

The Influence of Quality of Work Life on Nurses' Performance through Organizational Citizenship Behavior at Restu Ibu Hospital

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Abstrak

Perawat sebagai garda terdepan dalam pelayanan medis di rumah sakit memiliki kinerja yang dipengaruhi oleh Quality of Work Life. QWL yang baik meningkatkan motivasi, keseimbangan kerja-kehidupan, dan kepuasan kerja perawat. Peran Organizational Citizenship Behavior (OCB) sebagai perilaku sukarela seperti membantu rekan kerja dan berinisiatif, memperkuat kerja tim dan efektivitas rumah sakit. Namun, perawat di Indonesia masih menghadapi tantangan seperti beban kerja tinggi dan kurangnya penghargaan. Penelitian ini bertujuan untuk mengetahui pengaruh QWL terhadap kinerja pada perawat melalui OCB di Rumah Sakit Restu Ibu. Jenis penelitian studi deskriptif dengan rancangan *cross sectional*. Sampel 112 perawat dengan uji analisis chi square dan regresi logistic biner menggunakan kuesioner. Hasil penelitian menunjukkan bahwa mayoritas responden adalah perempuan berusia 30-49 tahun, lulusan pendidikan S1, dengan rerata kerja > 4 tahun. Didapatkan bahwa QWL, OCB, dan kinerja perawat di Rumah Sakit Restu Ibu kategori tinggi (99,1%). Berdasarkan uji chi-square terdapat pengaruh signifikan antara QWL dan OCB terhadap kinerja perawat dengan p-value 0.009 dan QWL juga berpengaruh signifikan terhadap OCB. Uji regresi logistik biner menunjukkan bahwa QWL dan OCB berpengaruh signifikan terhadap kinerja perawat dengan p-value 0.000 dan nilai Odds Ratio sebesar 111.000, yang berarti setiap peningkatan satu unit dalam QWL atau OCB meningkatkan peluang kinerja perawat hingga 111 kali lipat. Nilai R Square Nagelkerke sebesar 1.000 menandakan bahwa model regresi ini memiliki kemampuan prediksi sempurna.

Kata Kunci: QWL, OCB, kualitas pelayanan, kinerja perawat, rumah sakit.

Abstract

Nurses, as the frontline in medical services at hospitals, have performance influenced by the Quality of Work Life (QWL). Good QWL enhances nurses' motivation, work-life balance, and job satisfaction. Organizational Citizenship Behavior (OCB), which includes voluntary behaviors such as helping colleagues and taking initiative, strengthens teamwork and hospital effectiveness. However, nurses in Indonesia still face challenges such as high workload and lack of appreciation. This study aims to determine the effect of QWL on nurses' performance through OCB at Restu Ibu Hospital. The study employs a descriptive study with a cross-sectional design. The sample consists of 112 nurses, with data analyzed using chi-square tests and binary logistic regression through questionnaires. The results indicate that the majority of respondents are female, aged 30-49 years, hold a bachelor's degree, and have more than four years of work experience. QWL, OCB, and nurse performance are found to be in the high category (99.1%). The chi-square test shows a significant influence between QWL and OCB on nurse performance with a p-value of 0.009, and QWL significantly affects OCB. Binary logistic regression analysis reveals that QWL and OCB significantly affect nurses' performance with a p-value of 0.000 and an Odds Ratio of 111.000, indicating that each one-unit increase in QWL or OCB enhances the likelihood of better nurse performance by 111 times. The Nagelkerke R Square value of 1.000 signifies that this regression model has perfect predictive capability.

Keywords: Quality of Work Life, Organizational Citizenship Behavior, Nurses' Performance, Hospital, Restu Ibu Hospital

Introduction

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020, a hospital is a healthcare facility that provides comprehensive medical services to individuals. As part of the healthcare system, hospitals offer two main types of services: healthcare services and administrative services. Healthcare services include medical care, medical support, medical rehabilitation, and nursing services. These four types of services are carried out through Technical Service Units (UPT), such as the Emergency Unit, Outpatient Unit, Inpatient Unit, Blood Transfusion Unit, Pharmacy Unit, and others. Meanwhile, administrative services—including financial administration—serve to support the smooth operation of healthcare services (Muninjaya, 2012).

In today's increasingly competitive healthcare landscape, hospitals in Indonesia face significant challenges in ensuring optimal performance from nurses, who are at the frontline of delivering medical care to the public. Nurses' performance is not only determined by technical skills but is also influenced by the **Quality of Work Life (QWL)**—the degree of well-being perceived by employees within their work environment. According to the Regulation of the Minister of Health No. 49 of 2013 on Nursing Service Standards in Indonesia, nurses are required to provide high-quality, friendly, and patient-centered care. In this context, QWL significantly affects nurses' motivation, work-life balance, and job satisfaction, which in turn contribute to improved performance.

Additionally, the role of **Organizational Citizenship Behavior (OCB)** as a mediator between QWL and nurses' performance has become an important focus of study. OCB includes behaviors such as helping colleagues, taking initiative to solve problems, and maintaining a positive attitude at work—actions that go beyond formal job requirements yet are crucial in fostering a conducive work environment. This theory is supported by Organ (1988), who stated that OCB contributes to the

overall efficiency and effectiveness of an organization.

According to data from the Indonesian Ministry of Health (2023), Indonesia has more than 540,000 registered nurses, the majority of whom work in public and private hospitals. However, surveys indicate that work-life quality and job satisfaction among nurses in Indonesia still face various challenges, such as high workloads, lack of recognition, and unsupportive work environments. This aligns with the WHO (2022) report that identifies burnout among healthcare workers, including nurses, as a global issue requiring serious attention.

Musdalifah et al. (2021) found that excessive workloads significantly affect the productivity of healthcare workers and impact nurses' overall performance. Such adverse effects can be detrimental both to individuals and organizations. Research by Basrowi et al. (2020) noted that the healthcare sector is at high risk of work-related stress, with 83% of healthcare workers experiencing burnout syndrome, 41% suffering from emotional exhaustion, 22% experiencing a loss of empathy, and 52% facing decreased self-confidence.

Restu Ibu Hospital (RSRI) is a private hospital located at Jl. Ahmad Yani No.12, Gunungsari Ilir, Central Balikpapan District, Balikpapan City, East Kalimantan. It is equipped with modern and complete facilities to provide excellent patient care. The inpatient department has 158 beds divided into 8 classes, ranging from Class 3 to Super VIP. Initial observations conducted by the researcher revealed that Restu Ibu Hospital has not yet fully achieved the 2024 national quality indicator targets, including the following

Table 1.1 Quality Achievement Indicators

Indicator	Target	Achievement
Hand Hygiene Compliance	≥ 85%	81%
Compliance with Personal Protective	100%	81%

Equipment
(PPE) Usage

Emergency Cesarean Section Response Time	≥ 80%	66%
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Previous studies have shown that a good **Quality of Work Life (QWL)** has a positive effect on performance improvement through the strengthening of **Organizational Citizenship Behavior (OCB)**. When nurses feel comfortable and appreciated in their work, they are more likely to exhibit behaviors that support teamwork and enhance patient satisfaction. Through QWL and OCB, hospitals can foster a more collaborative and effective work culture, in line with the vision of **Law Number 36 of 2014** on Health Workers, which emphasizes the importance of professionalism and the well-being of healthcare personnel as key factors in the success of medical services.

Therefore, it is essential to conduct an in-depth study on the influence of QWL on nurses' performance through OCB as a mediating variable. This research is not only relevant to ensuring compliance with existing regulations in Indonesia but also serves to improve the quality of healthcare services at **Restu Ibu Hospital**, making it more competitive and patient-centered.

Research Method

This study is a **descriptive research** with a **cross-sectional design**, aimed at examining the influence of **Quality of Work Life (QWL)** on **nurses' performance** through **Organizational Citizenship Behavior (OCB)** at Restu Ibu Hospital.

The population in this study consisted of all nurses at Restu Ibu Hospital, totaling **154 nurses**, with a **sample size of 112 respondents** (nurses). The sampling technique used was **simple random sampling**, a method in which each nurse had an equal chance of being selected as a sample member.

Data collection was conducted using a **questionnaire** as the primary research instrument. **Bivariate analysis** was carried out using the **Chi-square test**, while **multivariate analysis** was conducted using **multiple logistic regression**, with the assistance of **SPSS version 27**.

The questionnaire used in this study had undergone **validity and reliability testing** at Hospital X (a type C hospital) with a sample of 30 nurses. The results of the validity test showed that **all questionnaire items for each variable were declared valid** and suitable as measurement tools for this study. Furthermore, all variables obtained a **Cronbach's alpha value greater than 0.6**, indicating that the variables are **reliable**.

Tabel 1.2 Karakteristik Responde

Research Results

Respondent Characteristics

The majority of respondents in this study were **female (91%)**, with the dominant age range being **30–49 years old (66%)**. Most of the participants held a **Bachelor's degree (54%)**,

Characteristic	categori	total	Percentage
Sex	Male	10	9%
	Female	102	91%
Age	< 30 yo	32	29%
	30 - 49 yo	74	66%
	> 49 yo	6	5%
Education	DII	51	46%
	S1	61	54%
	S2	0	0%
Marital Status	No married yet	37	33%
	Married	75	67%
Length of work	≤ 1 year	4	4%
	2 - 3 years	28	25%
	3 - 4 years	4	4%
	> 4 years	76	68%

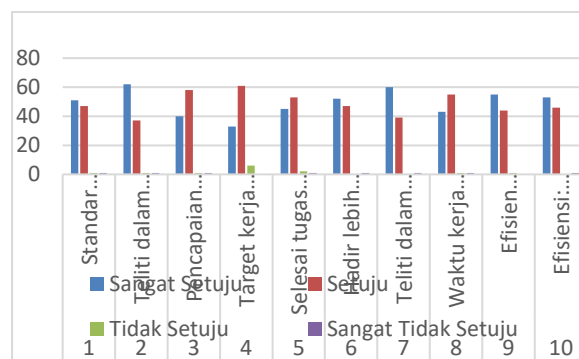
while the rest were **Diploma II graduates (46%)**, and none held a Master's degree. In terms of marital status, **67% of respondents were married**, and **68% had more than 4 years of work experience**.

These data indicate that the respondents were predominantly **female nurses of productive age, well-educated, married, and had adequate work experience**—reflecting a **mature and professional workforce profile**.

Variable Description

The results for each of the research variables are presented as follows:

Grafik 1.1 Performance Variable Distribution



Variable Description

Based on the research findings, the most prominent aspect of nurses' performance was their **accuracy in providing nursing services**, with **99% of respondents agreeing or strongly agreeing** with this statement. A high level of **commitment to using work time efficiently** was also observed, as indicated by **55% of respondents who strongly agreed**. However, the statement regarding the **clarity and realism of work targets** received the **lowest level of agreement**, with **6% of respondents disagreeing**, indicating a need to review target-setting to better align with on-the-ground conditions.

Table 1.3 – Description of Nurses' Performance at RSRI

Nurses' Performance Frequency Percentage

High	111	99.1%
Low	1	0.9%

Nurses' Performance Frequency Percentage

Total	112	100%
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These results indicate that nurses' performance at the hospital falls into the **high category**, with **111 respondents (99.1%)** demonstrating strong performance levels.

Graph 1.2 – Distribution of the QWL Variable

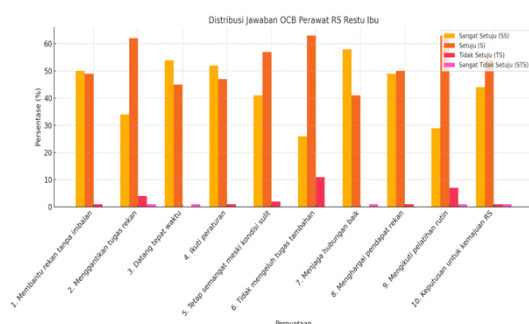
The results show that the majority of nurses **feel proud to work at the hospital**, with **63% of respondents stating "Strongly Agree"** and **37% "Agree"**, reflecting a high level of loyalty to their institution. Confidence in future security also appears strong, as **57% strongly agreed** and **40% agreed** that they would receive severance pay after retirement.

However, **additional compensation for working outside of regular hours** was perceived as insufficient, with only **16% strongly agreeing**, while **23% disagreed**. Furthermore, **recognition for high-performing nurses** was also suboptimal, as only **17% strongly agreed** and **18% disagreed**, suggesting that **non-financial incentives and performance appreciation** need to be further improved.

Tabel 1.4 Description of QWL RSRI Ners

QWL	Frequency	Percentage
High	111	99.1%
Low	1	0.9%
Total	112	100%

These results indicate that **111 nurses at Restu Ibu Hospital reported a high level of Quality of Work Life (QWL)**.

Grafik 1.3 Distribution of OCB Variable

Based on the research findings, the aspect with the highest level of agreement was **maintaining good relationships with colleagues**, with **58% of respondents "Strongly Agreeing"** and **41% "Agreeing"**, reflecting a harmonious workplace culture. **Compliance with hospital regulations** was also high, with **52% "Strongly Agreeing"** and **47% "Agreeing"**.

However, the **attitude of not complaining about additional tasks** received the **lowest level of agreement**, with only **26% "Strongly Agreeing"** and **11% "Disagreeing"**, indicating ongoing resistance to additional workload. **Participation in training activities** was also relatively low, with only **29% of respondents "Strongly Agreeing"**, suggesting room for improvement in staff development engagement.

Table 1.5 Description OCB of RSRI Ners

OCB	Frequency	Percentage
High	111	99.1%
Low	1	0.9%
Total	112	100%

These results indicate that **Organizational Citizenship Behavior (OCB)** at the hospital falls into the **high category**, with **111 respondents (99.1%)** demonstrating strong OCB.

Table 1.6 Result Test of Chi Square

Variable Independen	Variable Dependen	p-value	Odds Ratio	R ² Nagelkerke
QWL		0.009	111.000	1.000

OCB	Ners Performca ne	111.000	1.000
QWL	OCB	—	—

Ket. p-value "Fisher's Exact Test"

The bivariate analysis results showed a significant relationship between **Quality of Work Life (QWL)** and **Organizational Citizenship Behavior (OCB)** with nurses' performance, with p-values of **0.009 ($p < 0.05$)** for both variables. Among the total of 112 respondents, **99.1% of nurses with high QWL and OCB also demonstrated high performance**. Furthermore, the relationship between QWL and OCB was also significant, indicating that nurses with a good quality of work life tend to exhibit high organizational citizenship behavior.

In the subsequent multivariate analysis using binary logistic regression, it was found that both QWL and OCB simultaneously had a highly significant effect on nurses' performance, with **p-values = 0.000** for both variables. The resulting **Odds Ratio was 111.000**, meaning that nurses with high QWL or OCB were **111 times more likely to have high performance** compared to those with low levels.

Additionally, the **Nagelkerke R Square value of 1.000** indicates that this regression model can explain **100% of the variability in nurses' performance**, suggesting that the predictive model is very strong and accurate. Thus, QWL and OCB are proven to be equally dominant and significant factors that substantially influence nurses' performance.

Discussion

The Influence of Quality of Work Life (QWL) on Nurses' Performance

This study reflects that the majority of nurses are able to carry out their duties and responsibilities optimally according to applicable service standards. Only **0.9% of nurses showed low performance**, indicating that the professionalism and dedication of the nursing staff at this hospital are at a very high level. Additionally, the **Quality of Work Life (QWL)** of nurses at this hospital falls into the **high**

category, with a percentage of **99.1%**. This suggests that most nurses are satisfied with their work environment, compensation, and career development opportunities provided. Meanwhile, only **0.9% reported a low quality of work life**, indicating the hospital has successfully created working conditions that support the well-being and optimal performance of nurses.

The study results show a significant relationship between QWL and nurses' performance. The Chi-Square test yielded a **p-value = 0.009 ($p < 0.05$)**, thus rejecting the null hypothesis (H_0), confirming a significant effect between the two variables. The **Odds Ratio of 111.000** indicates that each one-unit increase in QWL increases the likelihood of high nurse performance by 111 times.

This finding is consistent with the study by Wibowo, U. D. A., and Hastuti, N. T. (2021) published in the *National Nursing Journal*, which examined the influence of Quality of Work Life (QWL) on nurse performance in a type B hospital involving 180 respondents. Using simple linear regression and Sobel test for mediation analysis, their study found that QWL has a significant direct effect on nurse performance, with a regression coefficient of **$\beta = 0.491$ ($p < 0.01$)**. Nurses with higher QWL tend to experience lower work-related stress, which ultimately improves their efficiency and effectiveness. Moreover, their analysis showed that the research model explained **65% of the variability in nurse performance ($R^2 = 0.65$)**, affirming the important role of work well-being in supporting healthcare worker performance (Wibowo & Hastuti, 2021).

Furthermore, research by Hidayah and Haeruddin (2024), involving 120 nurse respondents and using multiple linear regression analysis, demonstrated that QWL has a significant effect on nurse performance in hospitals (**$p < 0.05$**). The main contributing factors were job satisfaction, work-life balance, and organizational support, which directly improved nurse productivity and quality of care (Hidayah & Haeruddin, 2024).

QWL plays a crucial role in enhancing nurse job satisfaction and motivation. A

supportive work environment, work-life balance, and fair compensation increase nurses' motivation to provide the best possible care, as found in the study by Tahir et al. (2024) at RSUD Labuang Baji. Moreover, good QWL helps reduce work stress and burnout, which are common challenges in the nursing profession. The study by Rusdiyanti et al. (2022) showed that the higher the quality of work life, the lower the level of burnout, enabling nurses to work more effectively at RS Surabaya.

In addition to influencing individual well-being, Quality of Work Life (QWL) also plays a role in enhancing nurses' commitment to their organization. Nurses who feel valued and receive adequate work facilities are more likely to be loyal and contribute positively to the hospitals where they work. The study by Purwani & Sukestiningsih (2022) confirms that good QWL improves Organizational Citizenship Behavior (OCB), which in turn positively impacts nurses' performance. Optimal QWL also contributes to work efficiency and the quality of healthcare services. Wulandari (2021) found that a good work environment not only reduces medical errors but also increases patient satisfaction through higher-quality nursing care.

Beyond efficiency, QWL is closely related to work-life balance. Nurses who maintain a balance between work and personal life tend to be emotionally more stable and able to perform without excessive pressure. Hastuti & Wibowo (2021) revealed that nurses with good work-life balance have higher performance levels compared to those experiencing role conflicts between their personal and professional lives. Therefore, improving QWL is crucial in creating a work environment that supports optimal nurse performance and better healthcare services for patients.

Based on the distribution of questionnaire responses regarding performance variables, Restu Ibu Hospital needs to formulate strategic policies to continuously improve the quality of nursing services. The high level of agreement on the aspect of meticulousness indicates that nurses are committed to providing quality care. However, the hospital needs to strengthen policies related to the establishment

of clear and realistic work targets, considering that a small number of respondents felt the targets were not fully aligned with field conditions. The formulation of work targets should involve nurses directly in the planning process to better account for workload, patient volume, and service complexity. Furthermore, the hospital can enhance work efficiency through ongoing training focused on improving nurses' technical and managerial skills. Improved coordination between units and the use of digital technology in service documentation are also important steps to support work effectiveness. These policies are expected to create a more conducive work environment, boost nurses' motivation, and ultimately improve the overall quality of nursing services.

Regarding the QWL questionnaire results, several aspects require more attention from hospital management, particularly additional facilities such as overtime pay and recreational allowances, which are still perceived as inadequate. Hospital policies should consider providing extra incentives for nurses working beyond regular hours as a form of appreciation for their dedication. Additionally, recognition for outstanding nurses needs to be enhanced to motivate employees to achieve their best performance. The hospital can also strengthen career development policies through training programs, continuing education, and granting freedom to foster creativity at work. Improving the quality of a fair and transparent work environment that provides opportunities for self-development will have a positive impact on enhancing nurses' performance and support the creation of a more productive and harmonious work culture in the future.

The Influence of Organizational Citizenship Behavior (OCB) on Nurse Performance

This study shows that the majority of nurses exhibit high levels of OCB, with 99.1% aligning with high performance. This indicates that almost all nurses demonstrate strong organizational commitment, positive work attitudes, willingness to assist colleagues, and adherence to hospital regulations. Only 0.9% of respondents reported low OCB, reflecting that

voluntary work behavior and loyalty to the hospital are generally well ingrained among the nursing staff.

The study reveals a significant relationship between OCB and nurse performance. The Chi-Square test yielded a p-value of 0.009 ($p < 0.05$), leading to rejection of the null hypothesis, confirming a significant influence between these variables. The Odds Ratio value of 111.000 suggests that each unit increase in OCB raises the likelihood of high nurse performance by 111 times.

A dominant aspect in this study is the good interpersonal relationships among colleagues, reflecting a harmonious and respectful work culture. Compliance with hospital policies and procedures is also high, indicating strong commitment to institutional rules. However, the willingness to accept additional duties without complaint received the lowest approval, signaling that not all nurses fully accept new policies. Participation in training and hospital activities was also relatively low compared to other aspects, suggesting room for improvement in professional development.

These findings align with Azizah, A.N. (2024), who studied 150 nurses at Ibnu Sina Hospital using multiple linear regression and found that OCB significantly influences nurse performance ($p < 0.05$). Altruism, defined as caring for colleagues, and civic virtue, or concern for the organization, were primary factors contributing to improved nurse performance. Similarly, research by Fadhillah, R., & Setiawan, T. (2023), involving 120 nurses and employing Structural Equation Modeling (SEM), demonstrated a positive correlation between OCB and nurse performance ($\beta = 0.68, p < 0.01$). These studies indicate that nurses who display proactive attitudes and social responsibility tend to perform better in delivering healthcare services.

OCB encourages nurses to be proactive in helping colleagues, sharing knowledge, and fostering a collaborative work environment, thereby enhancing work efficiency and the quality of healthcare services (Azizah, 2024). Nurses with high OCB levels also exhibit greater

loyalty and organizational commitment, which reduce absenteeism and turnover rates, ultimately improving healthcare service stability (Setiawan & Fadhillah, 2023). Moreover, OCB allows nurses to respond more effectively to patient needs, work more swiftly in emergencies, and contribute to overall patient satisfaction and service quality (Wibowo & Prasetya, 2022). Through proactive behavior, nurses manage stress better and avoid conflicts with coworkers, creating a more harmonious and supportive work environment (Sormin & Jayanagara, 2024). Additionally, OCB enhances compliance with hospital operational standards, contributing to work efficiency and patient safety (Purwani & Sukestiningsih, 2022).

Policy Implications for Restu Ibu Hospital:

The questionnaire results show that most nurses at Restu Ibu Hospital have positive attitudes toward teamwork and compliance with hospital rules, evidenced by high agreement on maintaining good relationships and following procedures. This harmonious work culture should be maintained. However, acceptance of additional duties and participation in training need improvement. The hospital could implement policies encouraging active nurse participation in training programs by providing incentives or rewards for active participants. Furthermore, transparent communication about the reasons behind new policies is essential so that nurses feel valued and understand the importance of these changes. Enhancing transparency and support can strengthen a productive and supportive work culture, ultimately improving healthcare service quality.

The Influence of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) Among Nurses

The study found a significant relationship between Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB), with a p-value of 0.009. Among 112 respondents, 99.1% of nurses with high QWL also demonstrated high OCB, while none with high QWL exhibited low OCB. Conversely, only 0.9% of nurses with low QWL had low OCB. These results indicate that nurses with good

quality of work life tend to have positive work attitudes and contribute more to their organization.

This finding is consistent with research by Fajar, Marzolima, and Rifqi (2024) published in the *Economics and Digital Business Journal*, which examined the effects of QWL and employee engagement on OCB among 120 civil servant nurses at RSUD Dr. Suhatman. The study showed that better QWL is associated with higher OCB levels. Analysis revealed that QWL has a significant positive effect on OCB ($\beta = 0.75$, $p < 0.01$), while employee engagement acts as a moderating factor ($\beta = 0.60$, $p < 0.05$). The combination of good QWL and high employee engagement significantly boosts OCB. Therefore, hospital management is advised to enhance nurses' quality of work life and strengthen their engagement to foster positive organizational behavior.

The relationship between QWL and OCB has been the focus of recent studies. High QWL, encompassing safe working conditions, work-life balance, and career development opportunities, positively influences employees' OCB. This is attributed to increased job satisfaction and organizational commitment, motivating employees to exceed their formal job roles. For example, Papi and Nuralizadeh (2022) found that good quality of work life correlates positively with organizational citizenship behavior among employees. Additionally, research by Anma, Sidin, and Noor (2021) revealed that high QWL increases OCB through organizational commitment as a mediator. Thus, organizations focusing on improving QWL tend to see an increase in proactive and voluntary behaviors that support overall organizational effectiveness.

Conclusion

Based on the research findings, Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and nurse performance are all categorized as high. This indicates that nurses at the hospital have good quality of work life, positive organizational citizenship behavior, and optimal performance. Statistical analysis shows a significant influence of QWL on nurse

performance (p-value = 0.009), as well as OCB on nurse performance (p-value = 0.009). Additionally, QWL has a significant effect on OCB (p-value = 0.009). Therefore, improving nurses' quality of work life contributes to enhancing OCB, which ultimately has a positive impact on nurse performance at Rumah Sakit Restu Ibu.

Recommendations

Given that the influence of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) on nurse performance shows equally high significance, it is recommended that the hospital enhances workplace facilities and provides incentives and awards for outstanding nurses to maintain high QWL.

To support OCB, the hospital should adjust policies and organize interactive, relevant training programs. Additionally, the implementation of detailed Standard Operating Procedures (SOPs), regular training sessions, and digital-based evaluation of work targets are necessary.

For future research, it is advised to include additional variables that may affect nurse performance and to broaden the scope of respondents to include administrative and support service staff within the hospital.

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