

THE EFFECT OF WORK-LIFE QUALITY AND EMPLOYEE EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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ABSTRACT

A corporation can achieve growth by focusing on employee responsibilities due to the evolution in the spheres of commerce and technology within globalization's Industry 4.0. Employees are expected to enhance their competencies within organizational contexts. An organization thrives when its members exceed ordinary duties delivering performance far beyond expectations. This study aims to analyze the effect of work-life quality and employee empowerment on OCB by considering the role of organizational commitment as an intervening variable. This study uses a quantitative approach involving all 85 employees of PT Nuswantoro Manunggal Jati as respondents. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that Work-Life Quality has a positive and significant effect on organizational commitment and OCB, while Employee Empowerment has a positive and significant effect on OCB, but does not have a significant effect on organizational commitment. Organizational commitment has a positive and significant effect on OCB and mediates the effect of Work-Life Quality on OCB, but does not mediate the effect of Employee Empowerment on OCB. These findings indicate that improving work-life quality is more effective in strengthening organizational commitment and encouraging OCB compared to employee empowerment alone. This study contributes to the development of human resource management by clarifying the distinct roles of Work-Life Quality and Employee Empowerment in enhancing Organizational Citizenship Behavior.

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INTRODUCTION

Granting authority to employees constitutes a crucial element in propelling the expansion of organizations, particularly within the context of Globalization 4.0, marked by technological progress and escalating business rivalry. Under these conditions, entities are not solely dependent upon the official output of staff members but also demand uncomplained contributions that extend past conventional role prescriptions (Adityanata et al., 2025). This conduct is denoted as Organizational Citizenship Behavior (OCB), which pertains to extra-role activities that are omitted from official duties yet yield a beneficial impact on organizational efficacy. According to Robbins and Judge (2013), OCB is

voluntary Behavior that helps create a more positive working environment. OCB is reflected in a willingness to assist colleagues, to adhere to rules even without supervision, and to safeguard the organization's interests and maintain a harmonious working environment (Traiyotee et al., 2019).

Fostering higher levels of OCB requires that organizations reflect on what prompts this kind of behavior. A central prompt is Quality of Work Life (QWL), which captures the degree to which a company can harmonize its employees' work obligations with their personal lives (Hadiyanto & Prasadjaningsih, 2025). QWL involves aspects like well-being, job security, satisfaction, skills development, and work-life balance (Morin & Morin, 2004). Howe (2014) explains that QWL is a management approach that places human aspects at the center of human resource management, including fair and humane treatment at work.

Workplace Empowerment represents a second significant determinant alongside Quality of Work Life (QWL). It means granting staff members the freedom, trust, information access, and decision making involvement they need to operate independently. As a result, employees gain the ability to direct their own work instead of always depending on their supervisors (Rezaei et al., 2021). With Workplace Empowerment, employees tend to manifest heightened confidence, ingenuity, and accountability toward their work outcomes, thereby substantively amplifying their contribution to the organization (Zuñiga-Collazos et al., 2019).

A third pivotal variable in Organizational Behavior is organizational commitment, which deserves attention alongside the previous two factors. The concept delineates the profundity with which an employee experiences emotional connection, fidelity, and a volition to preserve their enduring membership within the organizational entity. Meyer and Allen (1991) decompose this construct into three constituent dimensions: affective, continuance, and normative commitment. Among these, affective commitment demonstrates the most pronounced impact on constructive workplace conduct, including OCB. Employees exhibiting elevated commitment levels are predisposed to engage in extra-role behaviors, for instance assisting colleagues, safeguarding the organization, and performing beyond prescribed standards (Mangindaan et al., 2020).

Regarding the interconnections among variables, Quality of Work Life (QWL) and Workplace Empowerment do not consistently impact Organizational Citizenship Behavior (OCB) directly, but rather operate predominantly through the psychological mechanism of Organizational Commitment. The convergence of an improved Quality of Work Life (QWL) and a perceived state of empowerment fosters a stronger affective allegiance among employees toward their organization. In turn, this allegiance catalyzes a more robust display of Organizational Citizenship Behavior (OCB). Organizational commitment therefore operates as a central mediating variable through which favorable working conditions translate into extra-role behavioral outcomes.

Empirical findings at PT Nuswantoro Manunggal Jati indicate that employee performance levels remain sub-optimal, with an average performance score of 77.5 out of a target of 100. Furthermore, employee turnover rates have fluctuated in recent years, indicating challenges in retaining staff. This situation reflects that work Behaviors such as OCB have not yet been optimally established, which is likely influenced by low quality of working life, a lack of empowerment, and a lack of strong employee commitment to the organization.

Previous investigations show that the relationships among Quality of Work Life (QWL), Workplace Empowerment, Organizational Commitment, and Organizational Citizenship Behavior (OCB) still produce inconsistent findings. A number of studies show that QWL has a positive and significant effect on OCB (Hermawati & Mas, 2017; Silalahi et al., 2026; Sukmayuda & Kustiawan, 2022; Sumarsi & Rizal, 2021), while other studies find that this effect is not significant and even tends to be negative (Dekoulou & Trivellas, 2015; Nasution et al., 2020). This difference in results is presumed to be shaped by variations in organizational characteristics, work culture, industry sector, as well as psychological mechanisms that have not been fully considered in previous research models. In other words, the relationship between QWL and OCB likely does not occur directly, but is influenced by other variables that explain the process by which organizational citizenship behavior is formed.

Similar inconsistency is also found in the relationship between Organizational Commitment and OCB. Several studies report a positive and significant effect (Sumarsi & Rizal, 2021; Kim et al., 2020), while other studies show a negative or insignificant effect (El-Badawi et al., 2018; Rohma & Rinaldi, 2023). In addition, the relationship between Workplace Empowerment and QWL also still shows varied results (Jaiswal & Arun, 2020; Nayak et al., 2018; Rezaei et al., 2021). This difference indicates that the model of relationships among constructs has not been fully able to explain the mechanism underlying the formation of OCB. Most previous studies have focused more on testing direct relationships between variables, while studies explaining how Organizational Commitment functions as a mediating mechanism

connecting QWL and Workplace Empowerment with OCB remain relatively limited, particularly in the context of manufacturing companies in Indonesia.

Based on this condition, this study aims to analyze the effect of Quality of Work Life and Workplace Empowerment on Organizational Citizenship Behavior through the mediating role of Organizational Commitment among employees of PT Nuswantoro Manunggal Jati. By simultaneously testing both direct and indirect relationships, this study is expected to provide a more comprehensive explanation of the causes of differences in previous research results while also clarifying the mechanism explaining how working conditions and employee empowerment can encourage the emergence of organizational citizenship behavior.

The novelty of this study lies in the development of a conceptual model that integrates Quality of Work Life and Workplace Empowerment as antecedent factors, Organizational Commitment as a mediating mechanism, and Organizational Citizenship Behavior as an outcome variable within a single, integrated analytical framework. Theoretically, this study contributes by providing an explanation of the mediating role of Organizational Commitment in bridging the effect of working conditions and empowerment on OCB, thereby helping to explain the inconsistency of previous research findings. Practically, this study provides recommendations for manufacturing companies, particularly PT Nuswantoro Manunggal Jati, that improving OCB does not only depend on improving work-life quality and employee empowerment, but also requires efforts to strengthen organizational commitment as the factor bridging the two variables. Thus, the results of this study are expected to enrich the development of human resource management and organizational behavior theory as well as serve as a basis for formulating more effective employee management strategies.

METHODS

This study uses an explanatory research approach with a quantitative method to test the relationships and effects among the research variables. The explanatory approach is used to prove hypotheses while explaining the magnitude of the effect of the independent variables on the dependent variable (Cooper & Schindler, 2016; Syaiful, 2018). The research data consist of primary data obtained through the distribution of questionnaires to respondents using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). This study also uses descriptive analysis to describe the characteristics of the respondents and the condition of each research variable without generalizing to a broader population (Ghozali, 2016). The population of this study is all permanent employees of PT Nuswantoro Manunggal Jati, Kudus Regency, totaling 85 people. The sampling technique uses census sampling, so that all members of the population are used as respondents in this study (Rahi, 2017). The respondents involved are permanent employees with a minimum tenure of one year in order to have adequate work experience in assessing organizational conditions.

The research instrument was developed based on indicators that have been used and validated in previous studies. The Quality of Work Life variable is measured using four indicators, namely employee participation, career development, conflict resolution, and communication, adapted from Cascio (2006). The Workplace Empowerment variable is measured using four indicators, namely sense of meaning (the individual's role in work), sense of competence (competence), sense of self-determination (determination), and priority of the work (work priority). The Organizational Commitment variable is measured using three indicators, namely employee willingness, employee loyalty, and employee pride. Furthermore, the Organizational Citizenship Behavior (OCB) variable is measured using five indicators, namely helping behavior (altruism), sportsmanship, courtesy, civic virtue, and commitment to the organization, adapted from Sumarsi and Rizal (2021).

All adapted instruments are derived from studies that have met a reliability value above 0.60. Before the main analysis was carried out, the research instrument was first evaluated through construct validity and reliability testing on the measurement model (outer model) using outer loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability to ensure that each indicator is able to measure the intended construct validly and reliably (Ghozali, 2016). Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the assistance of SmartPLS software. This method was chosen because it is prediction oriented, does not require normally distributed data, and is suitable for use with relatively small to moderate sample sizes (Sarstedt et al., 2019). The analysis was carried out through evaluation of the outer model and inner model. Evaluation of the outer model includes testing convergent validity using outer loading values and Average Variance Extracted (AVE), discriminant validity using the Fornell-Larcker Criterion, Heterotrait-Monotrait Ratio (HTMT), and cross loading, as well as reliability testing using Cronbach's Alpha and Composite Reliability, with values above 0.70 indicating good reliability (Ghozali, 2016).

Furthermore, evaluation of the inner model was carried out through testing the R^2 , f^2 , and Q^2 values, as well as hypothesis testing using a bootstrapping procedure based on path coefficient values, t-statistics, and p-values, with a significance criterion of $p\text{-value} < 0.05$. To ensure the stability of the estimation results, this study also conducted a robustness test through repeated bootstrapping of the model. This test aims to ensure that the path coefficients, t-statistics values, and p-values remain consistent so that the research results are not sensitive to repetition of the estimation process and have a higher level of reliability. The robustness test was conducted to verify that the relationships among latent variables remain consistent and are not affected by potential estimation bias or unobserved respondent characteristics. In this study, the robustness test was conducted through a Gaussian Copula to detect potential endogeneity that could cause bias in the path coefficient estimates, as well as Finite Mixture Partial Least Squares (FIMIX-PLS) to identify the possibility of unobserved heterogeneity, namely differences in the characteristics of respondent groups that could affect the model estimation results. If the results of both tests show that the model is free from endogeneity problems and there is no heterogeneity that significantly affects the estimation, then the research results can be stated to have a good level of robustness, thereby increasing the credibility and reliability of the research findings.

RESULTS

Table 1. Cross-tabulation of Respondent Characteristics

Characteristics	Category	Total (n)	Percentage (%)
Age	20-29 years old	30	35.29
	30-39 years old	50	58.82
	40-49 years old	5	5.88
	Total	85	100.00
Gender	Men	55	64.71
	Women	30	35.29
	Total	85	100.00
Level of education	Bachelor's degree	40	47.06
	Upper secondary school/vocational school	25	29.41
	Diploma	20	23.53
	Total	85	100.00

Source: Processed primary data, 2025

Table 1 presents the outcomes of a cross-tabulation of the demographic characteristics of PT Nuswantoro Manunggal Jati employees by age, gender, and educational attainment. The preponderance of respondents fell within the 30-39 age bracket (58.82 per cent), denoting a predominance of workers of productive age, whilst the workforce was largely constituted by male employees at 64.71 per cent, consonant with the prevailing characteristics of the metal smelting industry. In terms of educational attainment, respondents exhibited diverse academic backgrounds, with the largest proportion comprising bachelor's degree holders (47.06%), followed by those with upper secondary school/vocational school qualifications (29.41%) and diploma holders (23.53%). This diversity in educational attainment provides a relevant basis for researchers to explore how educational background influences employees' views and Behavior regarding quality of working life, empowerment in the workplace, and commitment to the organization.

Table 2. Outer Loading Values

Variables	Code	Outer Loading	Description
Work Place Empowerment	X1.1	0.797	Valid
	X1.2	0.868	Valid
	X1.3	0.846	Valid
	X1.4	0.677	Valid
Quality of Work Life	X2.1	0.593	Valid
	X2.2	0.722	Valid
	X2.3	0.865	Valid
	X2.4	0.850	Valid

Variables	Code	Outer Loading	Description
Organizational Commitment	Y1.1	0.733	Valid
	Y1.2	0.792	Valid
	Y1.3	0.763	Valid
Organizational Citizenship Behavior	Y2.1	0.752	Valid
	Y2.2	0.811	Valid
	Y2.3	0.769	Valid
	Y2.4	0.731	Valid
	Y2.5	0.711	Valid

Source: Processed primary data, 2025

The outer loading estimates for all indicators corresponding to the latent variables of Workplace Empowerment, Quality of Work Life, Organizational Commitment, and Organizational Citizenship Behavior exceeded the 0.50 cutoff threshold. As a result, the entire set of items was considered to have met the established standard for convergent validity. The highest loading values were found for indicators X1.2 (0.868) and X2.3 (0.865), whilst the lowest were for X2.1 (0.593); however, these still met the validity criteria.

Table 3. Average Variance Extracted

Variables	Code	Average Variance Extracted (AVE)
Workplace Empowerment	X1	0.641
Quality of Work Life	X2	0.586
Organizational Commitment	Y1	0.582
Organizational Citizenship Behavior	Y2	0.571

Source: Processed primary data, 2025

The AVE test outcomes disclose that all research variables attain values surpassing 0.50, namely Workplace Empowerment (0.641), Quality of Work Life (0.586), Organizational Commitment (0.582), and OCB (0.571). This signifies that all constructs have satisfactorily fulfilled the criteria for convergent validity, and the indicators employed are therefore deemed sufficiently capable of embodying their respective latent variables.

Table 4. Internal Consistency Reliability Values

Variable	Code	Composite Reliability (CR)
Workplace Empowerment	X1	0.876
Quality of Work Life	X2	0.847
Organizational Commitment	Y1	0.807
Organizational Citizenship Behavior	Y2	0.869

Source: Processed primary data, 2025

All investigated variables demonstrated Cronbach's Alpha and Composite Reliability values that surpassed the requisite minimum criteria during reliability testing, which confirmed the trustworthiness of the measurement instruments. Satisfactory internal consistency was observed across the constructs, with Workplace Empowerment at 0.812 and 0.876, Quality of Work Life at 0.769 and 0.847, Organizational Commitment at 0.644 and 0.807, and OCB at 0.817 and 0.869.

Table 5. Correlation Coefficients (Fornell-Larcker)

	Organizational Commitment	OCB	Quality Of Work Life	Workplace Empowerment
Organizational Commitment	0.763			
OCB	0.562	0.756		
Quality of Work Life	0.538	0.668	0.765	
Workplace Empowerment	0.417	0.648	0.679	0.800

Source: Processed primary data, 2025

The outcomes of the discriminant validity assessment (Fornell-Larcker) disclose that all variables exhibit AVE root values surpassing the intercorrelations among constructs. This signifies that each variable manifests discernible

distinctiveness and does not overlap with the others; consequently, all constructs are warranted to possess discriminant validity.

Table 6. Heterotrait-Monotrait Ratio (HTMT)

	Organizational Commitment	OCB	Quality of Work Life	Workplace Empowerment
Organizational Commitment				
OCB	0.733			
Quality of Work Life	0.708	0.693		
Workplace Empowerment	0.556	0.750	0.825	

Source: Processed primary data, 2025

Based on the HTMT assessment, every inter-construct value remains below the 0.85 threshold, which satisfactorily meets the discriminant validity criteria. This outcome demonstrates that Organizational Commitment, OCB, Quality of Work Life, and Workplace Empowerment are empirically distinct and free from conceptual redundancy. Consequently, the discriminant validity of all constructs is supported.

Table 7. Coefficient of Determination (R-Square)

Variables	R Square	R Square Adjusted
Organizational Commitment	0.294	0.277
OCB	0.565	0.548

Source: Processed primary data, 2025

R-Square quantifies the degree of variability in the dependent construct accounted for by the independent variables, whereas the Adjusted R-Square corrects for the number of predictors incorporated into the model. Based on the reported results, Organizational Commitment exhibited an R-Square of 0.294 and an Adjusted R-Square of 0.277, which indicates that 29.4% of its variance is attributable to the exogenous variables, and the residual variance arises from factors not considered within the present study. Organizational Citizenship Behavior (OCB) returned an R-Square of 0.565 and an Adjusted R-Square of 0.548, signifying that the predictor variables explain 56.5% of the variance in OCB. These statistics collectively suggest that the model possesses moderate to substantial explanatory capacity, most notably in capturing the variance exhibited by OCB.

Table 8. Effect Size (F-Square)

	Organizational Commitment	OCB	Quality of Work Life	Workplace Empowerment
Organizational Commitment		0.110		
OCB				
Quality of Work Life	0.170	0.095		
Workplace Empowerment	0.007	0.139		

Source: Processed primary data, 2025

The f^2 effect size values, as reported in Table 8, capture the relative strength of influence that each exogenous factor imposes upon the endogenous outcomes in the proposed framework. The data reveal that Quality of Work Life exerts a moderate effect on Organizational Commitment ($f^2 = 0.170$), while its impact on OCB is confined to a trivial level ($f^2 = 0.095$). Workplace Empowerment, on the other hand, contributes very little to Organizational Commitment ($f^2 = 0.007$) while contributing modestly to OCB ($f^2 = 0.139$). Organizational Commitment also makes a modest contribution to OCB ($f^2 = 0.110$). Collectively, these outcomes intimate that the contribution of each variable differs in magnitude, with Quality of Work Life assuming a more preponderant role in shaping Organizational Commitment, whilst the effects on OCB tend to range from negligible to moderate.

Table 9. Predictive Relevance (Q-Square)

Variables	CV Commonality	CV Redundancy
Organizational Commitment	0.181	0.153

OCB	0.342	0.276
Quality of Work Life	0.342	
Workplace Empowerment	0.403	

Source: Processed primary data, 2025

The predictive relevance assessment, utilizing the Q^2 measure (blindfolding) to gauge the model's proficiency in predicting endogenous latent variables, is summarized in Table 9. Given that all constructs returned Q^2 values or CV Redundancy statistics greater than zero, the model qualifies as possessing strong predictive relevance. Organizational Commitment attained a CV Commonality of 0.181 and a CV Redundancy of 0.153, whereas Organizational Citizenship Behavior (OCB) achieved a CV Commonality of 0.342 and a CV Redundancy of 0.276. Furthermore, Quality of Work Life and Workplace Empowerment likewise yielded affirmative CV Commonality values of 0.342 and 0.403, respectively. Collectively, these outcomes corroborate that the research model possesses adequate predictive capacity across all constructs scrutinized and is deemed warranted for subsequent analysis.

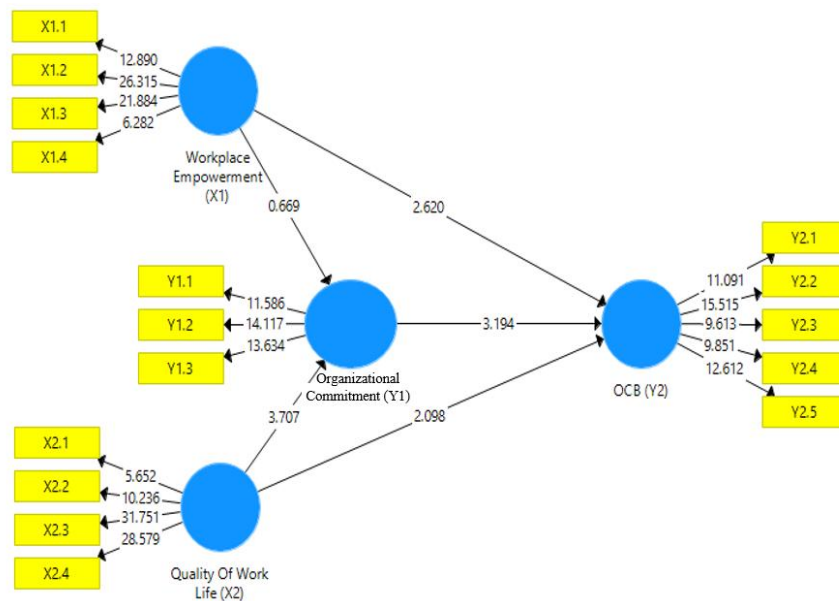


Figure 1. Structural Model Testing

Table 10. Hypothesis Test Results

Hypothesis	Relationships Between Variables	Path Coefficient (O)	T-Statistic	P-Value	Decision
H1	Workplace Empowerment → Organizational Commitment	0.097	0.669	0.252	Rejected
H2	Quality of Work Life → Organizational Commitment	0.472	3.707	0.000	Accepted
H3	Workplace Empowerment → OCB	0.336	2.620	0.005	Accepted
H4	Quality of Work Life → OCB	0.299	2.098	0.018	Accepted
H5	Organizational Commitment → OCB	0.261	3.194	0.001	Accepted

Source: Processed primary data, 2025

Hypothesis testing yielded inferential outcomes showing that Workplace Empowerment lacks a statistically meaningful effect on Organizational Commitment, while Quality of Work Life manifests a positive and significant relationship. Each of the three predictor variables demonstrates positive and significant associations with Organizational Citizenship Behavior (OCB). Such findings suggest that elevating Quality of Work Life and reinforcing Organizational

Commitment serve as critical pathways for promoting the growth of voluntary work behaviors. Conversely, Workplace Empowerment assumes a comparatively direct role in affecting OCB, as opposed to operating indirectly via Organizational Commitment.

Table 11. Results of the Indirect Effects Test

Indirect Influence Path	Path Coefficient (O)	T-Statistic	P-Value	Description
Quality of Work Life → Organizational Commitment → OCB	0.123	2.221	0.013	Significant
Workplace Empowerment → Organizational Commitment → OCB	0.025	0.649	0.258	Not significant

Source: Processed primary data, 2025

The indirect effect tests indicate that Quality of Work Life affects OCB significantly through the pathway of Organizational Commitment, thus supporting a mediating role for Organizational Commitment. For Workplace Empowerment, the indirect route through Organizational Commitment to OCB was not significant, meaning mediation could not be confirmed. Collectively, these results point to Quality of Work Life as the sole variable with an indirect effect on OCB driven by heightened Organizational Commitment, while Workplace Empowerment seems more inclined to impact OCB directly or rely on alternative mediating mechanisms.

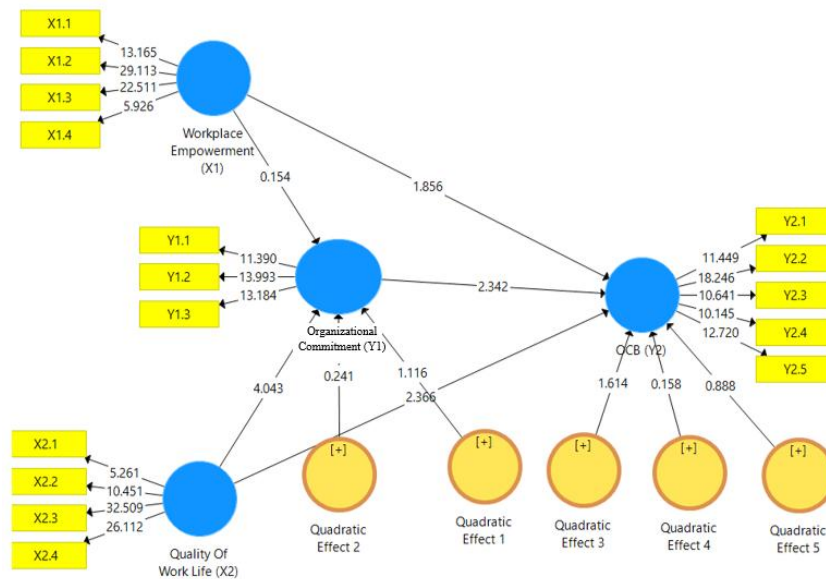


Figure 2. Results of the Robustness Test Output

Table 12. Results of the SEM-PLS Robustness Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment (Y1) → OCB (Y2)	0.226	0.223	0.096	2.342	0.010
Quadratic Effect 1 → Organizational Commitment (Y1)	0.097	0.114	0.087	1.116	0.132
Quadratic Effect 2 → Organizational Commitment (Y1)	0.038	0.035	0.159	0.241	0.405
Quadratic Effect 3 → OCB (Y2)	-0.143	-0.140	0.089	1.614	0.054
Quadratic Effect 4 → OCB (Y2)	0.009	0.003	0.059	0.158	0.437
Quadratic Effect 5 → OCB (Y2)	0.097	0.104	0.110	0.888	0.187
Quality of Work Life (X2) → Organizational Commitment (Y1)	0.509	0.498	0.126	4.043	0.000
Quality of Work Life (X2) → OCB (Y2)	0.344	0.350	0.146	2.366	0.009
Workplace Empowerment (X1) → Organizational Commitment (Y1)	0.030	0.050	0.192	0.154	0.439
Workplace Empowerment (X1) → OCB (Y2)	0.265	0.261	0.143	1.856	0.032

The robustness test outcomes disclose that Organizational Commitment exerts a positive and significant effect on OCB; thus, the greater the employees' commitment, the more pronounced their OCB. Furthermore, no significant non-linear (quadratic) effects were detected, intimating that the interrelationships among variables tend toward linearity. Findings confirmed that Quality of Work Life significantly affected both Organizational Commitment and OCB. In contrast, Workplace Empowerment produced no evident effect on Organizational Commitment but did have an effect on OCB. Ultimately, Quality of Work Life proved to be the most powerful predictor, while Workplace Empowerment contributed to OCB in a more direct manner.

Table 13. Test of the Gaussian Copula between Y1 and Y2

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
GC (Organizational Commitment (Y1) → OCB (Y2)) → OCB (Y2)	-0.116	-0.105	0.229	0.509	0.611
Organizational Commitment (Y1) → OCB (Y2)	0.392	0.376	0.268	1.464	0.143
Quality of Work Life (X2) → Organizational Commitment (Y1)	0.472	0.474	0.121	3.904	0.000
Quality of Work Life (X2) → OCB (Y2)	0.240	0.246	0.171	1.402	0.161
Workplace Empowerment (X1) → Organizational Commitment (Y1)	0.097	0.105	0.150	0.648	0.517

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workplace Empowerment (X1) → OCB (Y2)	0.323	0.336	0.134	2.405	0.016

The application of a Gaussian Copula diagnostic served to evaluate the Organizational Commitment (Y1) and Organizational Citizenship Behavior (Y2) nexus for endogeneity. Given that the resultant Copula path p-value registered at 0.611, markedly surpassing the 0.05 level of significance, it is reasonable to infer that the integrity of this relationship remains free from substantial endogeneity distortions.

Table 14. Test for Unobserved Heterogeneity

Fit Index Measure	1 Segment	2 Segment
AIC (Akaike's information criterion)	396.176	387.908
AIC3 (modified AIC with Factor 3)	403.176	402.908
AIC4 (modified AIC with Factor 4)	410.176	417.908
BIC (Bayesian information criterion)	413.274	424.548
CAIC (consistent AIC)	420.274	439.548
HQ (Hannan-Quinn criterion)	403.053	402.646
MDL5 (minimum description length with factor 5)	537.668	691.107
LnL (LogLikelihood)	-191.088	-178.954
EN (normed entropy statistic)	0	0.441
NFI (non-fuzzy index)	0	0.487
NEC (normalized entropy criterion)	0	47.526

The results of the FIMIX PLS model fit estimates above indicate that the EN (Normalised Entropy Statistic) value ($0.441 > 0.50$) suggests the potential for heterogeneity within the structural model (2-segment). The AIC3 value indicates that the 2-segment PLS model is lower than the 1-segment PLS model, thereby supporting the potential for heterogeneity. Conversely, the AIC4 value for the two-segment PLS model is higher than that for the one-segment PLS model, whilst the BIC and CAIC values indicate that the one-segment PLS model has lower values than the two-segment model, suggesting that the structural model is relatively homogeneous.

From the analysis results, it can be seen that the PLS model is divided into two segments. From the segment assignment results, it can be seen that respondents 2, 4, 7, 10, 11, 12, 13, 15, 16, 17, 19, 20, 21, 25, 27, 29, 36, 40, 41, 48, 51, 54, 55, 58, 59, 60, 62, 63, 64, 65, 66, 67, 68, 69, 70, 76, 77, 78, 1 and 82 belong to segment 1. Respondents 1, 3, 5, 6, 8, 9, 14, 18, 22, 23, 24, 26, 28, 30, 31, 32, 33, 34, 35, 37, 38, 39, 42, 43, 44, 45, 46, 47, 49, 50, 52, 53, 56, 57, 61, 71, 72, 73, 74, 75, 79, 80, 83, 84 and 85 are included in segment 2.

DISCUSSION

The Effect of Workplace Empowerment on Organizational Commitment

The results show that Workplace Empowerment has not been able to improve Organizational Commitment among employees of PT Nuswantoro Manunggal Jati, Kudus, Central Java. This finding indicates that the granting of authority and opportunities to employees has not yet been fully interpreted as a form of organizational trust that can strengthen the psychological bond with the organization. This condition can occur when empowerment practices are not yet supported by role clarity, leadership support, a fair reward system, career development opportunities, and a consistent organizational culture. As a result, empowerment is perceived more as an addition of responsibility than as an opportunity to develop, so that it has not been able to build organizational commitment optimally. This finding indicates that the formation of Organizational Commitment in the organization studied is more influenced by intrinsic and structural factors, such as job stability, organizational justice, career development opportunities, and the alignment of individual values with organizational values.

Theoretically, the results of this study indicate that the effectiveness of Workplace Empowerment on Organizational Commitment is contextual and depends on support from an integrated human resource management system. Therefore, empowerment is not sufficiently realized through the delegation of authority alone, but needs to be accompanied by mechanisms that can increase competence, sense of responsibility, and the perception that the organization genuinely provides support to employees. In practice, effective empowerment enables employees to respond to customer needs, resolve complaints quickly, and foster pride in the work performed (Modise, 2023). Empowerment programs are also expected to be able to increase responsibility and work skills so as to encourage the formation of stronger organizational commitment (Purwanto et al., 2021). However, the results of this study differ from the findings of Jaiswal and Arun (2020) as well as Yang and Chang (2008), which state that Workplace Empowerment has a positive and significant effect on Organizational Commitment. This difference indicates that the success of empowerment in increasing organizational commitment is strongly influenced by organizational characteristics and the quality of implementation of empowerment policies at each company.

The Effect of Quality of Work Life on Organizational Commitment

The results show that Quality of Work Life has a positive and significant effect on Organizational Commitment at PT Nuswantoro Manunggal Jati, Kudus, Central Java. This finding indicates that work-life quality realized through safe working conditions, balance between work life and personal life, harmonious working relationships, and organizational support is able to form a stronger psychological bond between employees and the organization. Theoretically, working conditions that provide a sense of security, appreciation, and support encourage employees to view the organization as a place that fulfills both professional and personal needs, thereby fostering loyalty, a sense of belonging, and a desire to remain part of the organization. Thus, Quality of Work Life not only plays a role in improving employee wellbeing, but also serves as an important foundation in the formation of sustainable organizational commitment.

This finding is in line with the opinion of Shakir and Siddiqui (2018), which states that organizational commitment reflects an individual's value orientation toward the organization so that employees are willing to exert their best ability to achieve organizational goals. The results of this study also support the research of Traiyotee et al. (2019) which found that Quality of Work Life has a positive and significant effect on Organizational Commitment, and is able to encourage the formation of Organizational Citizenship Behavior. Likewise, Sumarsi and Rizal (2021) proved that Quality of Work Life has a positive and significant relationship with Organizational Commitment. Practically, the results of this study indicate that the management of work-life quality needs to become a strategic priority for PT Nuswantoro Manunggal Jati through the provision of a safe working environment, strengthening of organizational support, and policies that support work-life balance so that employee commitment can be maintained in the long term while also supporting the sustainability and effectiveness of the organization.

The Effect of Workplace Empowerment on Organizational Citizenship Behavior

The results show that Workplace Empowerment has a positive effect on Organizational Citizenship Behavior (OCB). This finding indicates that granting authority, trust, and opportunities for employees to participate in decision making is able to encourage the emergence of voluntary behavior that goes beyond formal job demands. Theoretically, this condition occurs because empowerment creates a perception that the organization values employee contributions, thereby increasing a sense of ownership, moral responsibility, and commitment to the organization. When employees feel trusted to voice ideas, resolve problems, and take initiative in their work, they are encouraged to make a greater contribution through behavior such as helping coworkers, maintaining the organization's image, and supporting the achievement of organizational goals. This finding is in line with the opinion of Nayak et al. (2018), which states that empowerment through the provision of information, resources, and development opportunities is able to increase intrinsic motivation, job satisfaction, and employee commitment, which is ultimately reflected in positive work behavior. The results of this study also support the findings of Hermawati and Mas (2017), which explain that OCB is voluntary behavior that makes an important contribution to organizational effectiveness, and are consistent with the research of Harwika (2016) which proved that Workplace Empowerment has a positive effect on OCB.

This finding strengthens the understanding that Workplace Empowerment is a mechanism capable of forming extra-role behavior through an increase in employees' intrinsic motivation and psychological attachment to the organization. Empowerment not only encourages an improvement in the quality of task performance, but also gives rise to employees' willingness to make contributions beyond their formal responsibilities in order to support organizational

effectiveness. Therefore, the implementation of Workplace Empowerment needs to be carried out consistently through employee involvement in decision making, the granting of work autonomy, access to information, and opportunities to develop competence. These efforts are expected to strengthen a collaborative work culture, increase employees' tendency to display OCB on a sustainable basis, and support the achievement of organizational goals more effectively.

The Effect of Quality of Work Life on Organizational Citizenship Behavior (OCB)

The results show that Quality of Work Life (QWL) has a positive effect on Organizational Citizenship Behavior (OCB) among employees of PT Nuswantoro Manunggal Jati. This finding indicates that when employees experience a safe and comfortable working environment, fair compensation, balance between work life and personal life, and organizational support for self-development, they tend to have a stronger attachment to the organization. This condition encourages the emergence of voluntary behavior that goes beyond formal job demands, such as helping coworkers, maintaining harmonious working relationships, and showing initiative in completing work. This finding strengthens the view that work-life quality is an important factor in encouraging the formation of employees' extra-role behavior through increased satisfaction, attachment, and commitment to the organization, thereby providing empirical support for the relationship between QWL and OCB in the context of manufacturing companies.

For PT Nuswantoro Manunggal Jati, the results of this study indicate that improving work-life quality needs to become part of the human resource management strategy. The provision of a conducive working environment, fair compensation, competence development opportunities, and support for the balance between work life and personal life can encourage employees to make contributions beyond formal job demands, thereby creating a more collaborative, productive, and sustainable work culture. This finding is in line with the research of Hermawati (2018) which shows that Quality of Work Life has a positive and significant effect on OCB, where good work-life quality increases employee satisfaction, thereby encouraging the emergence of behavior that aligns with organizational expectations. The results of this study are also consistent with the findings of Sukmayuda and Kustiawan (2022), which proved that Quality of Work Life has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Organizational commitment is proven to be a factor that encourages the emergence of Organizational Citizenship Behavior (OCB) among employees of PT Nuswantoro Manunggal Jati. This relationship shows that when employees have an emotional attachment to the organization, feel valued as part of the company, and have a desire to remain a member of the organization, they tend to make contributions that go beyond formal job demands. In the working environment of PT Nuswantoro Manunggal Jati, which relies on coordination among employees in carrying out operational processes, organizational commitment becomes the foundation for the emergence of voluntary behavior such as helping coworkers, maintaining harmonious working relationships, and participating in maintaining the continuity of the organization. Thus, OCB is not only influenced by job obligations, but also by the presence of a sense of belonging and moral responsibility toward the organization. This finding supports the perspective that organizational commitment is a psychological mechanism that encourages individuals to make contributions beyond their formal role.

This finding strengthens the results of the study by Davoudi and Gadimi (2017), which showed that Organizational Commitment has a positive effect on OCB. The explanation by Mangindaan et al. (2020) also supports this finding, namely that OCB develops from voluntary behavior driven by commitment to the organization, thereby strengthening social relationships and work effectiveness. Theoretically, the results of this study confirm that organizational commitment is one of the important antecedents in the formation of OCB. Meanwhile, practically, the management of PT Nuswantoro Manunggal Jati needs to strengthen employee commitment through policies that increase trust, involvement, and a sense of belonging to the organization so that OCB behavior can develop sustainably and support the achievement of organizational goals.

Testing the Mediation of Quality of Work Life via Organizational Commitment as a Mediating Variable on OCB

The results show that Organizational Commitment is a mechanism that explains how Quality of Work Life encourages the formation of Organizational Citizenship Behavior (OCB) among employees of PT Nuswantoro Manunggal Jati. Working conditions that provide a sense of security, harmonious working relationships, a fair reward system, and organizational attention to employee wellbeing foster the belief that the organization values their contributions. This feeling of being valued strengthens employees' emotional attachment and desire to remain part of the

organization. When commitment to the organization becomes stronger, employees not only strive to fulfill the responsibilities listed in their job descriptions, but are also encouraged to help coworkers, maintain a conducive work environment, and make additional contributions toward the achievement of organizational goals. This shows that work-life quality not only produces satisfaction in work, but also forms commitment that ultimately encourages the emergence of voluntary behavior that is characteristic of OCB.

This finding indicates that improving OCB cannot be achieved solely by improving work-life quality, but also needs to be followed by efforts capable of strengthening employees' commitment to the organization. In other words, the benefits of Quality of Work Life will be more optimal when employees have a sense of belonging, loyalty, and a desire to contribute to the organization's success. Therefore, PT Nuswantoro Manunggal Jati needs to integrate various policies that support work-life quality with human resource management capable of building employee commitment, such as the provision of fair rewards, open communication, career development opportunities, and employee involvement in the decision-making process. This approach is expected to encourage the formation of sustainable OCB behavior, thereby supporting organizational effectiveness.

Mediation Test: Workplace Empowerment with Organizational Commitment as a Mediating Variable for OCB

The results show that Organizational Commitment is not able to mediate the effect of Workplace Empowerment on Organizational Citizenship Behavior (OCB). This finding notes that the empowerment implemented at PT Nuswantoro Manunggal Jati has not yet been fully able to build employees' emotional attachment and loyalty to the organization. Although employees receive the delegation of authority, opportunities to participate in decision making, and autonomy in carrying out their work, this condition supports task completion more than it forms strong commitment to the organization. Hence, the improvement of OCB does not occur through the pathway of organizational commitment, but is more likely to emerge as a direct response to the work experience felt by employees.

This finding indicates that the relationship between Workplace Empowerment and OCB does not always depend on Organizational Commitment, but can be influenced by other factors, such as job satisfaction, trust in management, or perceptions of organizational justice. This condition indicates that employee empowerment needs to be balanced with efforts to build an emotional relationship between employees and the organization through open communication, appreciation for employee contributions, and the creation of a supportive work environment. Thus, empowerment not only increases independence in work, but is also able to encourage the emergence of more consistent and sustainable OCB behavior.

CONCLUSION

This study shows that Quality of Work Life has a stronger role than Workplace Empowerment in improving Organizational Citizenship Behavior (OCB), both directly and through Organizational Commitment. In contrast, Organizational Commitment has not been able to mediate the effect of Workplace Empowerment on OCB, so that the granting of work authority alone is not yet sufficient to form voluntary work behavior if it is not followed by working conditions capable of increasing employee attachment to the organization. This finding contributes to the development of human resource management studies by showing that work-life quality is a more determining factor in encouraging organizational commitment and OCB compared to employee empowerment alone.

From a practical standpoint, the results of this study provide a basis for organizations to prioritize the improvement of Quality of Work Life through the provision of a safe and comfortable working environment, a fair reward system, work-life balance, and support for employee development. In addition, Workplace Empowerment policies need to be integrated with competence development, career development, coaching by supervisors, and other human resource management practices in order to strengthen organizational commitment and encourage the sustainable formation of OCB. This study still has limitations because it uses a cross-sectional design and only tests two main variables in explaining organizational commitment and OCB.

Based on these limitations, further research is recommended to develop a research model by testing other mediating variables, such as psychological empowerment, employee engagement, job satisfaction, perceived organizational support, or organizational trust, to explain the relationship between Workplace Empowerment and OCB that could not be explained through Organizational Commitment in this study. In addition, further research can test the role of moderating variables, such as transformational leadership, organizational culture, organizational climate, or organizational justice, and use

longitudinal or mixed methods designs in order to obtain a more comprehensive understanding of the factors that influence OCB.

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