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## **Quality of Work Life and Organizational Commitment as Drivers of Organizational Citizenship Behavior in the Banking Sector**

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### **Abstract**

This study aims to analyze the effect of quality of work life on organizational citizenship behavior by mediating organizational commitment at Bank Syariah Indonesia, Pemuda Branch Office, Rawamangun Area, East Jakarta. This research is a quantitative research with the method of collecting data using a questionnaire. The population in this study amounted to 250 employees. This study uses a sample of the results of the slovin formula of 72 respondents. Of the 80 questionnaires collected, the data obtained were then analyzed using SEM (Structural Equation Modeling) PLS. The results showed that the variable quality of work life had a negative and insignificant effect on organizational citizenship behavior. While the quality of work life has a significant positive effect on organizational commitment. In addition, the results of the study also show that organizational commitment has a positive and significant effect on organizational citizenship behavior. The role of organizational citizenship behavior as a full mediation on the effect of quality of work life on organizational citizenship behavior. The implications of the research results are expected to be input for Bank Syariah Indonesia Youth Branch Office in Rawamangun Area in an effort to optimize potential.

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

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## **1. Introduction**

Banking as a service provider is in accordance with Bank Indonesia Regulation Number 22/23/PBI/2020 concerning Payment Systems which states that “Banks are Payment Service Providers (PJP) that facilitate payment transactions to service users”. Banking has a role as (1) administration of funding sources, (2) providing information on sources of funds, and (3) payment initiation, and/or acquiring services [9]. In addition, 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.

In maintaining the trust of customers, qualified employees or human resources are needed. The success of achieving organizational goals can be achieved by improving the quality of resources within the organization [41]. PT. Bank Syariah Indonesia (Persero), Tbk is a combined company (merger) of three Islamic banks under the auspices of State-Owned Enterprises (BUMN) engaged in banking, namely PT Bank Rakyat Indonesia Syariah Tbk., PT Bank Syariah Mandiri Tbk., and PT Bank Negara Indonesia Syariah Tbk. In the management of human resources, which is not small due to the merger of the three companies that are classified as large, PT. Bank Syariah Indonesia (Persero), Tbk strives to provide proper compensation, intensive training and development, career paths, occupational health and safety, a supportive work environment, and others.

PT. Bank Syariah Indonesia (Persero) Tbk Jakarta has eight work areas. The largest and most active area in the Jakarta area is the Rawamangun area with 20 branch offices spread across various points. This is evidenced by the award given to the Rawamangun area as the area with the largest credit absorption in 2021. As the area with the highest activity level in Jakarta, employees are required to work outside of their job description. The behavior of employees who complete tasks other than tasks that must be done (in-role), but also outside the formal rules of the organization is often called extra-role behavior [44], further explains that this extra-role behavior is also known as organizational citizenship behavior (OCB). Observations made by researchers on the behavior of employees of PT. Bank Syariah Indonesia (Persero) Tbk Youth Branch Office Rawamangun area shows that there are still many employees who do not have OCB in their daily behavior at work. When an employee experiences problems such as illness or fatigue at work, not all coworkers who are free to do so want to back up the work. In addition, it appears that not many employees are willing to work outside working hours if there is no overtime pay as compensation for the additional working hours. This raises an indication of OCB problems even though it has been supported by various incentives provided by management.

In fact, organizations need employees who will carry out OCB to reduce disputes, work delays, and improve overall work efficiency [31]. 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 will automatically feel comfortable and safe in their work [28]. OCB is behavior-oriented and it is hoped that this behavior reflects the values that are internalized [26]. The nature of OCB is pragmatic so that it can be applied to organizational management, especially those related to human resources [39]. Employees who display organizational citizenship behavior are called good citizens, and the organization will not succeed well or cannot survive without its members acting as good citizenship [37].

In simple terms, organizational citizenship behavior is defined as organizational prosocial behavior, namely individual behavior voluntarily towards things that promote or support organizational effectiveness, is carried out spontaneously, is not ordered formally, and is not related to the organizational reward system [43]. This is in line with the understanding that organizational citizenship behavior (OCB) is defined as individual behavior that is free (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions [25]. 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 [11]. The function of OCB is increasingly felt during the pandemic to maintain employee enthusiasm and loyalty to the organization. The government through the Ministry of Home Affairs issued a regulation that limits community mobilization in a pandemic. This makes employees required to work from home (WFH) and only a small proportion work in offices (WFO). Employees who work from home tend to find it difficult to get a conducive situation at work. This can have an impact on the decrease in morale and performance of employees. In addition, the unfavorable business conditions during the pandemic made many employees haunted by concerns regarding Termination of Employment (PHK) and also salary reductions. Employee loyalty and concentration can be disrupted if not handled properly. With regard to employee psychology, the organization as an interested party must be able to 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 usually called quality of work life (quality of work life) can be done by the organization as an effort to maintain the psychological stabilization of its workers [30]. Also described by [38], through the quality of work life (QWL) it is expected that employees will feel satisfied with their work and the company they work for which then has an impact on the company. There are several studies that show that the quality of work life has a significant relationship to organizational citizenship behavior, such as research from [2,25,38,32,43,44,18,22]. In contrast to previous researchers, researchers, [39], and [21] stated that the quality of work life has no effect on organizational citizenship behavior. This is a research gap in this study, and is shown in Table 1.1.

**Table 1.1:** Summary of Research Gap.

| Variable                    | Influence Variables                        | Between | Research Result       | Researcher   |
|-----------------------------|--|---------|-----------------------|--|
| <i>Quality of Work Life</i> | <i>Organizational Citizenship Behavior</i> |         | Significant Influence | <ul style="list-style-type: none"> <li>• Ardila, <i>and colleagues</i> (2018)</li> <li>• Pio &amp; Tampi (2018)</li> <li>• Sumiati, <i>and colleagues</i> (2018)</li> <li>• Ruhana, <i>and colleagues</i> (2019)</li> <li>• Yadav, <i>and colleagues</i> (2019)</li> <li>• Zurahmi, <i>and colleagues</i> (2019)</li> <li>• Hastuti &amp; Wibowo (2020)</li> <li>• Moestain, <i>and colleagues</i> (2020)</li> </ul> |
|                             |  |         | Has Influence         | No   |

**Source:** Processed Reference (2022)

In strengthening the quality of work life (quality of work life) to produce organizational citizenship behavior (OCB), a supporting variable is needed, namely organizational commitment [42]. Quality of Work Life is said to be able to significantly increase Organizational Commitment. Organizational commitment can strengthen OCB which has an impact on increasing employee performance, so that organizational goals can be achieved properly. Added by [44], increasing employee organizational commitment to improving OCB, will 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.

Based on the description of the background, the researcher is interested in conducting a study entitled “**Quality of Work Life and Organizational Commitment as Drivers of Organizational Citizenship Behavior in the Banking Sector**”.

## **2. Literatur Review**

### ***1.2. Effect of Quality of Work Life on Organizational Citizenship Behavior***

[10] state that quality of work life is a strong predictor in growing organizational citizenship behavior of employees in an organization. [19] explained that if employees get a pleasant quality of work life, it can help foster organizational citizenship behavior. In [3] also states that organizational citizenship behavior is grown through positive experiences of quality of work life from an employee. Furthermore, the results of research conducted by [38] also shows that there is a positive and significant influence between the quality of an employee's work life on the employee's organizational citizenship behavior. The results of research conducted by [19,3,38,43,18,22] has also proven that employees who get positive experiences from their work life have a significant effect on growing their organizational citizenship behavior. This study aims to examine and explain the effect of quality of work life on organizational citizenship behavior in the employees of PT. Bank Syariah Indonesia (Persero), Tbk Youth Branch Office Rawamangun Area, so the first hypothesis proposed in this study is:

**H<sub>1</sub>: Quality of Work Life has a significant influence on Organizational Citizenship Behavior.**

### ***2.2. Effect of Quality of Work Life on Organizational Commitment***

The concept of quality of work life in relation to organizational commitment shows that the better the quality of work life owned by an employee becomes one aspect that can foster commitment to the organization. Quality of work life is important to be managed properly because the better the quality of work life of an employee without disturbing his performance or burdening his social life, the more the employee's commitment to the organization where he works will grow. This theory has been proven empirically in research conducted by [26,28,3,38,42,4,18]. The results of the study indicate that the good quality of work life of an employee gives a positive response to foster commitment to the organization where the employee works. The better the quality of work life of an employee, the greater the commitment the employee has to his organization. This study aims to examine and explain the effect of quality of work life on organizational commitment of the employees of PT.

Bank Syariah Indonesia (Persero), Tbk Youth Branch Office Rawamangun Area, so that the second hypothesis proposed in this study is:

**H<sub>2</sub>: Quality of Work Life has a significant effect on Organizational Commitment.**

### ***3.2. The Effect of Organizational Commitment on Organizational Citizenship Behavior***

Organizational commitment (OC) is related to organizational citizenship behavior (OCB). When an employee becomes part of the organization, they will have organizational commitment, and employees who have high organizational commitment will participate more in extra organizational behavior [3]. [20,27,3,38,42,18] found that employee organizational commitment (OC) has a positive relationship with organizational citizenship behavior (OCB). This study aims to examine and explain the effect of organizational commitment on organizational citizenship behavior on the employees of PT. Bank Syariah Indonesia (Persero), Tbk Youth Branch Office Rawamangun Area, so the third hypothesis proposed in this study is:

**H<sub>3</sub>: Organizational Commitment has a significant effect on Organizational Citizenship Behavior.**

### ***4.2. The Role of Organizational Commitment as Mediating the Effect of Quality of Work Life on Organizational Citizenship Behavior***

Previous research conducted by [26,28,3,38,42,4,18] have proven that there is a positive and significant direct effect between the quality of work life on organizational commitment. [20,27,3,38,42,18] have also proven that organizational commitment has a positive and significant effect on organizational citizenship behavior. Thus organizational commitment meets the requirements to be tested as a mediating variable on the relationship between quality of work life and organizational citizenship behavior. This study aims to examine and explain the effect of quality of work life on organizational citizenship behavior through organizational commitment to the employees of PT. Bank Syariah Indonesia (Persero), Tbk Youth Branch Office Rawamangun Area, so the fourth hypothesis proposed in this study is:

**H<sub>4</sub>: Organizational Commitment can mediate the effect of Quality of Work Life on Organizational Citizenship Behavior.**

## **3. Method**

### ***1.3. Participants and Data Collection***

The population is the whole group of people, events, or things that the researcher wants to investigate [33].

The population in this study were all employees and employees at Bank Syariah Indonesia Branch Office Pemuda Rawamangun, amounting to 250 people.

The population selected in this study were employees and female employees with positions as frontliners. Determination of the number of samples using the Slovin formula, the required sample in this study was 72

people (with a research error rate of 10%).

Data collection using probability sampling technique with simple random sampling method in this study. The number of respondents collected in this study were 80 respondents.

The method of data collection was using an online questionnaire using features from Google Forms because the time of this research was related to the Covid-19 pandemic outbreak so that the regulations made by the government were enacted, including prohibiting crowds, limiting distance (physical distancing), and limiting contact that was made by the government. too often with other people.

### **2.3. Data Analysis**

The data analysis method uses Partial Least Square (PLS) which will be calculated using SmartPLS 3.0 software. PLS is a Structural Equation Model (SEM) equation model that has shifted from covariance-based to variant-based [15].

This study consists of three variables, namely quality of work life, organizational commitment, and organizational citizenship behavior. Measurement of quality of life [1] consists of: (1) employee participation, (2) career development, (3) communication, (4) occupational health, (5) job security, (6) proper compensation, and (7) pride. Meanwhile, to measure organizational commitment, there are only three indicators of responsibility, consistent, and proactive.

For organizational citizenship behavior, it refers to the research of [18], which includes: (1) helpful behavior, (2) organizational compliance, (3) organizational loyalty, (4) individual initiative, (5) social quality, and (6) self-development.

### **3.3. Descriptive Statistics**

Based on the results of descriptive statistical analysis, it is known that the research respondents are dominated by men (53%), the rest are women.

The age of respondents consisted of 21-30 years (40%), 31-40 years (38%), 41-50 (18%), and more than 50 years (4%). While the working period consists of 1-5 years (32%), 10-15 years (28%), 5-10 years (24%), more than 15 years (13%), and less than 1 year (3%) . Respondents were dominated by permanent employees (87%), and married (74%). Based on income, respondents are dominated by employees who earn more than Rp. 7,000,001,- (46%) and have a bachelor's degree (86%).

## **4. Result and Discussion**

The research items were tested using Convergent Validity and Discriminant Validity tests to measure the loading factor. Indicators that have a loading factor below 0.6 are invalid and must be excluded from the research model. Indicators with outer loading values above 0.6 will be displayed in table 1.

**Table 1:** Outer Loading Value.

| Variable                            | Items                     | Loading Factor | Description |       |
|-------------------------------------|---------------------------|----------------|-------------|-------|
| Quality of Work Life                | QWL_1                     | 0.733          | Valid       |       |
|                                     | QWL_4                     | 0.746          | Valid       |       |
|                                     | QWL_5                     | 0.831          | Valid       |       |
|                                     | QWL_6                     | 0.628          | Valid       |       |
|                                     | QWL_7                     | 0.615          | Valid       |       |
|                                     | QWL_8                     | 0.702          | Valid       |       |
|                                     | QWL_9                     | 0.621          | Valid       |       |
|                                     | QWL_11                    | 0.738          | Valid       |       |
|                                     | QWL_12                    | 0.789          | Valid       |       |
|                                     | QWL_13                    | 0.782          | Valid       |       |
|                                     | QWL_14                    | 0.748          | Valid       |       |
|                                     | Organizational Commitment | C_1            | 0.740       | Valid |
|                                     |                           | C_2            | 0.816       | Valid |
|                                     |                           | C_4            | 0.814       | Valid |
| C_5                                 |                           | 0.749          | Valid       |       |
| C_6                                 |                           | 0.753          | Valid       |       |
| Organizational Citizenship Behavior |                           | OCB_1          | 0.814       | Valid |
|                                     | OCB_2                     | 0.774          | Valid       |       |
|                                     | OCB_3                     | 0.784          | Valid       |       |
|                                     | OCB_4                     | 0.766          | Valid       |       |
|                                     | OCB_5                     | 0.818          | Valid       |       |
|                                     | OCB_6                     | 0.653          | Valid       |       |
|                                     | OCB_7                     | 0.831          | Valid       |       |
|                                     | OCB_8                     | 0.811          | Valid       |       |
|                                     | OCB_10                    | 0.734          | Valid       |       |
|                                     | OCB_11                    | 0.724          | Valid       |       |
|                                     | OCB_12                    | 0.771          | Valid       |       |

After seeing the value of the outer loading, the reliability will be tested with Cronbach's Alpha > 0.6. Composite Reliability >0.7, and AVE > 0.5. All items that will be used to measure variables have a value above the standard of reliability measurement, so that research item can be relied upon to measure research variables. The test results can be seen in Table 2.

**Table 2:** Construct Reliability and Validity.

|                                     | Cronbach's Alpa | Composite Reliability | AVE   |
|-------------------------------------|-----------------|-----------------------|-------|
| Organizational Citizenship Behavior | 0.932           | 0.942                 | 0.597 |
| Organizational Commitment           | 0.833           | 0.883                 | 0.601 |
| Quality of Work Life                | 0.908           | 0.923                 | 0.525 |

Evaluation of the Inner Model is measured by the Coefficient of Determination (R<sup>2</sup>), and the Goodness of Fit Index (GoF). The test results will be shown in Table 3.

**Table 3:** Coefficient of Determination (R<sub>2</sub>).

|                                     | <b>R-Square (R<sub>2</sub>)</b> | <b>AVE</b>   |
|-------------------------------------|---------------------------------|--------------|
| Quality of Work Life                | -                               | 0.525        |
| Organizational Commitment           | 0.551                           | 0.601        |
| Organizational Citizenship Behavior | 0.673                           | 0.597        |
| <b>Average</b>                      | <b>0.612</b>                    | <b>0.574</b> |

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.574 \times 0.612}$$

$$GoF = 0,5927$$

Based on the calculation results, the GoF value is 0.5927 > 0, indicating that the model in this study can be said to be feasible to use. For testing the direct effect, it will be explained in Table 4 and the indirect effect in Table 5.

**Table 4:** Direct and Indirect Effect Test Results.

|                |  | <b>Path Coeffisien</b> | <b>T Statistics</b> | <b>P Values</b> | <b>Description</b> |
|----------------|--|------------------------|---------------------|-----------------|--------------------|
| H <sub>1</sub> | Quality of Work Life → Organizational Citizenship Behavior                             | - 0.015                | 0.159               | 0.874           | Decline            |
| H <sub>2</sub> | Quality of Work Life → Organizational Commitment                                       | 0.742                  | 15.115              | 0.000           | Accepted           |
| H <sub>3</sub> | Organizational Commitment → Organizational Citizenship Behavior                        | 0.832                  | 9.743               | 0.000           | Accepted           |
| H <sub>4</sub> | Quality of Work Life → Organizational Commitment → Organizational Citizenship Behavior | 0.617                  | 6.967               | 0.000           | Accepted           |

Notes: t-values > 1.65\*(p < 0.10); t-values > 1.96\*\*(p < 0.05 )

Based on table 4, hypothesis 1 shows that the quality of work life has a negative and insignificant effect on organizational citizenship behavior. While hypothesis 2 explains that the quality of work life has a positive and significant effect on organizational commitment. For hypothesis 3, it shows that organizational commitment has a positive and significant effect on organizational citizenship behavior. The role of organizational commitment is able to mediate the effect of quality of work life on organizational citizenship behavior and as a full mediation variable.

## 5. Discussion

### 1.5. Effect of Quality of Work Life on Organizational Citizenship Behavior

The results of the study show that the Quality of Work Life (QWL) has no significant effect on Organizational Citizenship Behavior (OCB). This is possible because the quality of work life of Bank Syariah Indonesia KC Pemuda Rawamangun employees is not very good. This is evidenced from the factor loading items (QWL\_2,



QWL\_3, and QWL\_10) in Table 5.8 for indicators that measure the Quality of Work Life (QWL) variable which are eliminated. The results of data processing also show that the loading factor that is eliminated refers to indicators of employee participation related to teamwork, indicators of career development related to training and development, and indicators of job security related to recreational programs. Indirectly, this study explains that the teamwork within the company is not very good or even employees tend to be individualistic, so that this reduces productivity, work motivation, and work efficiency. Not only that, if there is no change in the conditions of teamwork it will have an impact on work culture and have an impact on poor Organizational Citizenship Behavior (OCB). This study also explains that the Quality of Work Life (QWL) has no significant effect on Organizational Citizenship Behavior (OCB), perhaps due to the lack of training and development of existing employees in the company. Lack of employee training and development also has an impact on the lack of information and knowledge of company employees. Not only that, it also adds to the transfer of information and knowledge between employees because there is no development of new knowledge held between employees.

The results of this study are in accordance with previous research by [10], which tested the relationship between quality of work life (QWL) and organizational citizenship behavior (OCB), with the finding that there was no effect of QWL on OCB in lecturers at universities around the city of Lucknow. Subsequent research also states the same thing, namely [39], which shows that quality of work life does not significantly influence organizational citizenship behavior. In addition, [21] suggests that Quality of Work Life has no direct influence on the Organizational Citizenship Behavior of operational employees who work at the AOCC Branch Office of PT Angkasa Pura I (Persero).

### ***2.5. Effect of Quality of Work Life on Organizational Commitment***

The results of the study show that the Quality of Work Life has a positive and significant impact on Organizational Commitment. These results indicate that any increase in Quality of Work Life, especially for employees of Bank Syariah Indonesia KC Pemuda Rawamangun Area, is able to increase Organizational Commitment. The results of the study also explain that the effect of the level of quality of work life on organizational commitment is likely to come from the pride of working at the Bank Syariah Indonesia office, KC Pemuda, Rawamangun Area. These factors can be seen from the contribution of the loading factor values (QWL\_13, and QWL\_14) in Table 5.8 for indicators that measure the Quality of Work Life (QWL) variable which has the highest value. A sense of pride in working at their workplace makes employees of Bank Syariah Indonesia KC Pemuda Rawamangun Area stimulate a high commitment to the organization. Pride is included in affective commitment [20], where this commitment is related to emotions that make employees have an emotional closeness to their organization. These employees will have high motivation and contribute greatly to the organization. The quality of work life of an employee provides a positive response to foster commitment to the organization where the employee works. This is evidenced from the frequency distribution, the organizational commitment variable has a fairly high average value, and the highest is the proactive indicator. Proactive attitude is related to interest in being involved in company activities and having an emotional bond with the company. In terms of the characteristics of the respondents, it shows that the majority of Bank Syariah Indonesia KC Pemuda Rawamangun employees have had a relatively long working period, so they have quite high loyalty to their place of work. That way, employee turnover activity or turnover rate in the company is very

small. In addition, the characteristics based on the age of Bank Syariah Indonesia KC Pemuda Rawamangun employees are relatively proportional where in each age range the numbers are almost evenly distributed. It is good in forming an ideal company. The results according to the research are research from [26,28,3,38,42,4,18]. The results of the study show that a good quality of work life of an employee gives a positive response to fostering commitment to the organization where the employee works.

### ***3.5. The Effect of Organizational Commitment on Organizational Citizenship Behavior***

The results of the study show that Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior (OCB). This shows that every increase in Organizational Commitment is able to increase Organizational Citizenship Behavior at Bank Syariah Indonesia KC Pemuda Rawamangun Area. The results of the study explain that the influence of the level of organizational commitment on organizational citizenship behavior is possible from consistency in doing work. This factor can be seen from the contribution of the loading factor value (C\_4) in Table 5.8 for the indicator that measures the organizational commitment variable which has the highest value. Jobs in the banking world are required to be on time and in accordance with existing SOPs. Consistency in doing the work that should be done for the organization is part of normative commitment [20]. Employees will feel they have an obligation to their work to give back for what the organization has provided, so this condition is in accordance with the results of research if Organizational Commitment has an influence on Organizational Citizenship Behavior.

This study also found that the average value of Organizational Citizenship Behavior was in the very good category with individual initiative as an indicator with the highest average score. Individual initiative is extra enthusiasm and commitment to performance beyond expected performance. This relates to completing work without encouragement from superiors and following developments that occur in the company, so that the company can easily realize the mission of Bank Syariah Indonesia. Based on the characteristics of the respondents, only a small proportion were over 50 years of age, so that the majority were dominated by those of productive age. Employees of productive age have high enthusiasm and also have a high level of productivity. In addition, the majority of employees have undergraduate education levels, so that the progress of the company can be supported by the company's intellectual property. Research results that are in line with this statement are researchers [3,20,27,3,38,42] stated that employee organizational commitment (OC) has a positive relationship to organizational citizenship behavior (OCB). When an employee becomes part of the organization, they will have organizational commitment, and employees who have high organizational commitment will participate more in extra-organizational behavior.

### ***4.5. The Effect of Organizational Commitment in Mediating the Effect of Quality of Work Life on Organizational Citizenship Behavior***

The results showed that Organizational Commitment was able to mediate the effect of Quality of Work Life on Organizational Citizenship Behavior. Organizational Commitment is able to become a full mediation variable due to the insignificant effect of Quality of Work Life on Organizational Citizenship Behavior directly. This shows that good Organizational Commitment provides support for Quality of Work Life to improve

Organizational Citizenship Behavior. Likewise, Quality of Work Life at Bank Syariah Indonesia KC Pemuda Rawamangun Area has a significant and positive effect on Organizational Commitment and can improve Organizational Citizenship Behavior. The research results that support this research are those of [26,28,3,39,42] explains that Quality of Work Life has a significant and positive relationship to Organizational Citizenship Behavior through Organizational Commitment as a mediating variable.

## **6. Conclusion**

Quality of work life has no effect on increasing organizational citizenship behavior. However, Quality of work life has a direct effect on organizational commitment. Quality of work life must be supported by organizational commitment in improving organizational citizenship behavior. In the quality of work life variable, what must be considered is proper compensation. While the organizational commitment that must be maintained is the proactive attitude of employees. Likewise for organizational citizenship behavior variables, the thing that must be supported is individual initiative. The role of organizational commitment in this study is as a perfect mediation, the existence of a strong quality of work life will form a better organizational commitment, high organizational commitment will encourage the achievement of better organizational citizenship behavior.

## **7. Limitations and Future Research Development**

In general, this study has limitations, including the small number of respondents, namely 80 people, out of a total population of 250 people. In addition, the research is limited to Bank Syariah Indonesia KC Pemuda Rawamangun Area, so this research cannot be generalized to Bank Syariah Indonesia in East Jakarta. For future researchers, it is hoped that they can increase the number of respondents and expand the research scale, and are expected to be able to add and examine other variables not included in this study, including compensation variables, organizational culture, and others.

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