
Quality Of Work Life On The Tegallalang Gianyar Kesmas Technical Service Unit

I Made Sudirman¹, Putu Kepramareni², I Nengah Suardhika³

^{1,2,3}University of Mahasaraswati Denpasar

ABSTRACT- *The achievement of optimal employee performance based on good behavior from individual motivation and working conditions in the organization is becoming increasingly important. This research was conducted to examine and explain the role of motivation and quality of work life (in the application of organizational citizenship behavior in the workplace, and its impact on employee performance. This research was conducted with a survey approach to employees who work at the Public Health Technical Service Unit in Tegallalang Gianyar with a sample of all employees, as many as 73 people. Data were obtained from distributing questionnaires, then analyzed using SEM with the Smart-PLS software program. The findings obtained from the results of the analysis carried out that the motivation possessed by employees at work is not able to determine the increase in employee performance at Tegallalang Gianyar Public Health Unit. However, the work motivation of employees who are able to underlie OCB can determine better employee performance. Meanwhile, the quality of work life of employees is able to directly determine the increase in employee performance. However, the quality of work life which is good and can underlie OCB turns out to be able to produce greater performance achievements of employees at the Public Health Technical Service Unit in Tegallalang Gianyar.*

Keywords: *motivation, organizational learning, OCB, employee performance*

1. INTRODUCTION

Tegallalang Public Health Technical Service Unit (UPT) is one of the government agencies that provides health services to communities in the Tegallalang area of Gianyar Regency. In accordance with the vision that has been launched, the UPT Kesmas Tegallalang Gianyar strives to provide health services so that the surrounding community has a clean and healthy environment; behave in a clean and healthy life; provide quality health services fairly and equitably; as well as realizing the highest public health status.

Work dynamics and community demands direct the results of service work to be immediately repaired and enhanced so that organizational goals can be achieved. Thus, the management of UPT Kesmas Tegallalang Gianyar is required to make the best efforts in managing its human resources that prioritizes teamwork, has creativity and innovation, is full of responsibility, and has high performance so that it can achieve organizational goals.

Performance service Good public health can certainly be obtained from the achievements of voluntary and happy work, and willingness to help each other. This is in accordance with the opinion of Luthans (2011), that the behavior of HR in organizations that are willing to work voluntarily, sincerely and happily can determine the success or failure of the organization in achieving its goals. In addition, organizational success can be determined by the attitudes and behavior of employees who not only do their main tasks but also want to do extra tasks (Gibson et al., 2006).

Pro-social behavior or extra actions that exceed the description of defined roles in the organization, such as willing to cooperate, sincerely help colleagues, provide advice, participate actively, provide extra services to service users, and are willing to use work time effectively (Organ, et al, 2009). This prosocial behavior is known as organizational citizenship behavior (OCB). *Organizational citizenship behavior* (OCB) is the behavior of individuals who are free to carry out their duties and jobs, and collectively encourage more effective organizational functions (Supiadnya, et al., 2019). Other than that, Podsakoff, et al. (2010) stated that employees who are good and sincere at work tend to display OCB behavior in their work environment.

Employees who behave in OCB tend to act beyond their usual job duties, and of course result in work performance that exceeds expectations (Robbins, 2011). Furthermore, Luthans (2011) stated that there are five main indicators in OCB, namely altruism, civic virtue, sportsmanship, conscientiousness, and courtesy. Furthermore, it is conveyed, when employees in an organization display the five indicators in work behavior, it can be said that the employee has a high OCB value.

Implementation High OCB at work will ensure the completion of work well, and ensure optimal achievement of organizational goals (Aini, 2012; Chelagat et al., 2015). Several empirical studies (such as, Heung-Gil & Rentao, 2010; Maharani et al., 2013; Pratiwi et al., 2018) have found OCB behavior in the workplace is able to produce better individual performance. Andrew & León-Cázares (2015) added that the implementation of OCB in the workplace is also able to ensure overall organizational success.

One of the factors that can drive OCB behavior is work motivation. Robbins & Judge (2011) states motivation as a process that produces intensity, direction and individual persistence in an effort to achieve a goal. Motivation of an employee is basically characterized by the drive to do better and maintain feedback. An employee who works in an organization aims to earn income to meet his needs, also has some hopes and desires and aspirations that are expected to be fulfilled from his place of work (Ibrahim & Aslinda, 2015). Over time, employees tend to be motivated by prioritizing intrinsic rewards over extrinsic rewards (Shaaban, 2018).

Employees who feel valued for their work have a concept of results, fair treatment, and are based on trust between superiors and subordinates, so employees will voluntarily act to exceed organizational expectations (Robbins & Judge, 2011). In line with the results of previous studies that employee motivation can encourage OCB behavior in the workplace (Oetomo, 2011; Shaaban, 2018; Reza et al., 2018; Herdiany, 2019; and Sukarman et al., 2018). In addition, employees who are motivated in carrying out their duties and jobs can determine OCB behavior, and their work results will be better (Soegandhi et al., 2013).

Employees who are passionate about carrying out their assigned tasks and jobs tend to behave well in the workplace by accentuating a helpful attitude, tolerance with fellow employees and willing to work together, so that their work results are better and organizational targets can be achieved (Maryati & Fernado, 2018). Meanwhile, Dharma (2018); Hanafi et al. (2018); and Tunggal et al. (2019) has found a role OCB as a mediator on the effect of motivation on improving employee performance.

The performance achieved by employees provides a positive agency image for the community regarding the quality of the organization. This provides an indication that a quality work of life (QWL) atmosphere can determine to encourage individual performance in the organization to be more productive (Aini, 2012). Kiruja & Kabare (2013) added that the availability of facilities and infrastructure that support work activities can enable employees to achieve better work results.

In line with the explanation above, several empirical studies have found that quality work of life (QWL) can improve employee performance (such as, Hosmani, et al., 2014; Rabiul, 2014; Balcescu, 2016; Acheampong, 2016; and Suyantiningsih, 2018). However, different results obtained by Arifin (2012) that QWL cannot determine the work results obtained by employees. The same empirical finding was obtained by Rethinem & Ismail (2008) that QWL has a negative effect on employee performance. The contradiction of the research results certainly provides a gap to confirm the effect of QWL on employee performance in this study.

Quality work of life(QWL) can also lead to OCB behavior in the workplace. This effect arises, when the quality of life at work (QWL) of employees is getting better, it can foster a positive view of the organization, have a willingness to help colleagues, and have togetherness to complete tasks and work (Jati, 2013). This linkage of QWL and OCB has been supported by several empirical studies (such as Ashraf, 2015; Mohammadi, et al., 2016; Sumiati, et al., 2018; and Ardila, et al., 2018) which found that QWL is getting better and better. improve OCB behavior of employees. In addition, Pio & Tampi (2018) added that a quality work atmosphere can foster employee attitudes to behave extra roles, so that organizational goals can be achieved. However, research conducted by Amalia (2014) found different results that not all QWL components can determine the OCB implementation of employees. These contradictory results provide an opportunity to reexamine the effect of QWL on OCB in this study.

Based on the explanation above, it is important that this research be conducted to prove and explain empirically the role of motivation and QWL which underlie OCB to improve employee performance. In addition to filling research gaps, this research was conducted to provide guidance and direction for the management of the Tegallalang Gianyar Community Health Unit in good human resource management, especially improving employee performance based on motivation, QWL and OCB in the workplace.

2. REVIEW LITERATURE

OCB can determine employee performance improvement, in addition to motivation and QWL. Current research will also confirm previous studies by re-examining the

motivation and QWL that underlie OCB behavior, and its effect on employee performance. This research is important to do to prove empirically, as well as to provide guidance and direction in good human resource management, so as to be able to answer increasingly complex challenges in organizational management (Gibson et al. (2006); Organ et al. (2006); Luthans (2011); Podsakoff, et al. (2010); Shaaban (2018); Suyantiningsih (2018); Mohammadi (2016); Sukarman et al. (2018); Tunggal, et al. (2019)).

An employee usually has certain expectations when entering an organization or working on a job. These expectations are usually based on considerations of the input they have, such as education, skills, work skills, seniority, performance and other qualifications. This is in accordance with Victor Vroom's views expressed in Expectancy Theory (Robbins, 2001). In this theory, individuals have a tendency to act in a certain way depending on the strength of an expectation that the action will be followed by a certain outcome and the attractiveness of that outcome.

Pride in the organization encourages employees to be loyal and have the willingness to carry out their duties and jobs in accordance with the applicable rules in the company. Thus it can be stated that these employees have high work motivation to carry out the tasks and jobs given.

In carrying out their duties and jobs, employees generally tend to be collective with a family atmosphere and full of cooperation. Based on these circumstances, employees relatively play an extra role in the organization, and lead to prosocial behavior. Attitudes and behavior of employees are often known as Organizational Citizenship Behavior (OCB).

OCB is not regulated in the formal rules of an agency, but is directed to be carried out by individuals and groups within the organization. Antonio & Sutanto (2014) conveyed the results of their study, employees who try to behave well indicate a strong motivation within themselves to try to improve themselves. Employees will have a positive attitude towards the company increasingly motivated to display OCB behavior.

However, different results obtained by Soentoro (2010) show that work motivation is not proven to have an effect on Organizational Citizenship Behavior. This is because the provision of salaries, benefits, and awards is a right that employees deserve and usually receive at work, so that it does not affect them to contribute more to the company. However, George & Jones (2005) argued, employees who have good behavior, are willing to try and work hard and do not give up easily are characteristics of OCB behavior, so that high work motivation greatly affects the emergence of OCB behavior in the company (Ibrahim & Aslinda, 2015; Shaaban, 2018; Reza et al. 2018).

Thus, increasing work motivation in carrying out tasks and jobs encourages employees to implement OCB, because it is very beneficial for employees in organizational life (Herdiany, 2019; Oetomo, 2011; Sukarman et al., 2018). Based on this explanation, a hypothesis can be proposed: Hypothesis 1 (H1): Motivation has a positive effect on OCB.

Quality of work life (QWL) is the employee's perception of the conditions in which they work, where there is suitability, comfort, and a conducive atmosphere in the organization. This condition encourages the creation of a balance between life and work of employees in the organization (Siagian, 2007; Mangkuprawira, 2009).

A quality work of life (QWL) atmosphere can lead to OCB behavior in the workplace. This effect arises, when the quality of life at work (QWL) of employees is getting better, it can foster a positive view of the organization, have a willingness to help colleagues, and have togetherness to complete tasks and work (Jati, 2013). The effects of QWL and OCB have been supported by several empirical studies (such as, Ashraf, 2015; Mohammad, et al., 2016; Sumiati, et al., 2018; and Ardila, 2018) which found that the better QWL was able to increase the OCB behavior of employees.

In addition, Riane (2018) adds that a quality work atmosphere can foster employee attitudes to behave extra roles, so that organizational goals can be achieved. However, research conducted by Amalia (2014) found different results that not all QWL components can determine the OCB implementation of employees. Thus, the research hypothesis can be proposed as follows: Hypothesis-2 (H2): *Quality work of life (QWL) has a positive effect on OCB.*

Work motivation is an individual psychological boost that can determine the direction of behavior, the level of effort and the level of persistence in dealing with tasks and jobs, so that they can achieve maximum achievement. Gibson et al., (2006). However, there are differences in employee motivation to work in the public and private sectors. Sukarman et al. (2018) reported the results of their study, employees in the public sector are more likely to be motivated to work if there is stability and security at work in the future, and their involvement in contributing to important decision making for the organization. Whereas for private sector employees their motivation to work tends to be influenced by the high financial system obtained and the opportunity to reach a higher level (Dharma, 2018).

Based on this, it provides direction for organizational leaders to use approaches that can be used in providing motivation to employees by paying attention to their characteristics at work, so that later these employees are able to produce better performance (Tunggal et al., 2019). Other than that, Suparman (2007) has found that the emotional condition of employees at work, which is reflected in their joy and enthusiasm for work, can motivate employees to perform better. The same results were found in Latuny (2010); Hanafi et al. (2018); Maryati & Fernando (2018); and Barbuto & Story (2011) that providing motivation by emphasizing communication and attention from superiors to subordinates, as well as superiors' support to provide a good example, can encourage employees to improve their performance. Based on this explanation, it can be hypothesized: Hypothesis-3 (H3): *Motivation has a positive effect on employee performance.*

The work achieved by employees can provide a positive agency image for the community regarding the quality of the organization. Employees will perform better if they have a quality work-of-life (QWL) atmosphere (Aini, 2012). Kiruja & Kabare (2013) added that the availability of facilities and infrastructure that support work activities can enable employees to achieve better work results.

In line with the explanation above, several empirical studies have found that quality work of life (QWL) can improve employee performance (such as, Hosmani, et al., 2014; Rabiul, 2014; Balcescu, 2016; Acheampong, 2016; and Suyantiningasih, 2018). However, different results obtained by Arifin (2012) that QWL cannot determine the work results obtained by employees. Meanwhile, Rethinem & Ismail (2008) found that QWL has a

negative effect on employee performance. Thus, this study will confirm the effect of QWL on employee performance by proposing the following hypothesis: Hypothesis-4 (H4): *Quality work of life* (QWL) has a positive effect on employee performance.

Organizations that are able to exist in the dynamics of a rapidly changing environment are those that are able to manage and mobilize their human resources to behave in-role and extra-role. These organizational efforts will be able to build teamwork as an important value in the organization (Organ et al., 2006). In addition, by having extra-role behavior among employees, it is not only useful for improving their performance but also for achieving organizational effectiveness. Organizations or managers can save some of the previously allocated resources if extra-role behavior among employees goes well.

Several studies have proven that OCB can improve employee performance. Heung-Gil & Rentao (2010) reported the results of their study that a good relationship between workers and their supervisors based on OCB behavior is an important component in strengthening work teams, thereby increasing the willingness and enthusiasm of workers to contribute to the organization. Similar results were reported by Andrew & León-Cázares (2015); Pratiwi et al. (2018); and Prabasari et al. (2018) stated that the implementation of OCB by employees can result in better individual performance. In addition, Padsakoff, et al. (1997) reported the results of their research that several indicators in OCB had a significant effect on the quantity and quality of group work. Thus a hypothesis can be proposed: Hypothesis-5 (H5): OCB positive effect on employee performance.

3. METHOD

Research sites

The research was conducted at UPT Kesmas Tegallalang Gianyar with the scope of quality work of life (QWL) which underlies OCB, and its effect on employee performance.

Identification of Research Variables

The variables used in this study are exogenous variables which include Motivation (X1) and Quality Work of Life (QWL) (X2), and endogenous variables which include OCB (Y1) and Employee Performance (Y2). . Meanwhile, the variable OCB (Y1) was also identified as a mediating variable in the research model.

Population and Sample

The population in this study were all employees who worked at the UPT Kesmas Tegallalang Gianyar, both medical and non-medical personnel with a total of 73 people. Meanwhile, the sample used in this study were all members of the population or census. This is in accordance with the view of Sekaran (2006), if the population is less than 100, all members of the population should be sampled.

Data analysis technique

Inferential analysis techniques are used to test the empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation modeling (Structural Equation Modeling - SEM) based on variance or component based SEM, known as Partial Least Square (PLS). PLS is a powerful analysis method, because it does not assume

the data must use a certain scale measurement, is used on a small sample size (30-50 units or <100 units), and can also be used to confirm theory (Ghozali, 2008; Hair et al., 2010).

4. RESULT AND DISCUSSION

Result

Hypothesis Testing Results

The recapitulation of the results of the path coefficient validity test on each path for the direct effect presented in Table 1 provides information for testing the following hypothesis:

Table 1
Hypothesis Testing Results Direct Effect

N o.	Relations between variables	Path Coefficient	TStatistics	Information
1	Motivation(X1) □ OCB (Y1)	0.360	3,457	H1 accepted
2	QWL (X2) □ OCB (Y1)	0.573	5,725	H2 accepted
3	Motivation(X1) □ Employee Performance (Y2)	0.079	1,549	H3 is rejected
4	QWL (X2) □ Employee Performance (Y2)	0.323	3,374	H4 accepted
5	OCB (Y1) □ Employee Performance (Y2)	0.625	7,705	H5 accepted

Source: Appendix 5

Information on the results of testing the research hypothesis (Table 1) can be presented as follows

(1) Hypothesis-1 (H1) test results:

Motivation(X1) proved to have a positive and significant effect on OCB (Y1). This result is shown by the positive path coefficient of 0.360 with T-statistic = 3.457 (T-statistic > 1.96), so that hypothesis 1 (H1): motivation positive effect on OCB can be proven. The results of the analysis obtained mean that the more motivated employees are at work, the more OCB behavior will be among employees.

(2) Hypothesis-2 (H2) test results

Quality of work life - QWL (X2) proved to have a positive and significant effect on OCB (Y1). This result is shown by the positive path coefficient of 0.573 with T-statistic = 5.725 (T-statistic > 1.96), so hypothesis 2 (H2): *quality of work life* (QWL) positive effect on OCB can be proven. The results of the analysis obtained mean that the better the QWL of employees, the better the OCB behavior among employees.

(3) Hypothesis-3 (H3) test results

Motivation(X1) proved to have no effect on employee performance (Y2). This result is indicated by a path coefficient of 0.079 with T-statistic =1,549 (T-statistic <1.96), so hypothesis 3 (H3): motivation has a positive effect on employee performance failed to be accepted. The results of the analysis obtained mean that an increase in motivation at work cannot directly determine the performance of an employee's work.

(4) Hypothesis-4 (H4) test results

Quality of work life - QWL (X2) proved to have a positive and significant effect on employee performance (Y2). This result is indicated by the positive path coefficient of 0.323 with T-statistic = 3.374 (T-statistic > 1.96), so hypothesis 4 (H4): *quality of work life* (QWL) positive effect on employee performance can be proven. The results of the analysis obtained mean that the better the quality of work life (QWL) of the employees can improve employee performance.

(5) Hypothesis-5 (H5) test results

Organizational Citizenship Behavior- OCB (Y1) is proven to have a positive and significant effect on employee performance (Y2). This result is indicated by the positive path coefficient of 0.625 with T-statistic = 7.705 (T-statistic > 1.96), so hypothesis 5 (H5): OCB positive effect on employee performance can be proven. The results of the analysis obtained mean that the more OCB behavior increases, it will increase employee performance.

Table 2
Recapitulation of Direct, Indirect and Total Securities

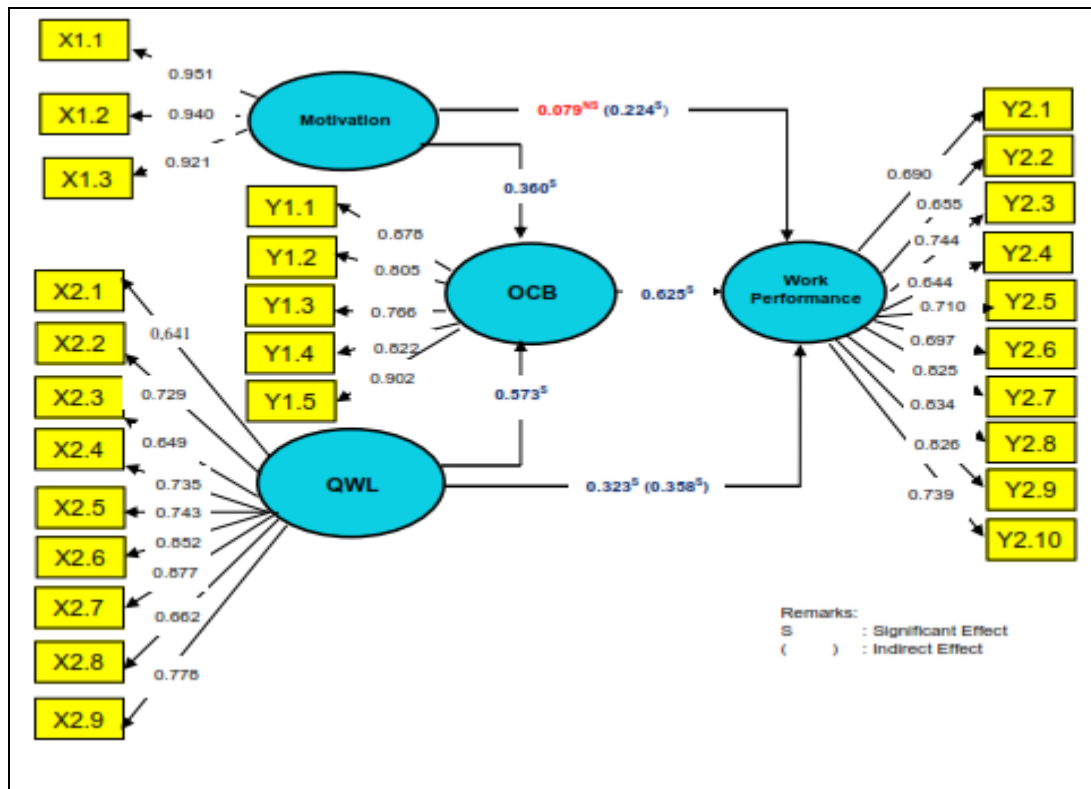
No .	Variable	Live Effects	Indirect Effects	Total Effect
1	Motivation □ OCB	0.360S	-	0.360
2	QWL □ OCB	0.573S	-	0.573
3	Motivation □ Employee Performance	0.079NS	0.224S	0.303
4	QWL □ Employee Performance	0.323S	0.358S	0.681
5	OCB □ Employee Performance	0.625S	-	0.625

Information: S (Significant), NS (Significant No)

Source: Appendix 5 and processed

The information obtained from Table 2 above provides the findings that the motivation of employees at work is not able to determine the increase in employee performance at Tegallalang Gianyar Public Health Unit. However, the work motivation of employees who is able to underlie OCB behavior can determine better employee performance. Meanwhile, the quality of work life of employees (QWL) is able to directly determine the increase in employee performance. However, the quality of work life (QWL) which is good and can underlie OCB behavior turns out to be able to produce greater employee work outcomes at Tegallalang Gianyar Public Health Unit.

In accordance with the results of the analysis of each effect, an overall path diagram can be drawn up from the results of the analysis in Figure 1 below.



Picture 1
Analysis Result Path Diagram

Discussion

Motivation Affects Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing, it was found motivation has a positive effect on OCB. This result means that an increase in employee motivation will increase the OCB behavior of employees at Tegallalang Gianyar Public Health Unit. The direction of employee behavior which is reflected in their work motives, sincerity in working, and working according to their abilities can encourage them to be sporty in their work which is reflected in the attitude of being able to keep secrets, provide advice, and work sincerely. In carrying out their duties and jobs, employees generally tend to be collective with a family atmosphere and full of cooperation. Based on these circumstances, employees relatively play an extra role in the organization, and lead to prosocial behavior in the workplace. These results are consistent with the findings Antonio & Sutanto (2014) stated that employees who try to behave well at work indicate a strong motivation within themselves and try to improve themselves. Employees will have a positive attitude towards the company increasingly motivated to display OCB behavior. In line with the views of George & Jones (2005), employees who have good behavior, are willing to try and work hard and do not give up easily are characteristics of OCB behavior.

Thus, high motivation from employees can determine the emergence of OCB behavior in the company (Ibrahim & Aslinda, 2015; Shaaban, 2018; Reza et al. 2018). This result certainly rejects Soentoro's (2010) finding that work motivation is not proven to have an effect on OCB. In addition, increased motivation in carrying out tasks and jobs encourages

employees to implement OCB, because it is very beneficial for employees in organizational life (Herdiyany, 2019; Oetomo, 2011; Sukarman et al., 2018)

Quality of work life (QWL) Affects Organizational Citizenship Behavior (OCB)

The results of hypothesis testing show that quality of work life (QWL) has a positive effect on OCB. This result means that the better the quality of work life (QWL), the better the OCB behavior among employees at Tegallalang Gianyar Community Health Unit. Quality work of life (QWL) is an employee workplace condition, where there is suitability, comfort, and a conducive atmosphere in the organization (Mangkuprawira, 2009). This condition can lead to OCB behavior in the workplace. This linkage arises, when the quality of life at work of employees is getting better, it can foster a positive view of the organization, have a willingness to help colleagues, and have the togetherness to complete tasks and jobs (Jati, 2013). The results of this study are in accordance with empirical findings such as: Ashraf (2015), Mohammad, et al. (2016), Sumiati, et al. (2018) and Ardila (2018) who found that the better QWL is able to improve the OCB behavior of employees. The results of this study also invalidate Amalia's (2014) study that not all QWL components can determine the OCB implementation of employees. In addition, Riane (2018) ensures that a quality work atmosphere can foster employee attitudes to behave extra roles, so that organizational goals can be achieved ...

Motivation Has No Effect On Employee Performance

The results of hypothesis testing showed that motivation has no effect on employee performance. These results give meaning, the motivation of employees is not able to directly determine the work results of employees at Tegallalang Gianyar Public Health Unit. This finding is relevant to the existing conditions at the Tegallalang Public Health Unit in Gianyar. Employee motivation at Tegallalang Gianyar Public Health Unit is still not optimal. The work motivation of employees should prioritize the direction of their behavior at work which is reflected in work motives, sincerity in working, and carrying out work according to their abilities, so as to ensure the achievement of their work results.

Based on the instructions Tunggal et al. (2019), management inaccuracy in using possible approach esprovide motivation to employees by paying attention to the characteristics of their work resulting in inaccurate work results. In accordance with the results obtained, this study is not in accordance with the findings of Suparman (2007); Latuny (2010); Hanafi et al. (2018); Maryati & Fernando (2018); and Barbuto & Story (2011) Pramesty et al, (2020), Yuesti et al (2020) that motivation has a positive effect on employee performance.

However, work motivation can determine employee performance if it is able to underlie OCB behavior in the workplace. The results of the analysis show that OCB behavior can mediate the indirect effect of motivation on employee performance. The results of this study provide meaning, encouragement of work implementation that is able to drive OCB behavior, and can ensure the achievement of employee work results at Tegallalang Gianyar Public Health Unit.

These results provide guidance for the management of the Tegallalang Gianyar Public Health Unit to pay attention to characteristics that can motivate employees to improve OCB behavior in carrying out their duties and jobs, so that later they can improve their performance. This is in accordance with the statement George & Jones (2005), OCB behavior is believed to increase if it is based on the willingness or motivation of the employees themselves, and in the end their work results will increase.

Quality of Work Life (QWL) Affects Employee Performance

The results of the analysis found that quality of work life (QWL) has a positive effect on employee performance. This finding means that the better the quality of work life (QWL) is able to improve the performance of employees at the Tegallalang Public Health Unit, Gianyar. A quality work of life (QWL) atmosphere can determine to encourage individual performance in the organization to be more productive (Aini, 2012). In addition, Kiruja & Kabare (2013) added that the importance of the availability of facilities and infrastructure that support work activities can enable employees to achieve better work results.

The results of this study are in accordance with the results of an empirical study from Hosmani, et al. (2014); Rabiul (2014); Balcescu (2016); Acheampong (2016); and Suyantiningih, 2018) that quality work of life (QWL) can improve employee performance. The results of this study also confirm to reject the findings of Arifin (2012) that QWL cannot determine the work results obtained by employees, and Rethinem & Ismail (2008) who found QWL has a negative effect on employee performance.

In other findings, OCB was able to mediate the indirect effect QWL on employee performance. The meaning obtained from these results is that the higher the quality of work life (QWL) of employees will increase OCB behavior, and ultimately improve employee performance. Although OCB behavior is not a key determinant of the indirect effect of QWL on employee performance, the QWL that underlies OCB behavior turns out to have the greatest impact on improving employee performance. This is compared to the motivational effect that underlies OCB behavior in determining employee performance at Tegallalang Gianyar Public Health Unit.

Organizational Citizenship Behavior (OCB) Affects Employee Performance

The results of the analysis show Organizational Citizenship Behavior (OCB) has a positive effect on employee performance at UPT Kesmas Tegallalang Gianyar. This result means that the more OCB behavior in the workplace increases, the employees can achieve better performance. Organizations that are able to exist in the dynamics of a rapidly changing environment are those that are able to manage and mobilize their human resources to behave in-role and extra-role. These organizational efforts will be able to build teamwork as an important value in the organization (Organ et al., 2006). In addition, by having extra-role behavior among employees, it is not only useful for improving their performance but also for achieving organizational effectiveness.

The results of this study are consistent with the empirical findings of Heung-Gil & Rentao (2010) who reported that a good relationship between workers and their supervisors based on OCB behavior is an important component in strengthening work teams, thereby

increasing the willingness and enthusiasm of workers to contribute to the organization. The same result was also presented by Andrew & León-Cázares (2015); Pratiwi et al. (2018); and Prabasari et al. (2018) stated that the implementation of OCB by employees can result in better individual performance. In addition, Padsakoff, Ahearne & MacKenzei (1997) in their research entitled Organizational Citizenship and the quantity and quality of work group performance reported that several indicators in OCB had a significant effect on the quantity and quality of group work.

5. CONCLUSION

Based on the results of the analysis and discussion carried out, the following conclusions can be conveyed:

1. Motivation has a positive and significant effect on OCB at UPT Kemas Tegallalang Gianyar. This result means that increased motivation can improve OCB behavior of employees.
2. *Quality of work life*(QWL) has a positive and significant effect on OCB at UPT Kemas Tegallalang Gianyar. These results give meaning, the better quality of work life (QWL) will be able to improve OCB behavior of employees.
3. Motivation has no effect on employee performance at Tegallalang Gianyar Public Health Unit. These findings mean that an increase in work motivation cannot directly determine the performance of an employee's work. However, motivation can determine employee performance if it is able to underlie OCB behavior in the workplace. These results provide meaning, encouragement of work implementation that is able to drive OCB behavior, and can ensure the achievement of employee work results at Tegallalang Gianyar Public Health Unit.
4. *Quality of work life*(QWL) has a positive and significant impact on employee performance at the Tegallalang Gianyar Public Health Unit. This result means that the better quality of work life (QWL) can improve employee performance. In addition, OCB is able to mediate on indirect effects QWL on employee performance. The meaning obtained from these results is that the higher the quality of work life (QWL) of employees will increase OCB behavior, and ultimately improve employee performance at Tegallalang Gianyar Public Health Unit.
5. *Organizational Citizenship Behavior* (OCB) has a positive and significant influence on employee performance at the Tegallalang Gianyar Public Health Unit. This means that increasing OCB behavior in the workplace will be able to improve employee performance.

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