

# Effects of Quality of Work Life (QWL) and Organizational Citizenship Behaviour (OCB) on Job Performance Among Community Health Centre Paramedics

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**Submission date:** 10-Apr-2023 02:30PM (UTC-0700)

**Submission ID:** 2060906567

**File name:** 41684-44914-1-PB\_Siswoyo\_Haryono\_Sustainable\_dev\_1.pdf (283.86K)

**Word count:** 8316

**Character count:** 47013

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**Effects of Quality of Work Life (QWL) and Organizational  
Citizenship Behaviour (OCB) on Job Performance Among  
Community Health Centre Paramedics in Bekasi City, Indonesia**

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**Abstract**

The purpose of this research is to empirically study the community health centres staffs perception on the influence of Quality of Work Life (QWL) and Organizational Citizenship Behaviour (OCB) on Job Satisfaction and its Implication toward Job Performance. The research designed used quantitative approach through research instrument. The population in this study were 499 paramedical staffs of community health centres in Bekasi City, West Java Province, Indonesia. The data was gathered through direct and face to face distribution by the researchers. Proportionate and probability random sampling was used to collect sample of this research. Total respondents of this study were 285 who were selected from 499 paramedical staffs of community health centres. Structural Equation Modelling (SEM) with AMOS 22.00 version was used to analyse the proposed hypothesis. This empirical research concluded that Quality of Work Life (QWL) and Organizational Citizenship Behaviour (OCB) have a positive effect on Job Performance. These empirical research findings have also shown the significant positive effect of work satisfaction towards job performance. The last important finding of this empirical research also proven that work satisfaction does not have any mediating roles on the influence of quality of work life (QWL) and organizational citizenship behaviour (OCB) on job performance among paramedics community health centres.

**Keywords:** Quality of Work Life (QWL), Organizational Citizenship Behaviour (OCB), Job Satisfaction, Job Performance

**1. Introduction**

The use of the term Puskesmas the term for Community Health Centre in Indonesia was first recognized in the Master Plan of Operations for Strengthening National Health Service in Indonesia in 1969. In this document Puskesmas (Community Health Centre) consists of three types of Puskesmas, Type A, Type B, and Type C. In the third National Health Working Meeting in 1970, there was only one type of Puskesmas with six main tasks. In line with the development of science and technology also the ability of the government, so the basic tasks of Puskesmas were developed into 18 main tasks. The special tasks for Jakarta Special Capital Region were developing become 21 main tasks (Ministry of Health RI, 2005).

At this time Puskesmas has been established in almost throughout the country. To reach all areas of work, Puskesmas is strengthened with Puskesmas Pembantu (Community Health Centre Branch) and Puskesmas Keliling (Mobile Health Centre). For areas far from the means of referral services, Puskesmas are equipped with inpatient facilities. According to Ministry of Health (2005), in 2002 there were: 7,277 units of Puskesmas, 21,587 units Puskesmas Branch, 5,084 units of mobile health centre and inpatient health centre were 1,818 units. Nationally, up to 2015, there were 9,584 Puskesmas consisting of 3,304 (34,4%) in patient health centre and 6,280 (65,6%) of outpatient health centre (<http://www.bankdata.depkes.go.id/puskesmas/2015>). As for the Province of West Java there are 1,035 health centre consisting of 170 (16,4%) inpatient health centre and 865 (83,6%) outpatient health centre (West Java Province Health Office, Puskesmas Recapitulation, 2015). As for the city of Bekasi there are 31 health centre consisting of 27 non-nursing health centres with a total of 499 Paramedical staffs, all are civil servants (Bekasi City Health Office, 2015).

Research by National Statistics Bureau Republic of Indonesia (2016) involving 48,250 employees scattered throughout Indonesia found that the level only 60% of civil servants work effectively and the rest can be said to be less productive. Civil Servants are convicted of being the least productive, sluggish, corrupt and inefficient bureaucracy organization Mustopodidjaja and Scatter (2011). However, the performance of community health centres in Bekasi City is still not satisfactorily. One of the indicators that can be used is still found the occurrence of malnutrition case in some work areas. Although Puskesmas Integrated Service Post officers in Bekasi City have received incentives from local government through Bekasi City Health Office with a budget of Rp 280 million for addition and officer incentives but infants who died due to co morbid illness is still happen. The

number of malnutrition cases in Bekasi City since 2015 up to January 2016 continued to increase. During this period, the case of malnutrition in Bekasi City has reached 194 cases of under fives diagnosed with malnutrition. Of the 194 cases of malnutrition in Bekasi City recorded by the Bekasi City Health Office, five people were reported to have died of severe malnutrition. His body is already weak because of malnutrition for months. Most cases of malnutrition that died is the toddler.

The performance of a good Puskesmas certainly can be obtained from the condition of employees who work voluntarily and happy and willing to help each other. Organ (2009) and Ryan (2009) found that attitudinal variables (motivation and satisfaction) showed strong association with OCB. To understand the positive consequences of OCB, the organization need to understand the factors related to and affect the OCB. Bilino et al. (2008) mentioned OCB is an employee behaviour that exceeds the mandatory role, which is not directly or explicitly recognized by the formal reward system. OCB is the behaviour of employees in the form of willingness to do tasks beyond its main tasks. Employees have the freedom to act and are not rewarded, in the context of the formal reward structure of the organization, for its behaviour (Podsakoff, et al., 2010). The implementation of OCB in Bekasi Public Health Centre is still not satisfactorily because there are still found many employee behaviour that are not in accordance with the principles of OCB such as : altruisme, courtesy, awareness benevolent and sportsmanship ( Pooja and Renu, 2011). Their absenteeism rate is also still relatively high

5 One of the aspects that support job satisfaction and employee performance is a good working environment. 5 good and conducive working environment called Quality of Work Life (QWL). According to Luthans (2006) QWL can be described as the impact of human and organizational effectiveness combined with an emphasis on participation in problem solving and decision-making. QWL refers more to the overall workplace climate and organizational culture. QWL objective is to change and improve the work climate so that effective interpersonal, technological, and organizational relationships make the work experience more attractive and the end result appropriate with the expected. According to Reddy & Reddy (2010) the purpose of QWL is to increase employee satisfaction, improve the physical and psychological health of employees who create positive feelings, improve employee productivity, strengthen learning in the workplace, Improve constantly management of change and transition, building the organization's image as the best in employee recruitment and retention and motivation.

Another issue that affect performance of paramedic staffs in Bekasi City community health centre is job satisfaction. Job satisfaction leads to improved performance so that satisfied workers will be more productive (Kreitner, 2009). In general, the level of job satisfaction of Bekasi City community health centre is still low. This can be indicated from the results of pre-survey by researchers on matters related to job satisfaction. The results of pre-survey shows that the paramedical staffs received low appreciation. This worse condition could be seen from the condition that employees do not receive pensions replaced with severance pay, inadequate work facilities, one computer is used by three staffs, inadequate work facilities such as the number of employee seats and alternate guest seats, career path based on entry length and 1 level of employment.

The result of Husnawati's research (2006) shows that there is influence of quality of work life toward employee performance either directly or indirectly through intervening variable of job satisfaction. The result of research by Arifin (2012) shows the effect of quality of life on QWL and OCB through job satisfaction on the performance of paramedical staff of Puskesmas. It can be concluded that job satisfaction is 3 an intervening variable for the relationship between QWL and OCB on job performance of paramedical staffs. The purpose of this research is to empirically study the effect of QWL and OCB on work satisfaction and its implication on job performance among paramedics community health centre in Bekasi City, West Java, Indonesia.

## 3 2. Hypothesis Development

### 2.1. The Relationship between QWL and Job Satisfaction

According to Gayathiri and Ramakrishna (2013) QWL can reduce absenteeism, lower turnover and improve job satisfaction. QWL is a management perspective on human work and organization. The key elements of QWL is a management concern about the impact of work on people, the effectiveness of the organization and the importance of 2 employees in solving decisions concerning employment, career, income and their fate in work (Arifin, 2010). Job satisfaction can be interpreted as a feeling of pleasure or a person's satisfaction with his work. Research by Sadjad and Badri (2013) involving the effect of quality circles on job satisfaction and QWL of staff in emergency medical services. This study confirms the effectiveness of quality circles in improving quality of work-life and job satisfaction of nurses.

A person with a high level of job satisfaction will be positive in carrying out his job duties and otherwise 2 meone who is not satisfied with his work will be negative in his work environment (Robbins and Judge, 2011). The level of job satisfaction that ultimately affects a person's performance is influenced by QWL. Job satisfaction is an assessment of the worker that is how far his job or overall satisfy his needs and in general can be given limits as a person's feelings towards his work. Job satisfaction is closely related to the attitude of

employees to their own work, work situation, cooperation between leaders and with fellow employees (As'ad, 2013). Another research done by Gayatri and Lalitha (2013) with the title of QWL linkage with job satisfaction and performance provide result that QWL has a significant effect on job satisfaction and job performance. Intervention of policy factors affects work processes and has a psychological effect on employee performance. The results of research by (Fatehi 2012) state that there is a positive and significant relationship between QWL and job satisfaction. By improving QWL then employee job satisfaction will increase. QWL has a positive effect on job satisfaction. This is consistent with the findings of other researchers.

Research by Hasanmoradi (2011) revealed the correlation between QWL and job satisfaction both totally was positive and significant. Another research by Majumdar and Dawn (2012) concluded that QWL improve individual as well as organization performance. It can be concluded that if there is a good QWL in organization will increase the satisfaction and job performance. The higher the QWL rate is perceived by the non paramedical staffs, then the higher satisfaction, and the higher job satisfaction will also higher job performance of paramedical staffs. Based on above elaborations, the hypothesis can be drawn as follows :

#### **H<sub>1</sub> : QWL Positively Affects Job Satisfaction**

#### **2.2. The Relationship between OCB and Job Satisfaction**

Employees with good OCB will be able to control their own behaviour and have the skills to choose the best behaviour for the benefit of their organization. OCB is an individual positive contribution to a company that exceeds the demands of a role in the workplace. Some research explains that personality has been shown to have an effect on the behaviour of individuals, both within organizations and in people's lives. This personality also coloured individual differences in every human being. Job satisfaction reflects a person's feelings towards his job. Job satisfaction is an emotional state of fun or not where employees perceive their work. Employees who get the job satisfaction will perform the job better, employees who do not get job satisfaction will never reach the maturity of psychology that will cause frustration. Job satisfaction is a worker's positive feeling about his work, generated based on an evaluation of the various characteristics that influence it. Employee job satisfaction related to justice aspect and feasibility of paying services received by employees for their performance to improve excellent service to customers. If the sense of justice and feasibility is not met then it will lead to feelings of dissatisfaction of employees, this feeling of dissatisfaction will actually cause a decline in employee morale which will ultimately lead to a decrease in the quality of service that will be given employees to customers. A good employee shows OCB, an individual positive contribution to a company that exceeds the demands of a role at work. Podsakoff, et al. (2009) stated that employees with their own OCB will increase organizational effectiveness. Person-organization fit, OCB and performance appraisal: Evidence from matched supervisor-salesperson data set in a Spanish (Vilela et al. , 2007) in this study Organization fit has a positive effect on OCB due to the effect it has on the salesperson's job satisfaction. The results also verified the positive effect of OCB on the supervisor's evaluation of the sales agent's performance, both directly and indirectly, through the impact OCB had on the supervisor's fondness of the salesperson. Certain implications of this study, as well as directions for future research, are also addressed.

There is one aspect that allegedly will trigger an employee's OCB, namely the personality aspect (Furham, 2012). OCB has become very popular in psychology and management, and it has been concentrated by many scholars (Bateman et al, 1983; Organ, 1988; Smith et al., 1983; Podsakoff et al., 2000; Taghavi et al., 2014). OCB refers to the flexible individual behaviour that is not directly recognized by the formal reward system and combines the efficient and effective functioning of the organization (Organ, 1988, Herzberg et al., 1959). He divided the needs of the employees to two which were; hygiene and motivation. Hygiene factors satisfy the employees in certain conditions such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc. However it has been mentioned that these factors not fully satisfy the employees, and they only reduce the dissatisfaction level (Furnham et al., 2002). Job satisfaction is formed by the intrinsic and extrinsic satisfaction factors. The intrinsic factors are related to the ability utilization, activity, achievement, authority, independence, moral values, responsibility, security, creativity, social service, social status, and variety. Whereas the extrinsic job satisfaction factors are advancement, company policy, compensation, recognition, supervision-human relations, and supervision-technical. In the hotel environment, service-oriented OCB promotes a more effective service delivery procedure, provides better service quality, establishes a more friendly customer interaction, and offers more innovative thoughts about services for better serving the customers and scoring a greater customer satisfaction (Podsakoff et al.).

The research of Kasraie et.al (2014) entitled The Relationship of QWL, Job Stress and Job Satisfaction and OCB at Oshamaviyeh Hospital's staffs shows the results there is a positive and significant relationship between OCB and job satisfaction as well as the results of previous research on the influence of OCB on job satisfaction can be assumed that OCB have positive and significant effect to work stability. Research entitled the role of job satisfaction in the relationship of business excellence and OCB : Iranian Hospitality Industry by Arasi and Baradarani (2013). Pavalache and Ili (2014) also conducted research entitled Organizational Citizenship

Behaviour, Work Satisfaction and Employees' Personality. They revealed that OCB has positive impact on performance. The consistent result also shown by Arasl and Baradarani (2014), Dennis and Andreas (1995). Based on the above elaborations, the hypothesis can be drawn as follows:

**H<sub>2</sub>: Organizational Citizenship Behaviour (OCB) Positively Affect Job Satisfaction**

**2.3. The Relationship between QWL and Job Performance**

According to Leavitt et.al, (2007) QWL is a major issue that deserves organizational attention. Good QWL will foster employees' desire to stay and stay within the organization. It may also be judged that the employee shows his satisfaction with the organization's treatment of himself. Satisfaction can be viewed as a positive statement of the result of an employee's assessment of what the company / organization has done to its employees. The main objectives of the Quality of Work Life (QWL) program are to improve employee satisfaction, improve physical and psychological health of employees who create positive feelings, increase employee productivity, strengthening learning in the workplace, improve the management of ongoing changes and transition period, and building the organization's image as the best in recruitment, reference, and employee motivation.

QWL is the extent to which employees can shape their active work according to their preferences, interests and needs (Chib et.al, 2012). The concept of QWL shows a positive emotional reactions and an individual's attitude towards his work. The most important determinant of the QWL is whether an employee finds his job attractive, has good relationships with managers and colleagues, has sufficient income, is allowed to work independently and has obvious career advancement opportunities. The benefits of the organization that organizes the program of quality of working life effectively, the employee will have a sense of belonging, a sense of belonging and a high sense of participation towards the organization's activities and even the whole organization (Lee and Yudith, 2012).

Research by (Arifin, 2012) there is a positive correlation between the practice of quality of work life with performance. According to Pruijt (2011), the relationship between quality of work life and performance is generally positive, effect on performance improvement. Aketch et.al (2010) notes that Quality of Work Life (QWL) has a significant positive effect on performance Chib (2012) with entitled QWL and Organizational Performance Parameters of Workplace shown the results that job performance is strongly related to QWL, wage policy, company policy and trade union participation. Based on above elaborations, the hypothesis can be drawn as follows:

**H<sub>3</sub>: QWL Positively Affect Job Performance**

**2.4. The Relationship between OCB and Job Performance**

According to Robbins and Judge (2008) the facts show that organizations with employees with good OCB will perform better than other organizations. Organization Citizenship Behaviour is a unique aspect of individual activity in work. The organization will succeed if the employee is not only doing the main tasks but also willing to do extra tasks such as cooperating, helping, advising, actively participating, providing extra service to the service user, and willing to use their working time effectively. Successful organizations need employees who will do more than just their formal tasks and want to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being worked out in teams, flexibility is crucial. Organizations want employees who are willing to perform tasks not listed in their job descriptions with high motivation.

Research done by Harwiki (2013) entitled the influence of servant leadership to motivation, organization culture, OCB, and employee's performance in outstanding cooperatives in East Java province, Indonesia reveals that OCB has a positive and significant impact on employee performance. Another research also done by Tai et al. (2013) about alternative models for the relationship among leadership, organizational citizenship behavior, and performance: a Study of new product development teams in Taiwan and the result shows the positive correlation among the hypothesis proposed. Based on above elaborations, the hypothesis can be drawn as follows:

**H<sub>4</sub>: OCB Positively Affect Job Performance**

**2.5 The Relationship between Job Satisfaction and Job Performance**

Job satisfaction is an affective or emotional response to various aspects of one's work. A person with a high level of job satisfaction will be positive for his job, while a person whose job satisfaction level is low (not satisfied) will be negative to his work. Employee job satisfaction plays a very important role on organizational performance. It is important to know how employees can be maintained through their job satisfaction and are motivated to achieve outstanding results. Target and achievement depends on employee satisfaction and in turn contributes to the growth and success of an organization, improve productivity and improve performance. Happy employees are more likely to be productive employees. Organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees (Robbins & Judge, 2015).

Consistent result that job satisfaction affect positively toward job performance shown by research findings

from Fu and Deshpande (2014), Mihalcea (2014) and Gul et al. (2018), Hayati and Caniago (2012), and Platis et al (2015). Based on above elaborations, the hypothesis can be drawn as follows:

**H<sub>5</sub>: Job Satisfaction Positively Affects Job Performance**

**3. Methods**

**3.1 Research Design and Unit Analysis**

This research performed quantitative research by developing reliable and valid research instrument on job performance as perceived by the 285 paramedic's staffs of community health centre. The unit analysis of this research was 499 paramedic's staffs at Community Health Centre in Bekasi City, Indonesia.

**3.2 Scale Measurement**

All the variable in the research, i.e. Quality of Work Life, Organizational of Work Life, Job Satisfaction and Performance were measured with questionnaire by using 1 – 5 Likert-scale. The scale represented the rating from 'strongly disagree' to 'strongly agree'.

**3.3. Research Sample**

Total respondents were as many as 285 paramedic's staffs of community health centre in Bekasi. The sample in this research was selected purposively from 499 consisting paramedic's staffs. According to Sekaran (2013) purposive sampling method was used on the basis of certain considerations and goals of the researcher. In this research, the authors only investigated purposively, consisting of pharmacists, nurses, dental nurses, nutritionists, counsellor, pharmacist assistants and health analyst. In the researcher considered the respondent who has at least 3 years working as full-time in the community health centre.

**3.4. Screening and Data Analysis**

Data screening test on the first stage of data processing in the research were carried out in two steps: data normality and data outlier checking. Hypothesis testing in this research using Structural Equation Modelling (SEM) with AMOS 22.0 version. Indicators that create construct are measured by observing parameters which resulted in goodness of fit test Model measurement would employ convergent validity to test those indicators, whether valid or not in measuring what should be measured. Estimation maximum likelihood technique was used in this research. Next, we assessed the questionnaire items by applying confirmatory factor analysis (CFA) to test the construct relation with the indicator based on the developed theory, while, cronbach alpha was used to test reliability (Hair, 2011) and Cascio (2013).

Confirmatory factor analysis test result shown on Table 1 that indicated all the value for loading factor in each question item was > 0.5. It can be concluded that all the question items were valid. Meanwhile, Table 2 shows the value of Construct Reliability ≥ 0,7 and Variance Extracted ≥ 0,5 for each construct, which explains that all constructs were reliable. This research concluded that the indicators can be used to measure the constructs.

Table1. Validity Test Result Based on Goodness of Fit Model

Constructs, Dimension, Indicators	Estimate ( $\lambda \geq 0,5$ )	Result
<b>Construct : Quality of Work Life</b>		
QWL1	0,899	Valid
QWL2	0,888	Valid
QWL3	0,869	Valid
QWL4	0,893	Valid
QWL5	0,864	Valid
QWL6	0,854	Valid
QWL7	0,897	Valid
QWL8	0,873	Valid
QWL9	0,787	Valid
Dimensions:		
Job Enrichment and Supervision System	0,950	Valid
Opportunities for self-development and Environmental Comfort	0,898	Valid
<b>Construct :</b>		
<b>Organization Citizenship Behaviour</b>		
OCB2	0,742	Valid
OCB3	0,900	Valid
OCB4	0,862	Valid
OCB7	0,728	Valid
OCB8	0,793	Valid

Constructs, Dimension, Indicators	Estimate ( $\lambda \geq 0,5$ )	Result
OCB11	0,759	Valid
OCB12	0,839	Valid
OCB13	0,822	Valid
OCB14	0,833	Valid
OCB15	0,845	Valid
OCB17	0,879	Valid
OCB18	0,872	Valid
OCB19	0,761	Valid
Dimensions :		
Altruism	0,777	Valid
Conscientiousness	0,859	Valid
Civic Virtue	0,985	Valid
Courtesy	0,964	Valid
Sportmanship	0,869	Valid
<b>Construct : Work Satisfaction</b>		
WS1	0,805	Valid
WS2	0,846	Valid
WS3	0,859	Valid
WS4	0,760	Valid
WS5	0,740	Valid
WS6	0,822	Valid
WS8	0,811	Valid
WS9	0,778	Valid
WS10	0,840	Valid
WS11	0,836	Valid
WS12	0,854	Valid
WS13	0,854	Valid
WS14	0,862	Valid
WS15	0,871	Valid
Dimensions :		
Compensation	0,825	Valid
Working Conditions	0,830	Valid
Company Administration System & Policy	0,792	Valid
<b>Construct : Job Performance</b>		
JP5	0,877	Valid
JP6	0,831	Valid
JP7	0,793	Valid
JP8	0,736	Valid
JP10	0,823	Valid
JP11	0,792	Valid
JP12	0,811	Valid
Dimensions :		
Work Outcome	0,621	Valid
Decisipline	0,878	Valid
Creativity	0,700	Valid
Responsibility	0,794	Valid



Table2. Reliability Test Result based on Fit Model

Dimension	Construct Reliability $\geq 0,7$	Variance Extracted $\geq 0,5$	Result
<b>Quality of Work Life</b>	0,88	0,76	Reliable
Job Enrichment and Supervision System	0,76	0,52	Reliable
Opportunities for self-development and Environmental Comfort	0,79	0,66	Reliable
<b>Organization Citizenship Behaviour (OCB)</b>	0,90	0,80	Reliable
Altruism	0,79	0,50	Reliable
Conscientiousness	0,78	0,57	Reliable
Civic Virtue	0,72	0,72	Reliable
Courtesy	0,78	0,67	Reliable
Sportmanship	0,82	0,72	Reliable
<b>Job Satisfaction</b>	0,875	0,701	Reliable
Compensation	0,83	0,71	Reliable
Working Conditions	0,83	0,50	Reliable
Company Administration System & Policy	0,81	0,52	Reliable
<b>Job Performance</b>	0,84	0,57	Reliable
Work Outcome	0,74	0,59	Reliable
Decisipline	0,71	0,56	Reliable
Creativity	0,80	0,57	Reliable
Responsibility	0,81	0,59	Reliable
Work Outcome	0,94	0,80	Reliable

#### 4. Results and Discussion

The Structural Equation Modelling (SEM) test result on full model fit can be seen in Figure 1 and Table 2. Confirmatory factor analysis test exposed full model fit which means complied with goodness of fit criteria. Model structure was used to draw research causality models with structural relationship. The test result showed the goodness of fit was: Chi-Square = 121.302, probability = 0.004, TLI = 0.962, GFI = 0.922, AGFI = 0.887 and RMSEA = 0.052. Although the cut off value of Chi-Square and probability value have not met the required cut-off value, however, the TLI, GFI, AGFI, and RMSEA values have already met the required cut off value. It can be concluded that the research model is fit and meets the standard criteria (Arbuckle 2007).

The structural parameter estimates direct effect of path analysis model with number of sample 285 can be seen on Table 3 as follows

Table 3. Structural Parameter Estimates Direct Effect: Path Analysis Model (N=285).

Hypothesis	Structural Path	Standardized Path Coefficients	t-Value	Probability	Results
H <sub>1</sub>	QWL → Job Satisfaction	0,183	2.807	0.045	Significant
H <sub>2</sub>	OCB → Job Satisfaction	0,285	4.191	***	Significant
H <sub>3</sub>	QWL → Job Performance	0,182	3.352	***	Significant
H <sub>4</sub>	OCB → Job Performance	0,214	3.735	***	Significant
H <sub>5</sub>	Job Satisfaction → Job Performance	0,501	7.921	***	Significant

The research successfully generated regression line general model for sub-structural equations: Job Satisfaction = 0.183\*QWL + 0.285\*OCB, R<sup>2</sup> = 0.846. The R<sup>2</sup> of 0.846 on sub-structural equation means 84.6 % variation of job satisfaction can be explained by the QWL and OCB variations. In other words, the contribution of QWL and OCB toward job satisfaction is 84.6 %.

The main structural Equations: Job Performance = 0.182\*QWL + 0.214\*OCB + 0.501\*Satisfaction, R<sup>2</sup> = 0.512. The R<sup>2</sup> of 0.512 on main structural equation means 51,2 % variation of job performance can be explained by the QWL, OCB and job satisfaction variations. In other words, the contribution of QWL, OCB and job satisfaction toward job performance is 84.6%.

##### 4.1. The Relationship between QWL and Job Satisfaction

The result of hypothesis 1 testing explains the relationship between QWL and job satisfaction. The structural path findings indicated that there was a significant and positive relationship between QWL and job satisfaction. The t values 2,807  $\geq$  1.96 with probability value 0.00  $\leq$  0.05. Thus, hypothesis 1 is accepted. This study supports the research findings by Robbins and Judge (2015) who concluded there is a significant relationship between QWL and job satisfaction.

According to Gayathiri and Ramakrishna (2013) QWL can reduce absenteeism, lower turnover and improve

job satisfaction. QWL is a management perspective on human work and organization. Key elements of QWL is a management concern about the impact of work on people, the effectiveness of the organization and the importance of employees in solving decisions concerning employment, career income and their fate in work (Arifin, 2012).

Job satisfaction can be interpreted as a feeling of pleasure or a person's satisfaction with his work. A person with a high level of job satisfaction will be positive in carrying out his job duties and otherwise someone who is not satisfied with his work will be negative in his work environment. The level of job satisfaction that ultimately affects a person's performance is influenced by QWL. Job satisfaction is an assessment of the worker that is how far his job or overall satisfy his needs and in general can be given limits as a person's feelings towards his work. Job satisfaction is closely related to the attitude of employees to their own work, work situation, cooperation between leaders and with fellow employees (As'ad, 2013). Gayatri and Lalitha (2013) conducted research with the title of Quality of Work Life linkage with Job satisfaction and Performance provide the quality of work life has a significant effect on job satisfaction and performance. Intervention of policy factors affects work processes and has a psychological effect on employee performance.

The results of research Fatehi (2012) states there is a positive and significant relationship between QWL and job satisfaction. By improving QWL then employee job satisfaction will increase. QWL has a positive effect on job satisfaction. This is consistent with the findings of other researchers such as Research by Hasanmoradi (2011) and Majumdar and Dawn (2012). From the above description can be concluded that if QWL is good, job satisfaction will increase and in turn will also increase employee's performance. The higher the QWL is perceived then the performance of paramedical staff's services on community health centre in Bekasi will also increase.

#### 3 4.2. The Relationship between OCB and Job Satisfaction

The result of hypothesis 2 testing explains the relationship between QWL and job satisfaction. The structural path findings indicated that there was a significant and positive relationship between OCB and job satisfaction. The t values  $4.191 \geq 1.96$  with probability value  $0.00 \leq 0.05$ . Thus, hypothesis 2 is accepted. This empirical result of study is in line with the research finding from Organ (2009); in Balino 2008, Turnley and Bloodgood (2012). Employees with OCB will be able to control their own behaviour and have the skills to choose the best behaviour for the benefit of their organization. OCB is an individual positive contribution to a company that exceeds the demands of a role in the workplace. Some research explains that personality has been shown to have an effect on the behaviour of individuals, both within organizations and in people's lives. This personality also coloured individual differences in every human being.

Employees have the freedom to act and do not get rewards, employees who work in the circumstances are forced to have poor performance compared with employees who work with high motivation. Organ (2009) and Ryan (2009) found that attitudinal variables such as motivation and satisfaction demonstrated a very strong association with OCB. Consistent result of research are also done by Arasl and Baradarani (2014) and Dennis and Andreas (1995).

#### 4.3 . The Relationship between QWL and Job Performance

The verification result for Hypothesis 3 revealed the Relationship between QWL and Job Performance. QWL process whereby an organization responds to the needs of employees by developing mechanisms to enable them to share fully in making decisions about life in their workplaces.

The structural path findings indicated that there was a significant and positive relationship between QWL and job performance. The t values  $3.352 \geq 1.96$  with probability value  $0.00 \leq 0.05$ . Thus, hypothesis 3 is accepted. This empirical result of study is in line with the research finding from Likewise and Casio (2013) and Arifin (2012) that revealed QWL emphasizes the circumstances and procedures relating to promotional policies, supervision and safe working conditions, while subjectively related to supervision, communication and leadership. According to Lovell et. al. (2009) there are eight factors that determine QWL are : communication, employee involvement, desire and motivation to work, job security, career advancement, problem solving, salary, and job pride, commitment as seen with t value and probability values which positive and significant relationship.

The term QWL) is defined as the quality of work life, in the United States starting the QWL program for work reform (Bwisa, 2013). The objectives are to: (a) increase employee satisfaction, (b) improve the physical and psychological health of employees who create positive feelings, (c) improve employee productivity, (d) strengthen learning in the workplace, (e) improve management of ongoing changes and transitions, and (f) Building an organization's image as the best in employee recruitment, retention, and motivation.

#### 3 4.4. The Relationship between OCB and Job Performance

The verification result for Hypothesis 4 revealed the relationship between OCB and job performance. The structural path findings indicated that there was a significant and positive relationship between OCB and job

performance. The t values  $3.735 \geq 1.96$  with probability value  $0.00 \leq 0.05$ . Thus, hypothesis 4 is accepted. This empirical result of study is in line with the research finding from Harwiki (2013) that revealed OCB has a very strong relationship with individual and organizational performance. There is no single cause of one OCB. Borman and Motowidlo (2001) stated that OCB can improve organizational performance because this behaviour is the "lubricant" of the social machine within the organization; social interaction on the members of the organization becomes smooth, reduces the occurrence of disputes, and increases efficiency. This result research also in line with research also done by Tai et al. (2013) about alternative models for the relationship among leadership, organizational citizenship behavior, and performance.

#### 4.5 The Relationship between Job Satisfaction and Job Performance

The verification result for Hypothesis 5 revealed the relationship between job satisfaction and job performance. The structural path findings indicated that there was a significant and positive relationship between job satisfaction and job performance. The t values  $7.921 \geq 1.96$  with probability value  $0.00 \leq 0.05$ . Therefore, hypothesis 5 is accepted. The empirical result of this study is in line with Hasibuan (2013) who argued the seven of the job satisfaction factors, namely: (a) fair and decent remuneration, (b) proper placement in accordance with expertise, (c) weight of work, (d) atmosphere and work environment, (e) equipment that supports the execution of work, (f) leadership attitude, (g) nature of work monotonous or not.

Job satisfaction reflects a person's feelings towards his job. Job satisfaction is an emotional state of fun or not where employees perceive their work. The employee who gets job satisfaction will perform the job better. The employee job satisfaction is a positive feeling of the worker about his work, which is generated based on the evaluation of the various characteristics that influence it. Such characteristics include intrinsic and extrinsic needs. Job satisfaction is an assessment of the worker that is how far his job or overall satisfy his needs and can generally be constrained as a feeling. The more satisfied the employee, the better their job performance. This research findings also inline and consistent with the result that job satisfaction affect positively toward job performance shown by research findings (Fu and Deshpande, 2014), Mihalcea (2014), Gul et al. (2018), Hayati and Caniago (2012), and Platis et al. (2015).

#### 5. Indirect Effect

The coefficient of standardized indirect effect is illustrated on Table 4 as follows:

Table 4. Standardized Indirect Effects

	OCB	QWL	Job Satisfaction	Job performance
Job Satisfaction	.000	.000	.000	.000
Job performance	.199	.128	.000	.000

The standardized indirect effect of QWL toward performance is (0.128) smaller than the direct effect of QWL toward job performance (0.182) through job satisfaction. It can be concluded that job satisfaction is not an intervening variable of QWL toward job performance. Consequently, the managerial can't improve job performance through job satisfaction. Job performance can be improved directly by improving QWL.

The standardized indirect effect of OCB toward performance is (0.129) smaller than the direct effect of OCB toward job performance (0.214) through job satisfaction. It can be concluded that job satisfaction is not an intervening variable of OCB toward job performance. Consequently, the managerial can't improve job performance through job satisfaction. Job performance can be improved directly by improving OCB.

#### 6. Conclusion and Recommendation.

Based on the results of hypothesis testing and discussion, this study resulted some conclusion as follows: QWL positively affect job satisfaction of community health centre paramedic staffs. To improve job satisfaction it is recommended to improve QWL dimensions: job enrichment, supervision system, opportunities for self-development and environmental comfort. OCB positively affect job satisfaction and job performance of community health centre paramedic staffs. Effort of improving and can be done by improving OCB dimensions: altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Job satisfaction positively affects job performance of community health centre paramedic staffs. Effort of improving job performance can be done by improving job satisfaction dimensions: work outcome, discipline, creativity and responsibility

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