1.

Table 1. Employee Performance Results

Year	Very Good (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)
2022	4,7	13,3	64,9	17,0	0,0
2023	5,2	14,7	63,2	15,9	1,0
2024	4,0	16,4	60,3	17,5	1,8

Source: Processed Data, 2025

Based on employee performance data over the past three years, there has been a noticeable fluctuation and a decline in employee performance in 2024 compared to the previous year. This can be observed from the decrease in the percentage of employees categorized as having very good performance, while the proportion of employees with poor and very poor performances increased. Although employee performance improved in 2023 compared to 2022, these findings indicate that efforts to enhance employee performance have not yet been fully optimized. Several internal factors potentially contribute to the decline in employee performance, including Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and work motivation (Assa & Dachi, 2023; Lukito, 2020; Thakur & Sharma, 2019). These three factors play an important role in creating a healthy work environment, fostering work enthusiasm, and encouraging employees to contribute their best to the company.

QWL reflects the extent to which a company can provide a high-quality work environment through comfort, working conditions, and supportive organizational policies, which ultimately enhance employee satisfaction and organizational effectiveness (Allam & Shaik, 2020; Cascio 2022). QWL is essential for companies to attract and retain quality employees, while for workers, it ensures well-being and comfortable working conditions that positively influence their psychological states (Angelia et al., 2021). Previous studies have shown that the implementation of QWL has a positive effect on employee performance, meaning that the better the QWL, the better the employee performance (Riskawati et al., 2023).

OCB refers to voluntary behaviors exhibited by individuals in the workplace, both towards colleagues and the organization, which are reflected in adherence to company rules and policies, willingness to take on additional tasks, helping colleagues, and properly carrying out extra assignments given (Lukito, 2020). OCB focuses not only on employees' performance in carrying out their main tasks but also on their initiative to take on responsibilities beyond their job descriptions without expecting additional rewards to support organizational goals (Ali et al., 2022; Astaginy et al., 2022). OCB significantly

contributes to improving employee performance; the better the employees' OCB, the higher their performance (Magdalena et al., 2022).

Work motivation plays an essential role in fostering positive relationships and achieving optimal employee performance (Assa & Dachi, 2023). Motivation is crucial for ensuring that organizational goals are achieved. Motivated individuals tend to persist with their tasks for a longer period to reach their objectives (Robbins & Judge, 2015). A lack of motivation can lead to decreased performance, low enthusiasm at work, and frequent errors, which may result in increased operational costs for mistake correction (Daeli et al., 2024). Therefore, work motivation is important not only for directly supporting employee performance but also for indirectly acting as a mediator between QWL and OCB on employee performance. Previous studies have shown that work motivation successfully mediates the effects of QWL and OCB on employee performance (Farmi et al. 2020; Raharjo et al. 2022; Sari et al. 2024). When employees are motivated, they are encouraged to work productively and achieve better performance outcomes (Hapsari et al., 2024).

Based on the above phenomena, inconsistencies exist in previous research findings regarding QWL, OCB, work motivation, and employee performance. Some studies have concluded that QWL does not significantly affect employee performance (Nadiroh & Rijianti, 2022). Other studies have found that OCB does not influence employee performance (Lukito, 2020). Several studies have also shown that work motivation does not affect employee performance (Assa & Dachi, 2023). Another study concluded that QWL does not affect employee performance and work motivation and that work motivation does not mediate the relationship between QWL and employee performance (Hapsari et al., 2024).

These inconsistencies highlight the importance of conducting the present study to empirically examine and analyze the influence of QWL and OCB on employee performance, with work motivation as a mediating variable. Moreover, research examining work motivation as a mediator between QWL and OCB remains limited, particularly in the manufacturing sector, thereby offering new insights into the manufacturing industry, especially in the fastener sector.

## **2. Literature review**

### **2.1. Employee Performance**

The term performance originates from job performance or actual performance, referring to the real achievements of an individual. Employee performance is defined as the result of work, both in quality and quantity, achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2021). According to Sagita and Assa (2019), employee performance is the output produced by employees based on the tasks they have completed using their skills. Meanwhile, Setyaningsih et al. (2022) define employee performance as the work output produced by employees, both in quality and quantity, in executing tasks according to the responsibilities given by the organization, which must align with company expectations and meet established standards at both individual and organizational levels. Based on the definitions above, employee performance can be concluded as the result of employee efforts within a certain period, measured through quality and quantity, which serves as a benchmark for an organization's achievement in meeting its goals.

According to Akob (2016) in Budiasa (2021), several indicators constitute employee performance, including work quantity, work quality, knowledge, creativity, teamwork, initiative, and dependability.

- Work Quantity: The volume of work that can be completed within a certain period.
- Work Quality: The quality of work produced by employees.
- Knowledge: Employees' understanding of procedures and information related to their job.
- Creativity: The ability to adapt to conditions and remain resilient in various work situations.
- Teamwork: The ability to collaborate effectively with colleagues within the organization.
- Initiative: The ability to generate ideas and concepts in the workplace.
- Reliability: The ability to handle various working conditions and problems effectively.

## **2.2. *Quality of Work Life (QWL)***

Quality of Work Life (QWL) refers to employees' perceptions of their physical and psychological well-being in the workplace, which includes providing opportunities for employees to participate in decision-making related to their work, designing a conducive work environment, and ensuring a balance between work and personal lives. Its primary focus is on fostering joint involvement between employees and management in running the organization (Cascio, 2022). According to Kesti et al. (2023), QWL is a multidimensional concept that describes individuals' perceptions and attitudes toward their work environment, including opportunities for self-development, utilization of talents and skills, compensation, impact on personal life, and overall workplace well-being. Agustina et al. (2022), state that QWL is a management system approach that functions to optimize and align human resource potential, aiming to simultaneously and sustainably fulfill the needs of both employees and the organization through effective leadership roles. Based on these expert views, it can be concluded that QWL is a management concept that emphasizes employees' physical and psychological well-being by offering opportunities for participation in decision-making, developing skills, and balancing work and personal life, which ultimately enhances motivation, productivity, employee satisfaction, and long-term organizational sustainability.

According to Cascio (2016) in Angelia and Soeharto (2020), several indicators constitute Quality of Work Life, including communication, conflict resolution, employee participation, equitable compensation, job security, and wellness.

- **Communication:** Employees require clear communication regarding their authority and responsibilities. Through effective communication, employees receive accurate information.
- **Conflict Resolution:** Employees are given opportunities to participate in resolving conflicts, whether occurring within the company or among colleagues, using transparent, honest, and fair approaches to resolution. This positively influences employees' loyalty, dedication and motivation.
- **Employee Participation:** Employees must participate in decision-making processes and the execution of tasks in accordance with their positions, authorities, and job roles.
- **Equitable Compensation:** Every employee must receive fair, appropriate and sufficient compensation. Therefore, organizations need the skills to design and implement direct and indirect compensation systems and structures to improve employee well-being based on their job roles.
- **Job Security:** A sense of security is essential. Thus, organizations should avoid unnecessary layoffs, appoint employees as permanent staff with clear responsibilities, and implement structured systems that allow employees to resign properly, particularly through retirement programs.
- **Wellness:** Employees require support to maintain their health so that they can work effectively, efficiently, and productively. Companies can achieve this by establishing and managing health programs, recreational activities, and counseling and advisory services for employees..

## **2.3. *Organizational Citizenship Behavior (OCB)***

Organizational Citizenship Behavior (OCB) is a unique aspect of employee performance that contributes to organizational development, where employees are willing to go beyond their primary job duties. This includes cooperating with colleagues, providing support, offering suggestions, participating actively, delivering additional services to customers, and utilizing work time effectively (Siswadi et al. 2023). According to Hermanto et al. (2024), OCB refers to employee behavior aimed at enhancing organizational effectiveness without neglecting the productivity goals of each individual employee. Hermawan et al. (2024) define OCB as voluntary behavior that exceeds formal job requirements and is not directly tied to compensation or rewards, whereby employees add value to their work and the organization and contribute to operational effectiveness, even though such efforts are not explicitly recognized in the reward system. Based on these expert perspectives, it can be concluded that OCB is a voluntary behavior performed by employees that goes beyond formal obligations and is not directly associated with reward systems. Through such behavior, employees actively contribute to organizational effectiveness by cooperating with others, offering support, providing suggestions, and performing additional tasks that support operational efficiency and organizational growth without supervision or coercion.

According to Organ (1977) in Haass et al. (2023), several indicators constitute Organizational Citizenship Behavior, including civic virtue, altruism, conscientiousness, and sportsmanship.

- **Civic Virtue:** Behaviors that reflect a tendency to participate in the social life of an organization. This may include participating in organizational political processes, voicing opinions, addressing work-related issues during personal time, participating in organizational events, attending meetings, and being involved in organizational affairs.
- **Altruism:** Actions that involve helping coworkers complete their tasks, particularly in challenging situations. Examples include assisting colleagues with heavy workloads, helping coworkers who are absent, and supporting new employees in adapting to their jobs.
- **Conscientiousness:** Behaviors demonstrated by employees who perform their duties beyond organizational expectations or role requirements, such as working overtime for organizational benefit, refraining from requesting additional breaks or leave, and using their work time effectively.
- **Sportsmanship:** Behaviors characterized by patience when facing unavoidable workplace issues without complaining, refraining from expressing a desire to leave the organization when encountering problems, and avoiding exaggerating difficulties and challenges..

#### **2.4. Work Motivation**

Work motivation is the internal and external energy that drives employees to work optimally, with enthusiasm and persistence, to achieve company goals effectively (Adinda et al., 2023). According to Haryadi and Yopi (2024), work motivation is defined as the encouragement that drives employees to carry out work activities, functioning as a force that increases productivity and motivates them to work harder to achieve organizational objectives. Meanwhile, Daeli et al. (2024) described work motivation as a psychological condition that drives, directs, and sustains an individual's behavior in completing tasks and goals related to their work. Based on the expert opinions above, it can be concluded that work motivation is an individual's internal and external drive that directs and maintains employee behavior in accomplishing their tasks, ultimately enhancing productivity and work effectiveness, so that organizational goals can be achieved.

According to Mangkunegara (2018) in Fransiska and Tupti (2020), several indicators constitute work motivation, including hard work, future orientation, high aspirations, task and goal orientation, efforts for self-development, perseverance, and time management.

- **Hard Work:** Carrying out tasks to the fullest extent of one's abilities.
- **Future Orientation:** Predicting and planning future events.
- **High Aspirations:** Having strong enthusiasm and major goals to achieve better outcomes.
- **Task and Goal Orientation:** Maintaining focus on achieving optimal work results.
- **Efforts for Self-Development:** Engaging in various activities to achieve desired goals.
- **Perseverance:** Completing work with dedication, seriousness, and consistency.
- **Time Management:** Effectively utilizing time to complete tasks.

#### **2.5. Conceptual Framework**

Based on the previous explanations, the conceptual framework or research model is illustrated in figure below.

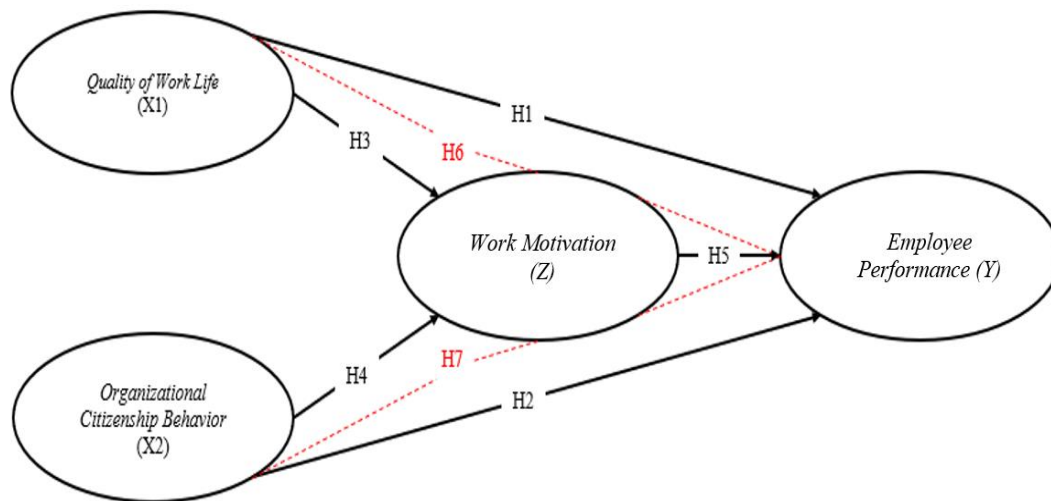


Figure 1. Conceptual Framework  
Source: Processed Data, 2025

### Hypotheses:

- H1: Work Life affects employee performance
- H2: Organizational Citizenship Behavior has affects employee performance
- H3: Quality of Work Life has an effect on work motivation
- H4: Organizational Citizenship Behavior has affects work motivation
- H5: Work motivation affects employee performance
- H6: Work motivation mediates the effect of Quality of Work Life on employee performance
- H7: Work motivation mediates the effect of Organizational Citizenship Behavior on employee performance

### 3. Research methodology

This study employed a quantitative research method with a population consisting of permanent employees at PT GM. The sample was selected using a probability sampling technique, providing each member of the population with an equal opportunity to be included as a respondent (Sugiyono, 2024). The total sample size is 150 respondents, determined using Hair's formula, which recommends a minimum of 5–10 respondents for each indicator variable (Farmi et al., 2020). The research instrument consisted of a questionnaire using a 1–5 Likert scale, and all items were presented in the form of positive statements. Data were analyzed using the Partial Least Squares structural equation modeling (PLS-SEM) technique with the assistance of SmartPLS version 4.0.9.9.

The operational definitions of the variables in this study are as follows.

1. Employee Performance (Y)  
Indicators: work quantity, work quality, knowledge, creativity, cooperation, initiative, and reliability.
2. Quality of Work Life (X1)  
Indicators: communication, conflict resolution, employee participation, equitable compensation, job security, and wellness.
3. Organizational Citizenship Behavior (X2)  
Indicators: Civic virtue, altruism, conscientiousness, and sportsmanship.
4. Work Motivation (Z)  
Indicators: hard work, future orientation, high aspirations, task and goal orientation, effort to grow, perseverance, and time management.

## 4. Results and discussion

### 4.1. Measurement Model

#### 4.1.1. Validity Test

The results of the validity tests are shown in Figure 2.

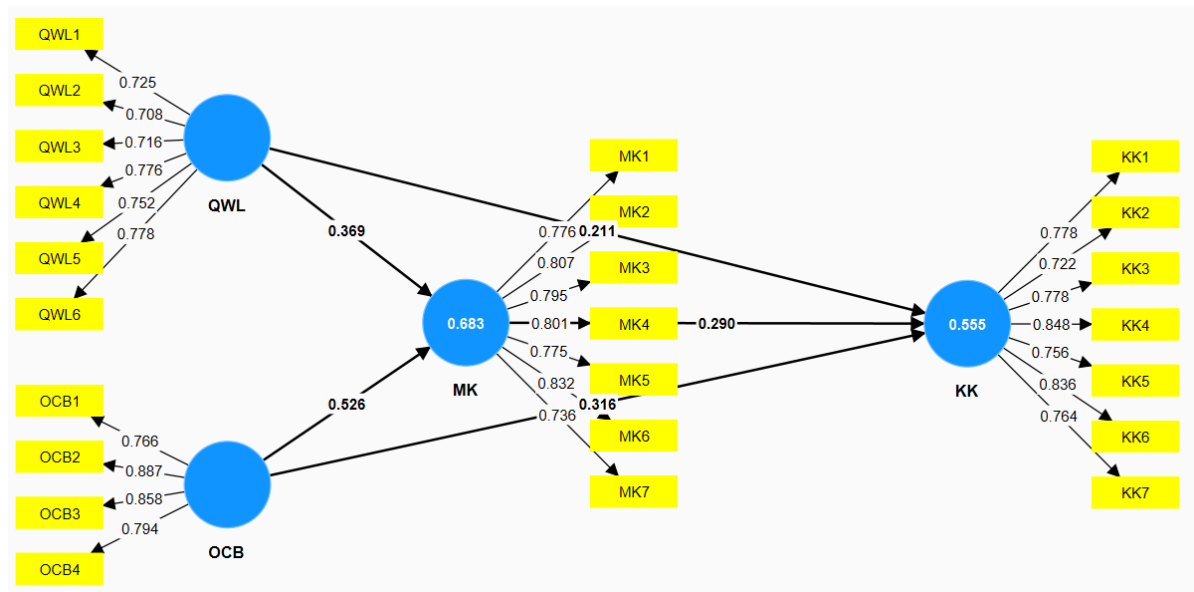


Figure 2. Indicator Loading Results

Source: Processed Data, 2025

Based on Figure 2, all items have outer loading values of  $\geq 0.708$ . Referring to Hair et al. (2021), an outer loading value of  $\geq 0.708$  is strongly recommended; therefore, it can be concluded that all the items in this study are valid.

#### 4.1.2. Reliability Test

The results of the reliability tests are presented in Table 2.

Table 2. Reliability Test Results

	Cronbach's Alpha
Employee Performance	0,895
Work Motivation	0,899
OCB	0,847
QWL	0,838

Source: Processed Data, 2025

Based on Table 2, all variables have Cronbach's alpha values ranging from 0.7 to 0.9, which meets the reliability criteria recommended by Hair et al. (2021). Thus, all four variables in this study were declared reliable.

#### 4.1.3. Convergent Validity Test

The results of the convergent validity test (AVE) are shown in Table 3.

Table 3. Convergent Validity Test Results

	Average Variance Extracted (AVE)
Employee Performance	0,615
Work Motivation	0,623
OCB	0,685
QWL	0,552

Source: Processed Data, 2025

Based on Table 3, all variables have AVE values  $\geq 0.50$ , which meets the AVE criteria recommended by Hair et al. (2021). Therefore, all the constructs in this study adequately represented their respective latent variables.

#### 4.1.4. Discriminant Validity Test

The results of the discriminant validity test (HTMT) are shown in Table 4.

Table 4. Discriminant Validity Test Results

	Employee Performance	Work Motivation	OCB	QWL
Employee Performance				
Work Motivation	0,769			
OCB	0,779	0,887		
QWL	0,730	0,839	0,810	

Source: Processed Data, 2025

Based on Table 4, all HTMT values are below 0.90, indicating compliance with the HTMT criteria recommended by Hair et al. (2021). Thus, each construct in this study can be empirically distinguished from the other constructs in the model.

## 4.2. Structural Model

### 4.2.1. Collinearity Test

The results of the collinearity test (VIF) are shown in Table 5.

Table 5. Collinearity Test Results

	VIF
KK1	2,060
KK2	1,761
KK3	1,965
KK4	2,673
KK5	1,808
KK6	2,515
KK7	1,944
OCB1	1,793
OCB2	2,576
OCB3	2,228
OCB4	1,759
MK1	2,299
MK2	3,666
MK3	3,293
MK4	2,318
MK5	1,964
MK6	3,000
MK7	2,116
QWL1	1,556
QWL2	1,526
QWL3	1,531
QWL4	1,951
QWL5	2,070
QWL6	1,932

Source: Processed Data, 2025

Based on Table 5, all VIF values are below 5.0, meeting the VIF criteria recommended by Hair et al. (2021). Therefore, it can be concluded that all indicators are free of multicollinearity issues.

#### 4.2.2. $R^2$ Test

The results of the  $R^2$  test are listed in Table 6.

Table 6.  $R^2$  Test Results

	<b>R Square</b>
Employee Performance	0,554
Work Motivation	0,719

Source: Processed Data, 2025

Based on Table 6, the employee performance variable has an  $R^2$  value of 0.554, indicating that QWL, OCB, and work motivation collectively explain 55.4% of the variance in employee performance, while the remaining 44.6% is influenced by other factors outside this study's research model. The work motivation variable has an  $R^2$  value of 0.719, meaning that QWL and OCB explain 71.9% of the variance in work motivation, with the remaining 28.1% explained by other factors not included in this model.

#### 4.3. Hypothesis Testing

Hypothesis testing in this study was carried out using the bootstrapping method in SmartPLS to determine the significance of the relationships among the latent variables. The criteria used are as follows: a hypothesis is accepted if the t-statistic value is  $> 1.96$  and the p-value is  $< 0.05$ . Conversely, the hypothesis is rejected if the t-statistic is  $< 1.96$  and the p-value is  $> 0.05$ . This test can identify whether the variables in the research model have significant direct or indirect effects in accordance with the proposed hypotheses.

Table 7. Hypothesis Testing Results

<b>Hypothesis</b>	<b>Original Sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Description</b>
H1: QWL→KK	0,211	0,211	0,080	2,643	0,008	Accepted
H2: OCB→KK	0,316	0,316	0,096	3,275	0,001	Accepted
H3: QWL→MK	0,369	0,373	0,067	5,524	0,000	Accepted
H4: OCB→MK	0,526	0,525	0,067	7,796	0,000	Accepted
H5: MK→KK	0,290	0,303	0,109	2,659	0,008	Accepted
H6: QWL→MK→KK	0,107	0,113	0,046	2,319	0,020	Accepted
H7: OCB→MK→KK	0,152	0,159	0,061	2,480	0,013	Accepted

Source: Processed Data, 2025

#### 4.4. Discussion

##### 4.4.1. Quality of Work Life affects Employee Performance

The hypothesis testing results show a t-statistic value of  $2.643 > 1.96$  with a p-value of  $0.008 < 0.05$ , indicating that the first hypothesis is supported. This indicates that Quality of Work Life (QWL) has a positive and significant effect on employee performance. This finding is consistent with Handayani and Khairi (2022), who found that a higher quality of work life leads to improved employee performance. Similarly, Riskawati et al. (2023) reported that employee performance increases with improvements in perceived QWL.

##### 4.4.2. Organizational Citizenship Behavior affects Employee Performance

The hypothesis testing results show a t-statistic value of  $3.275 > 1.96$  with a p-value of  $0.001 < 0.05$ , confirming that the second hypothesis is accepted. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. This aligns with Astaginy et al. (2022), who found that stronger OCB within an organization leads to higher employee performance. Similar findings were reported by Hidayat and Tannady (2023), who explained that employee performance improves when employees consistently practice OCB in their daily work activities.

#### *4.4.3. Quality of Work Life affects Work Motivation*

The hypothesis testing results show a t-statistic value of  $5.524 > 1.96$  with a p-value of  $0.000 < 0.05$ , indicating that the third hypothesis is supported. QWL has a positive and significant effect on WM. This finding supports the study of Farmi et al. (2020), who stated that the quality of work life significantly enhances intrinsic employee motivation. Likewise, Hadi et al. (2022) found that work motivation increases as employees experience an improved quality of work life.

#### *4.4.4. Organizational Citizenship Behavior affects Work Motivation*

The hypothesis testing results show a t-statistic value of  $7.796 > 1.96$  with a p-value of  $0.000 < 0.05$ , confirming that the fourth hypothesis is accepted. This means that OCB has a positive and significant effect on work motivation. Practically, this implies that strengthening aspects of OCB is highly effective in increasing employees' work motivation. This result is consistent with Sari et al. (2024), who found that better OCB within an organization leads to higher work motivation. Similar conclusions were reached by Saputro (2021), who showed that employees' work motivation improves when they exhibit OCB in their daily tasks.

#### *4.4.5. Work Motivation affects Employee Performance*

The hypothesis testing results show a t-statistic value of  $2.659 > 1.96$  with a p-value of  $0.008 < 0.05$ , indicating that the fifth hypothesis is supported. Work motivation has a positive and significant effect on employee performance. This finding is consistent with Daeli et al. (2024), who demonstrated that higher work motivation leads to improved employee performance. Similarly, Marinda et al. (2024) found that employee performance increases as employees' work motivation increases.

#### *4.4.6. Work Motivation Mediates the Effect of Quality of Work Life on Employee Performance*

The hypothesis testing results indicate that work motivation functions as a mediating variable in the effect of Work Life (QWL) on employee performance at PT GM. This is evidenced by the p-value of  $0.020 < 0.05$  and the t-statistic value of  $2.319 > 1.96$ . These findings confirm that work motivation strengthens the relationship between QWL and employee performance, meaning that the better the employees' perceived QWL, the higher their motivation, ultimately resulting in improved performance. Based on these results, work motivation acts as a partial mediator, as QWL influences employee performance both directly and indirectly through work motivation.

Previous studies by Raharjo et al. (2022) found that QWL affects employee performance through work motivation, where motivation serves as an essential factor linking employees' perceptions of their work environment to their performance outcomes. Similarly, Farmi et al. (2020) reported that QWL positively affects employee performance, both directly and indirectly, through motivation. This means that motivation is an important driving factor that bridges employees' perceptions of their work environment and the performance they deliver. Therefore, the findings at PT GM support previous research and reinforce that a good quality of work life enhances employee performance not only directly but also through increased work motivation as a partial mediator.

#### *4.4.7. Work Motivation Mediates the Effect of Organizational Citizenship Behavior on Employee Performance*

The hypothesis testing results show that work motivation serves as a mediating variable in the effect of Organizational Citizenship Behavior (OCB) on employee performance at PT GM. This is demonstrated by a p-value of  $0.013 < 0.05$  and a t-statistic of  $2.480 > 1.96$ . These findings confirm that work motivation strengthens the relationship between OCB and employee's performance. In other words, the higher the level of OCB exhibited by employees—such as helping coworkers, showing loyalty to the organization, maintaining a positive attitude, and caring about the work environment the higher their work motivation, which subsequently enhances their performance. Based on these results, work motivation acts as a partial mediator, as OCB influences performance both directly and indirectly by increasing work motivation.

Previous research by Sari et al. (2024) also emphasized that work motivation plays an important role in strengthening the effect of OCB on performance. Employees with higher motivation tend to display

stronger organizational citizenship behaviors, which, in turn, contribute positively to their performance. Thus, the findings at PT GM are consistent with earlier studies and reinforce that good OCB enhances performance not only directly but also indirectly through increased work motivation as a partial mediator.

## 5. Conclusions

### 5.1. Conclusion

Based on the results of the data analysis and hypothesis testing using the bootstrapping method in SmartPLS, all hypotheses proposed in this study were accepted. This is indicated by t-statistic values greater than 1.96 and p-values less than 0.05 for all relationships between the variables. These results indicate that quality of work life and organizational citizenship behavior have a positive and significant effect on employee performance. In addition, both variables had a positive and significant effect on work motivation. Work motivation has a positive and significant effect on employee performance. Furthermore, work motivation acts as a mediating variable that strengthens the influence of quality of work life and organizational citizenship behavior on employee performance. Thus, it can be concluded that improving the quality of work life and organizational citizenship behavior, both directly and through increased work motivation, collectively contributes to enhancing employee performance at PT GM. This study also shows that QWL, OCB, and work motivation explain only 55.4% of the variation in employee performance. Therefore, future research should examine other factors to obtain a more comprehensive picture of the determinants that influence employee performance.

### 5.2. Suggestions

Based on the findings of this study, several practical recommendations can be proposed. First, the company should continue to strengthen Quality of Work Life (QWL) by improving work facilities, ensuring job security, and creating a supportive work environment that enhances employees' comfort and well-being. Second, management is encouraged to actively foster Organizational Citizenship Behavior (OCB) by recognizing and appreciating voluntary behaviors, promoting teamwork, and building a culture that encourages employees to contribute beyond their formal responsibilities. Third, work motivation must be continuously enhanced through clear career development paths, fair reward systems, and transparent communication to ensure employees remain engaged and committed. For future researchers, expanding the scope beyond one company and using longitudinal or mixed-method approaches is recommended to capture a broader understanding of the relationships between QWL, OCB, motivation, and performance. Investigating additional mediating or moderating variables such as organizational culture or leadership style may also provide deeper insights for theory development and practical applications.

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