

QUALITY OF WORK LIFE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATION ROLE OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

The banking industry plays an important role in the economy of a country, and Indonesia is no exception. This phenomenon shows that the need for competent human resources is getting higher. This condition causes the banking industry to find ways to improve the performance of its human resources, one of which is through organizational citizenship behavior. This study aims to determine the variables that can affect the organizational citizenship behavior of employees of Bank Rakyat Indonesia Pasuruan City Branch Office, for that researcher use employees of Bank Rakyat Indonesia Pasuruan City Branch Office as research objects. A total of 160 respondents were obtained using a non-probability approach with purposive sampling technique. The data was collected through a questionnaire and then analyzed using the Partial Least Square analysis tool and measured using a Likert scale. The variables used in this study are: quality of work life, organizational citizenship behavior, and organizational commitment. The results of this study found that the quality of work life has a significant effect on organizational citizenship behavior. In addition, organizational commitment was found to act as a partial mediation on the effect of quality of work life on organizational citizenship behavior.

Keywords: quality of work life, organizational citizenship behavior, organizational commitment.

INTRODUCTION

The banking industry plays an important role in the economy of a country, and Indonesia is no exception. Banking as an intermediary institution, relies heavily on the principle of trust so that it is very vulnerable to negative issues related to performance or potential fraud as agents of trust, banks must really maintain the trust given by customers to manage their funds safely and profitably. The competition between banks is getting tighter, where the growth and development of banks can be seen from the emergence of new products owned by each bank such as providing high deposit interest, credit guarantees, various prizes, e-channel facilities, ATMs, and other facilities.

Banks are currently required to further improve their services because the mobility of customers is increasing with all their needs. The ability to compete to face this kind of competition, banks should provide to improve employee performance so that the organization can develop and be able to achieve its goals. The success of achieving organizational goals can be achieved by improving the quality of resources within the organization (Torrington, et al., 2017). Further described by Torrington, et al. (2017) that one of the resources that determine the success of an organization is human resources. Human resources are a collection of individuals in an organization who will carry out the work to achieve the vision, mission, and goals of the organization.

Human resources as the most important asset in an organization, because it is a source that controls the organization and maintains and develops the organization in the face of various changing times. In facing the changing times, what today's organizations demand is not only in-role behavior, but also extra-role behavior from each member of the organization (Zurahmi, et al., 2019). Zurahmi, et al. (2019) further explains that this extra-role behavior is also called organizational citizenship behavior (OCB). It is important to research OCB to increase organizational commitment, which will have an impact on employee performance towards achieving organizational goals. Added by Zurahmi, et al. (2019), increasing OCB increases employee organizational commitment, which will generally increase the effectiveness and efficiency of organizational activities. Employees who are loyal to remain members of the organization are based on the goals and values of the organization and are willing to go beyond the required tasks which can be an important factor for organizational effectiveness.

Organizations need employees who will do OCB such as making constructive statements about their work group and organization, helping others in their team, avoiding unnecessary conflicts, respecting organizational rules, and others. OCB can reduce disputes and increase work efficiency (Robbins & Judge, 2016). Thus, this behavior can indirectly lead to positive results for the company, both for the company's goals and for the social life of the company. Employees who have OCB will have high loyalty to the organization where they work, and automatically will feel comfortable and safe in their work (Rahma & Widiartanto, 2017). OCB is behavior-oriented and it is expected that this behavior reflects the values that are internalized (Pradhan, et al., 2016). The nature of OCB is pragmatic so that it can be applied to organizational management, especially those related to human resources (Syahbanuari & Abdurrahman, 2019).

Employees who display OCB behavior are called good citizens, and the organization will not succeed well or cannot survive without its members acting as good citizenship (Sukrisnawati, et al., 2019). In simple terms, OCB is defined as organizational prosocial behavior, namely individual behavior voluntarily towards things that promote or support organizational effectiveness, are carried out spontaneously, are not ordered formally, and are not related to the organizational reward system (Yadav, et al., 2019). This is in line with the understanding that OCB is defined as individual behavior that is independent (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions (Pio & Tampi, 2018). It is free and voluntary, because such behavior is not required by role requirements or job descriptions, which are clearly required by contract with the organization, but as a personal choice (Claudia, 2018). Successful organizations need workers who will do more than their usual job responsibilities who will deliver above expectations (Rahma & Widiartanto, 2017). According to Sukrisnawati, et al. (2019) OCB is an important factor that can contribute to the

survival of the organization. Therefore, it is very important to understand the variables that are significant and positively helpful in creating favorable behavior in the organization. Traiyotee, et al. (2019) analyzed the determinants of OCB and divided them into four categories such as individual characteristics, task characteristics, organizational characteristics, and leadership behaviors.

OCB behavior tends to see a person as a social being (becoming a member of an organization), rather than as an individual being who is selfish (Bazgir, et al., 2018). As social beings, humans have the ability to have empathy for other people and their environment and align their values with the values of their environment to maintain and improve better social interactions. Moreover, to do things that are good, humans are not always driven by things that benefit themselves, for example, someone wants to help others if there is a certain reward. If employees in the organization have OCB, the effort to control employees decreases, because employees can control their own behavior or are able to choose the best behavior for the benefit of their organization (Astrianti, et al., 2020). Chaturvedi & Saxena (2017) state that the main forms of OCB are altruism (e.g., helping when a co-worker is unwell), sincerity (e.g., overtime to complete a project), public interest (e.g., willing to represent the company for a joint program), sportsmanship (e.g., share in the failure of a team project that may be successful by following members' advice), polite (e.g., understanding and empathetic even when criticized). Selaras Arifin, et al. (2018) which suggests that the dimensions for measuring OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

When employees have high OCB, the company will be easier to control because employees can control their own behavior and are able to choose the best behavior for the benefit of the company (Prasetio, et al., 2017). Organizations want and need employees who will do the work not only in the job description, but more than that, the organization needs employees who can do more work outside the job description. Evidence indicates that organizations that have employees with psychological OCB are superior to organizations that do not have employees with OCB (Davoudi & Gadimi, 2017). With regard to employee psychology, the organization as an interested party in maintaining the commitment of its employees must also be able to always keep the work environment in the organization as comfortable as possible so as to make employees feel at home and comfortable carrying out their functions and completing their responsibilities properly. In this case, the creation of a quality work environment which is commonly called the quality of work life can be done by the organization as an effort to maintain the psychological stabilization of its workers (Rita, et al., 2018). Also described by Sumiati, et al. (2018), through quality of work life (QWL) it is hoped that employees will feel satisfied with their work and the company they work for which then has an impact on the company, job satisfaction will lead to behaviors that are in line with company expectations which will have an impact on employee performance.

Moestain, et al. (2020) explained that the positive impact of QWL is lower absenteeism, lower employee turnover, and increased employee job satisfaction. QWL can facilitate the creation of a more flexible, loyal, and motivated workforce thereby determining the company's competitiveness (Traiyotee, et al., 2019). There is strong evidence that employees who are truly empowered and work within a participatory problem-solving framework are more committed to the organization. There is also recent research evidence which states that high quality of work life involvement has a positive impact on employee turnover and productivity (Hastuti & Wibowo, 2020). QWL usually strongly supports employee democracy at all levels and encourages their participation in decision making (Indarti, et al., 2017). The description above shows that by understanding QWL in every employee, it will make him without hesitation to return the favor to the company by providing maximum performance.

According to Badawy, et al. (2018) QWL factors that can affect the level of employee satisfaction are through the level of employee participation, career development, conflict resolution, communication, occupational health, work safety, safe environment, proper compensation, and pride in the organization. The purpose of the QWL program is to change and improve the work climate so that the effective relationship between humans, technology and organizations makes the work experience more interesting and the end result is as expected (Agus & Selvaraj, 2020). Several researchers have shown that QWL is not only related to personnel welfare, attitudes, and feelings of workers towards work, but also goes beyond job satisfaction, as well as the individual's organizational commitment (Traiyotee, et al., 2019).

The current phenomenon is the high level of employees who decide to leave and move to another company (turnover) which is considered capable of providing a much better career future (Agus & Selvaraj, 2020). This is due to the regulation of the outsourcing system for frontline employees, namely the maximum working period at the age of 35 years, as well as regulations that are willing to be placed in all parts of Indonesia, which then become a dividing factor between family and work relationships. In essence, employees are an important asset for every company, where companies must be able to retain their best employees. With the high number of young employees resigning from the company, there is a tentative hypothesis that there is a problem in forming a solid employee commitment. This allows the emergence of gaps in losses for the company in the future if it is not immediately prevented and corrected. Employee organizational commitment has an important role in dealing with phenomena that occur in the company.

Several researchers have found that employee satisfaction, organizational commitment, organizational justice, career development, age, tenure, personality, motivation, leadership and leadership behavior all impact and influence the OCB of an organization (Traiyotee, et al., 2019). Although some of the studies above show that QWL has a significant relationship with OCB, there are gaps in the research conducted by Chaturvedi & Saxena (2017), Syahbanuari & Abdurrahman (2019), and Marina, et al. (2020). The research findings show that there is no direct effect of QWL on OCB.

PT. Bank Rakyat Indonesia (Persero), Tbk is a State-Owned Enterprise engaged in the banking sector. In the management of human resources that are not small, PT. Bank Rakyat Indonesia (Persero), Tbk strives to provide proper compensation, intensive training and development, career paths, occupational health and safety, a supportive work environment, etc. Until now, Bank Rakyat Indonesia has consistently focused on service and customer satisfaction which can be seen from BRI's vision and mission and is supported by professional human resources and reliable information technology by implementing risk management and very good Good Corporate Governance (GCG) practices. good. This is an effort from the management to fulfill the job satisfaction of its workers and foster behaviors that are in accordance with the culture and vision and mission of PT. Bank Rakyat Indonesia (Persero), Tbk, especially PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office.

PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office is a branch office that has many unit offices spread outside Pasuruan City itself. This makes employees required to work extra when they have to carry out the banking process, namely inviting prospective customers to save their money (funding), providing loans to prospective customers (lending), and financial services authorities. It has been explained previously, that the success of achieving company goals cannot be separated from the

participation of human resources. Therefore, job satisfaction is an important thing that should be owned by employees. The company's efforts to achieve positive employee job satisfaction can be done by creating a safe and comfortable QWL for all its employees, fostering organizational commitment from each employee and employee, and OCB. PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office always strives to fulfill workplace facilities such as a health clinic located in the office environment, health insurance in the form of employee participation in insurance programs, sports programs such as the availability of facilities sports in the company environment and a variety of comfortable and safe work equipment.

In addition to various facilities that are constantly trying to be fulfilled, to create a conducive working environment PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office through human resource management has created a very competitive compensation program with various compensation variables. PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office also provides benefits for workers after the end of the employment relationship carried out in the pension program. It is intended that workers feel safe and comfortable as long as workers are still actively working at PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office. Human growth and development is also a matter of concern for PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office. One of the largest banking companies has prepared training programs for all its employees to participate in. PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office also has education centers (sendik) spread across several regions in Indonesia to facilitate companies in providing training and development.

PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office strives to realize a commitment to maintain harmonious relations with workers which is manifested in maintaining relations and communication with trade unions, handling and resolving worker complaints, as well as providing opportunities and equal rights for all workers. Various ways are carried out by PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office to realize a good quality of work life, is expected to have an impact on workers so that both the company and human resources have a positive sustainable relationship for company goals and employee satisfaction.

Phenomena related to organizational commitment and also OCB at PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office, shows that aspects of organizational commitment are phenomena that bind employees to work seriously. Where an employee who has seriousness in working means having a high organizational commitment to the place where he works. The researcher focuses on the first three aspects, namely normative commitment, the feelings of employees who work at Bank BRI and get compensation such as salaries, benefits, and so on. The second is affective commitment, the feeling of comfort of employees who have worked and joined the organization for a long time. However, there are those who are not happy because the rotation system implemented by Bank BRI requires employees to change places or cities. The third is continuous commitment, employees who are accepted at Bank BRI set their commitments in that place and are responsible for the organization. In addition, with the consideration that if they leave Bank BRI they may not get a better place to work from the Bank, but there are still some employees who work less seriously where there are still employees who come late, are absent, get complaints from customers and technical problems others so that the punishment obtained is that employees do not get bonuses and get warning letters because they are negligent and difficult to get promoted. On the basis of this phenomenon a problem arises regarding the phenomenon of employee commitment in the organization. Therefore, it is important to research OCB to increase employee commitment in achieving organizational success.

LITERATURE REVIEW

Quality of Work Life

Quality of work life or quality of work life (QWL) is a management perspective on people, workers and organizations. QWL is intended as a management philosophy in increasing employee self-esteem, introducing changes in organizational culture and improving the physical and emotional state of employees (Pradhan, et al., 2016). Rahma & Widiartanto (2017) describe quality of work life as the impact of human and organizational effectiveness combined with an emphasis on participation in problem solving and decision making. Meanwhile, according to Batvandi & Ghazavi (2017) quality of work life is defined as any improvement activity that occurs at every level in an organization to increase greater organizational effectiveness through increasing human dignity and growth. Sumiati, et al. (2018) said that quality of work life is an organizational development technique designed to improve organizational functions by humanizing the workplace, making it more democratic and involving employees in decision making. Agus & Selvaraj (2020) define quality of work life into two views. The first view states that quality of work life is a set of circumstances and practices of organizational goals (for example: job enrichment, internal promotion policies, democratic supervision, employee participation and safe working conditions). The second view defines quality of work life as employee perceptions such as that employees feel safe, relatively satisfied and get the opportunity to grow and develop as human beings. Also described by Moestain, et al. (2020) that quality of work life (QWL) is a condition where workers feel safe and satisfied at work because they are in a pleasant position and are treated according to their dignity as human beings. From these definitions it can be concluded that quality of work life is a management perspective on people, work, and organizations in increasing organizational effectiveness through increasing dignity, human growth, involving human resources in problem solving and decision making so that employees feel safe, comfortable. and satisfied.

Organizational Commitment

Torrington, et al. (2017) defines organizational commitment as the nature of the relationship between organizational members and the system as a whole. According to Hashempour, et al. (2018), employee organizational commitment is a condition where members of a group give their abilities and loyalty to achieve organizational goals, in return for the satisfaction they get. Organizational commitment is a strong belief and acceptance of organizational values, willingness to work hard, and maintain membership in the organization concerned, which means that there is a strong desire from members to remain in the organization or a psychological bond to the organization (Hastuti & Wibowo). , 2020). Sukrisnawati, et al. (2019) defines organizational commitment as a person's orientation to the organization in terms of loyalty, identification, and involvement with the organization and its goals. According to Sumiati, et al. (2018), organizational commitment is defined as: (1) a strong desire to remain as a member of a particular organization; (2) Desire to strive according to the wishes of the organization; and (3) certain beliefs, and

acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress. Hashempour, et al. (2019), states that organizational commitment is the nature of an individual's relationship with the organization by showing the following characteristics: (1) Accepting the values and goals of the organization. (2) Have the desire to do for the organization. (3) Have a strong desire to stay with the organization.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is individual behavior that is free, not directly or explicitly recognized by the reward system and in promoting the effective functioning of the organization (Hermawati & Mas, 2017). Robbins & Judge (2016) argues that the behavior of freedom of choice that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace, is called citizenship behavior. Shafazawana, et al. (2016) define organizational citizenship behavior as individual behavior that is free to choose, not regulated directly or explicitly by a formal reward system, and incrementally promotes effective organizational functioning. Organizational citizenship behavior (OCB) is a behavior of freedom of choice that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace (Ruhana, et al., 2019). Doing work in accordance with the tasks in the job description is called in-role behavior. The contribution of workers above and beyond the formal job description (extra-role) is what is called organizational citizenship behavior (Zurahmi, et al., 2019). Zurahmi, et al. (2019) further explains that an important element that needs to be considered in organizations is behavior outside the formal rules of the organization (extra-role). If in-role behavior is associated with extrinsic rewards or monetary rewards, then extra-role behavior is more associated with intrinsic rewards. From some of the explanations above, it can be said that organizational citizenship behavior (OCB) is a free individual behavior that is not part of the formal job requirements (job description) and is not related to the reward system that can contribute to the organizational environment.

METHOD

This explanatory research was intended to provide empirical evidence of the relationship between quality of work life on the organizational citizenship behavior through organizational commitment as a mediating variable. Based on the data, this study is categorized as quantitative research. The population in this study were employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office. The sample studied amounted to 160 respondents. The sampling technique is purposive sampling. This study uses primary data. Primary data were obtained from questionnaires given to respondents. The questionnaire consists of questions related to research variables; quality of work life, organizational commitment, and organizational citizenship behavior. The influence between variables was analyzed using PLS (Partial Least Square) analysis processed on the SmartPLS 3.0 program. The analytical approach consists of several stages; designing the outer model, designing the inner model, and constructing the path diagram (Sekaran dan Bougie, 2016). The results of the analysis are significant if the probability score is smaller than 0.05. Finally, the Sobel test was conducted to determine the significance of the mediation variable.

RESULT

Outer Model

The purpose of testing the outer model is to ensure that the items of measurement are valid and reliable. This test includes convergent validity and construct reliability tests.

a. **Convergence Validity**

A convergent validity test was conducted to determine the validity of the relationship between the questionnaire items and latent variables. An item is valid if the coefficient level of the outer loading (loading factor) is more than 0.5. Table 1 shows the results of the convergent validity test.

Table 1. The result of the convergence validity test

Variable	Indicator	Loading factor	Interpretation
Quality of Work Life (X)	X1.1	0.667	Valid
	X1.2	0.750	Valid
	X1.3	0.740	Valid
	X1.4	0.816	Valid
	X1.5	0.729	Valid
	X1.6	0.695	Valid
	X1.7	0.578	Valid
	X1.8	0.670	Valid
	X1.9	0.779	Valid
	X1.10	0.711	Valid
	X1.11	0.588	Valid
	X1.12	0.650	Valid

	X1.13	0.820	Valid
	X1.14	0.756	Valid
Organizational Commitment (Z)	Z1.1	0.835	Valid
	Z1.2	0.782	Valid
	Z1.3	0.713	Valid
	Z1.4	0.885	Valid
	Z1.5	0.658	Valid
	Z1.6	0.818	Valid
Organizational Citizenship Behavior (Y)	Y1.1	0.611	Valid
	Y1.2	0.708	Valid
	Y1.3	0.656	Valid
	Y1.4	0.831	Valid
	Y1.5	0.798	Valid
	Y1.6	0.816	Valid
	Y1.7	0.822	Valid
	Y1.8	0.766	Valid
	Y1.9	0.851	Valid
	Y1.10	0.800	Valid
	Y1.11	0.896	Valid
	Y1.12	0.796	Valid

In general, indicators of all variables; Quality of Work Life (X), Organizational Commitment (Z), and Organizational Citizenship Behavior (Y) have a loading factor greater than 0.5, thus items used in the questionnaire are valid.

b. Construct Reliability

Composite reliability is an indicator to measure a construct based on the coefficient of view latent variable. Composite reliability is evaluated by checking the internal consistency and Cronbach's alpha. A variable is reliable if *Cronbach's alpha* is equal to or greater than 0.70.

Table 2. The result of the construct reliability test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Quality of Work Life (X)	0.925	0.935	0.510
Organizational Commitment (Z)	0.874	0.906	0.617
Organizational Citizenship Behavior (Y)	0.941	0.950	0.613

Table 2 shows that the scores of Cronbach's alpha of all variables are more than 0.7, with an AVE value greater than 0.5. Therefore, the instruments of Quality of Work Life (X), Organizational Commitment (Z), and Organizational Citizenship Behavior (Y) have met the requirements of construct reliability.

Inner Model

The inner model describes the relationship between latent variables based on substantive theory. Evaluation is done by looking at the R² value for the dependent construct, Stone-Geisser Q-square for the predictive relevance, t-test, and the significance of the path coefficients. Inner model is described as follows:

Table 3. Coefficient of determination

Independent Variables	Dependent Variables	R ²
Quality of Work Life (X) and Organizational Commitment (Z)	Organizational Citizenship Behavior (Y)	0,829
Quality of Work Life (X)	Organizational Commitment (Z)	0,699

The coefficient of determination on the influence between Quality of Work Life (X) on Organizational Commitment (Z) is 0.699. This means that 69.9% of the organizational commitment is constructed by quality of work life. Furthermore, the coefficient

of determination on the effect of Quality of Work Life (X) and Organizational Commitment (Z) on Organizational Citizenship Behavior (Y) is 0.829. Therefore, quality of work life and organizational commitment affect the organizational citizenship behavior of the employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office by 82.9%.

Hypothesis Test and Model Construction

The exogenous variables consist of Quality of Work Life (X), while the endogenous variables are Organizational Commitment (Z) and Organizational Citizenship Behavior (Y). A model is good if the hypothetical model is in line with the result of data analysis. Hypothesis testing is based on a significance level of 0.05 (or a t_{table} value of 1.645). The results are displayed as follows:

Table 4. The results of hypothesis testing

No	Effect	Path Coeff.	t _{statistics}	p-value	Interpretation
1.	X -> Y	0.257	15.1	0.000	Significant
2.	X -> Z	0.836	51.7	0.000	Significant
3.	Z -> Y	0.685	42.7	0.000	Significant
4.	X -> Z -> Y	0.531	5.2	0.000	Significant

Generally, it is noticeable that the effect of all variables has a $t_{statistics}$ greater than t_{table} (1.645), with a significance value (p -value) smaller than 0.05. Therefore, the effect of the exogenous variables toward endogenous is significant. This will be discussed further in the next section. Based on these results, the research model is constructed as follows:

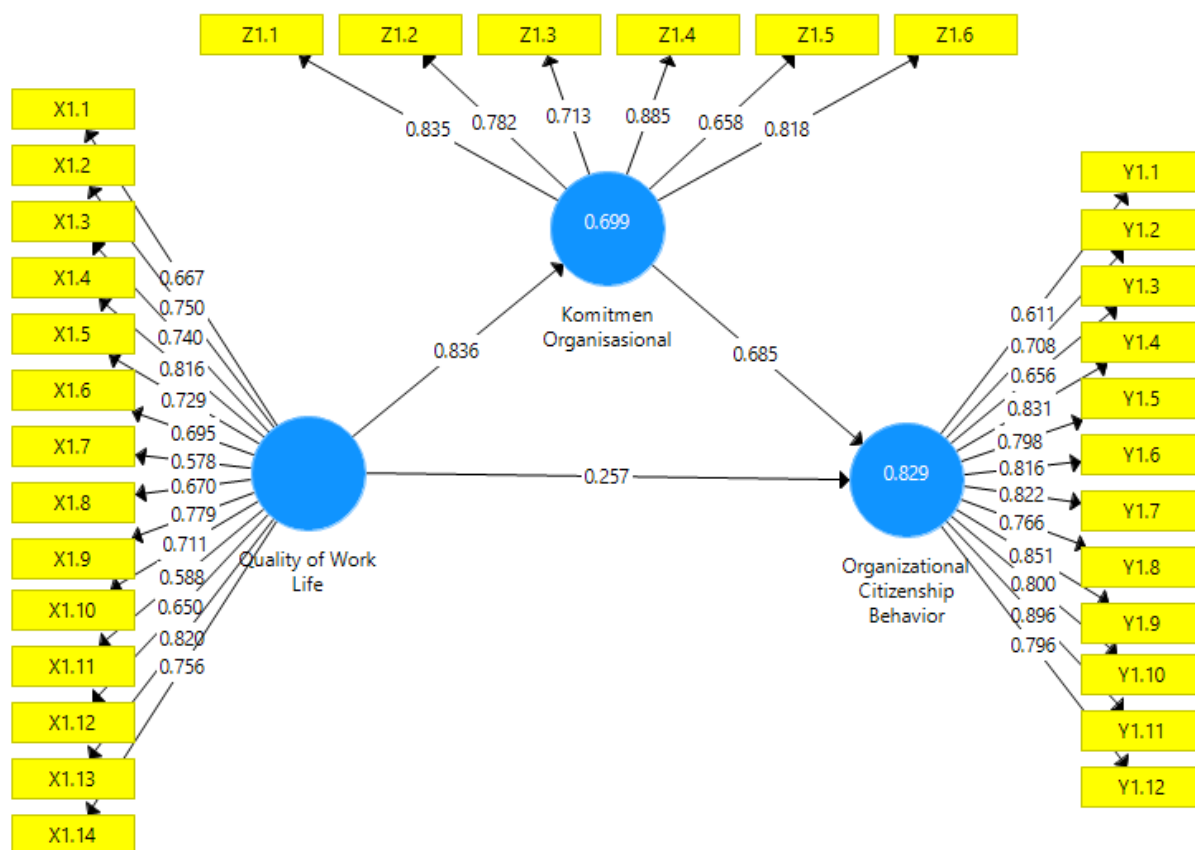


Figure 1. Path Diagram

DISCUSSION

Effect of Quality of Work Life (X) on Organizational Citizenship Behavior (Y)

The effect of Quality of Work Life (X) on Organizational Citizenship Behavior (Y) has a path coefficient of 0.257 with a $t_{statistics}$ of 15.1 (> 1.960) and a p -value of 0.000 (< 0.05). This means that quality of work life has a positive and significant impact on the organizational citizenship behavior of the employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office. The better the company in compiling and implementing the quality of work life, the better the organizational citizenship behavior. Low quality of work life will have an impact on employees' decision making to go find another company (Ruhana, et al., 2019). Ruhana, et al. (2019) also stated that if the quality of work life for employees is bad, it will have a negative impact on the organization, namely employees feel dissatisfied, so employees will increase absenteeism and turnover. Employee dissatisfaction will lead to low organizational citizenship behavior and make employees less responsible, passive in organizational relationships and lack of initiative to recommend how operations or organizational procedures can be improved (Sumiati, et al.,

2018). Low organizational citizenship behavior will also cause negative emotions in employees which can make conflicts difficult to resolve properly and lack of bonds between each member (Moestain, et al., 2020). This study supports the previous findings reported by Davoudi & Gadimi (2017), Hermawati & Mas (2017), Arifin, et al. (2018), Sumiati, et al. (2018), Yadav, et al. (2019), Zurahmi, et al. (2019), Hastuti & Wibowo (2020), Moestain, et al. (2020). Furthermore, this study also strengthens the theory from Robbin & Judge (2016), that the practice of quality of work life has a positive impact on organizational citizenship behavior.

Effect of Quality of Work Life (X) on Organizational Commitment (Z)

The effect of Quality of Work Life (X) on Organizational Commitment (Z) has a path coefficient of 0.836 with a $t_{statistics}$ value of 51.7 (> 1.960) and a p -value of 0.000 (< 0.05). This shows that quality of work life has a positive and significant impact on the organizational commitment of the employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office. The better the quality of work life, the better the organizational commitment will be. Various employee behaviors in the work environment, there are employees who are responsible for high performance and maintaining the good name of the organization. There are also employees who are resigned and neutral to the reputation of the organization, but there are also employees whose daily behavior, whether consciously or not, damages the reputation of the organization. The goal is only how personal interests can be realized by using the facilities and infrastructure provided by the organization where the employee works. It doesn't matter whether his behavior damages the reputation of the organization or not. Even various arguments were made to cover up his behavior that tends to be self-interested.

The employee behavior in organizational behavior theory is called organizational commitment. The attitude and behavior of employees every day shows their commitment to the organization, so that organizational commitment is directly proportional to the attitudes and behavior of employees. Employees with positive attitudes and behaviors show high commitment. On the other hand, employees' negative attitudes and behaviors show their low commitment to the organization. Although many members of the organization realize the importance of organizational commitment, in practice, the term organizational commitment raises various perceptions. There are those who interpret organizational commitment in accordance with the original concept, but many also interpret it differently. They interpret organizational commitment according to their interests at that time. So organizational policies that are contrary to their perception of organizational commitment will be reacted negatively and even considered unpopular, but when organizational policies are in line with their perceptions at the time, organizational members also agree to it as a form of organizational commitment. This study is in line with Pradhan, et al. (2016), Rahma & Widiartanto (2017), Arifin, et al. (2018), Sumiati, et al. (2018), Traiyotee, et al. (2019), Astrianti, et al. (2020), Hastuti & Wibowo (2020) explain that quality of work life can strengthen the implementation of organizational commitment.

Effect of Organizational Commitment (Z) on Organizational Citizenship Behavior (Y)

The effect of Organizational Commitment (Z) on Organizational Citizenship Behavior (Y) has a path coefficient of 0.685 with a $t_{statistics}$ of 42.7 (> 1.960) and a p -value of 0.000 (< 0.05). This shows that organizational commitment has a positive and significant impact on the organizational citizenship behavior of the employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office. The results of this study confirm the findings of previous studies conducted by Shafazawana, et al. (2016); Indarti, et al. (2017); Bazgir, et al. (2018); Traiyotee, et al. (2019); and Hastuti & Wibowo (2020), which stated that the organizational commitment carried out by employees of PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office can create and shape organizational citizenship behavior of these employees. Research conducted by Sukrisnawati, et al. (2019) also confirms this statement and states that organizational commitment is one of the factors that can encourage the creation and formation of organizational citizenship behavior towards agencies or organizations or companies, so that organizational commitment positively has a direct influence on creating and shaping organizational citizenship behavior of each individual. each individual within the agency or organization or company. Organizational citizenship behavior can arise from various factors in the organization, including job satisfaction and employee commitment to the organization (Robbin & Judge, 2016). When employees are satisfied with what is in the organization, employees will provide maximum and best performance results. Likewise, employees who have a high commitment to the organization will do anything to advance the company because they believe and believe in the organization where the employee works (Pradhan, et al., 2016). When the employee has a high commitment to the company, the employee is wholeheartedly satisfied at work, and is willing to take actions aimed at advancing the company.

Effect of Quality of Work Life (X) on Organizational Citizenship Behavior (Y) through Organizational Commitment (Z)

The effect of Quality of Work Life (X) on Organizational Citizenship Behavior (Y) through Organizational Commitment (Z) has a path coefficient of 0.531 with a $t_{statistics}$ value of 5.2 (> 1.960) and a significance value of 0.000 (< 0.05). This shows that quality of work life has a positive and significant impact on organizational citizenship behavior of the employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuran City Branch Office through the mediation of organizational commitment. The better the quality of work life implemented by the company, the better the organizational citizenship behavior will be. In other words, organizational commitment is proven to be able to mediate the effect of quality of work life on organizational citizenship behavior. The mediating role of OC in the relationship between the influence of QWL on OCB is categorized in "partial mediation". OC partially mediates the contribution if the QWL influences the OCB directly. This partial mediation reflects the idea that even without the mediation role of OC, QWL will determine the OCB regardless. The more positive and greater the commitment given and formed to the organization, the more positive the attitude of employees, which is shown by employees who feel that BRI is a good company, a conducive work environment, management who provide support effectively and efficiently such as giving every employee the opportunity to give their own opinion, giving every employee the same opportunity to develop through training, giving every employee the same opportunity to get promoted, and so on. This positive attitude then encourages employees to behave in organizational citizenship behavior.

CONCLUSION

Quality of work life has a positive and significant effect on organizational citizenship behavior of employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuruan city branch office. Organizational citizenship behavior can be formed if the quality of work life of each employee has been built well by the company. The indirect effect of quality of work life on organizational citizenship behavior of employees of PT Bank Rakyat Indonesia (Persero) Tbk, Pasuruan city branch office through organizational commitment proved significant. In other words, organizational commitment can positively mediate the effect of quality of work life on organizational citizenship behavior. The findings of this study suggest the idea that it is important for the management of PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office to continue to bring up positive stimuli related to quality of work life, in which management must be able to create a conducive and supportive work environment for employees and female employees who work at Bank BRI City Branch Office Pasuruan because these stimuli are the main aspect in forming long-term relationships with employees and employees. Management of PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office is advised to be consistent and continue to improve activities that can shape the quality of work life and also make employees and employees have a commitment to the organization that is expected to make them have organizational citizenship behavior. This suggestion is expected to bring up the quality of the relationship which is an important aspect in building organizational citizenship behavior among employees and employees of Bank BRI Pasuruan Branch Office. Concrete form when PT. Bank Rakyat Indonesia (Persero), Tbk Pasuruan City Branch Office wants to form a good organizational commitment by always involving employees and employees in every activity held by BRI. In addition, it can also involve employees and female employees to participate in solving problems in the office.

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