

Enhancing Employee Performance through Organizational Citizenship Behavior and Quality of Work Life

Performance, Citizenship
Behavior, and Work Life
Quality

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ABSTRACT

Employee performance in Indonesia's energy sector faces challenges from heavy workloads, shifting organizational cultures, and limited work-life balance, making it essential to examine the roles of organizational citizenship behavior and quality of work life as key drivers of productivity and sustainability. This study investigates the influence of organizational citizenship behavior and quality of work life on employee performance. The research was conducted using a quantitative method with a sample of 258 employees. Data were collected through structured questionnaires and analyzed using Structural Equation Modelling (SEM) via AMOS. The demographic analysis revealed that the majority of respondents were male, aged between 31–40 years, and held a Bachelor's degree. The results confirmed that organizational citizenship behavior had a significant positive effect on employee performance, indicating that voluntary behaviors beyond formal roles contribute meaningfully to work outcomes. Likewise, quality of work life also had a significant positive impact, showing that aspects such as work-life balance and supportive work environments are essential for optimal performance. Both variables were discussed based on their behavioral and organizational implications. The findings underline the importance of fostering a conducive work environment and encouraging extra-role behaviors to enhance employee productivity in corporate settings.

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Keywords: Employee Performance, Organizational Citizenship Behavior, Organizational Cultures, Quality of Work Life.

ABSTRAK

Kinerja karyawan di sektor energi Indonesia menghadapi tantangan akibat beban kerja yang tinggi, perubahan budaya organisasi, dan keseimbangan kerja-hidup yang terbatas, sehingga penting untuk meneliti peran perilaku kewarganegaraan organisasi dan kualitas kehidupan kerja sebagai faktor utama produktivitas dan keberlanjutan. Penelitian ini mengeksplorasi pengaruh perilaku kewarganegaraan organisasi dan kualitas kehidupan kerja terhadap kinerja karyawan. Penelitian dilakukan menggunakan metode kuantitatif dengan sampel sebanyak 258 karyawan. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan Structural Equation Modeling (SEM) melalui AMOS. Analisis demografi menunjukkan bahwa mayoritas responden adalah laki-laki, berusia antara 31–40 tahun, dan memiliki gelar Sarjana. Hasil penelitian mengonfirmasi bahwa perilaku kewarganegaraan organisasi memiliki pengaruh positif yang signifikan terhadap kinerja karyawan, menunjukkan bahwa perilaku sukarela di luar peran formal memberikan kontribusi yang berarti terhadap hasil kerja. Demikian pula, kualitas hidup kerja juga memiliki dampak positif yang signifikan, menunjukkan bahwa aspek-aspek seperti keseimbangan kerja-hidup dan lingkungan kerja yang mendukung sangat penting untuk kinerja yang optimal. Kedua variabel ini dibahas berdasarkan implikasi perilaku dan organisasi mereka. Temuan ini menekankan pentingnya menciptakan lingkungan kerja yang kondusif dan mendorong perilaku di luar peran untuk meningkatkan produktivitas karyawan di lingkungan perusahaan.

Kata kunci: Kinerja Karyawan, Perilaku Kewarganegaraan Organisasi, Budaya Organisasi, Kualitas Hidup Kerja.

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INTRODUCTION

Rapid industrial development and global market dynamics have placed increasing pressure on organizations to enhance efficiency, adaptability, and performance. Rather than relying solely on capital investment or technological advancement, many companies have realized the importance of optimizing human resources as a strategic asset. In sectors such as energy and mining, common challenges include excessive workloads, shifting organizational cultures, and a mismatch between work demands and employee welfare. These issues often result in reduced motivation, declining loyalty, and lower individual performance (Hermanto & Srimulyani, 2022). It is therefore critical that organizations recognize performance enhancement as a multidimensional issue influenced not only by economic factors but also by the psychological and social experiences of employees in their daily working lives.

Researchers and management practitioners have identified several non-financial variables that contribute meaningfully to employee productivity. One of the most prominent is Organizational Citizenship Behavior (OCB), which refers to voluntary employee actions that extend beyond formal duties and support the organization's overall functioning. Bayati et al. (2025) found that OCB significantly boosts team performance, particularly in service-driven environments requiring collaboration. Equally important is Quality of Work Life (QWL), which reflects employees' perception of their working environment, including work-life balance, fairness, safety, and involvement in decision-making. Pahlawan et al. (2024) demonstrated that QWL directly and indirectly influences performance by fostering job satisfaction and enhancing OCB.

In a related context, Elnahas et al. (2020) explored the relationship between OCB and QWL among healthcare professionals in private hospitals. Their results showed a strong positive correlation, where improved work-life quality encouraged discretionary work behavior and led to enhanced effectiveness. This reinforces the argument that a high-quality work environment contributes not only to performance but also to organizational health across both public and private sectors. Husodo et al. (2024) highlighted that a communicative and supportive organizational climate in the creative industry can promote constructive behaviors that improve individual output. However, there remains limited empirical investigation into how these dynamics function within Indonesia's energy sector, particularly in nationally strategic firms such as PT ABM Investama Tbk.

The urgency of examining organizational citizenship behavior and quality of work life within Indonesia's energy sector lies in its strategic role as one of the primary contributors to national economic growth. Companies such as PT ABM Investama Tbk operate in industries characterized by high operational complexity, geographically dispersed sites, and stringent productivity targets, which create unique human resource challenges. Employees often face demanding work schedules, exposure to physical risks, and limited access to social facilities due to remote project locations, all of which can negatively impact job satisfaction and performance if not adequately managed (Gerstel & Clawson, 2018; Sadick & Kamardeen, 2020; Tahir & Hajjad, 2023). Moreover, as the sector transforms into sustainability and renewable energy, firms must adapt by fostering a supportive organizational climate that strengthens discretionary behaviors and enhances employee well-being. Investigating the dynamics of OCB and QWL in this context is therefore essential to ensuring sustainable workforce performance and maintaining competitiveness in a highly strategic industry.

The purpose of this study is to investigate how employee performance at PT ABM Investama Tbk is impacted by organizational citizenship behavior and quality of work life. Utilizing a structured questionnaire and Structural Equation Modeling (SEM) analysis, a quantitative approach was adopted. The results are anticipated to provide useful insights for organizations seeking to promote sustainable performance through behavioral and quality-based interventions, as well as to theoretically improve the literature on human resource management.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Theory of Planned Behavior

Ajzen created the theory of planned behavior in 1985 with his paper “From intentions to actions: A theory of planned behavior” (Ajzen, 1985). The Theory of Reasoned Action (TRA), first proposed by Ajzen and Fishbein (2000), is expanded upon by this theory. According to the Theory of Planned Behavior (TPB), a person is more likely to carry out a behavior if they have a stronger intention to do so. TPB explains that a person’s behavior is determined by intention, which is influenced by three main factors: attitude toward the behavior, subjective norms, and perceived behavioral control.

Theory of Planned Behavior, developed by Ajzen (1985), provides a useful framework for understanding the relationship between organizational citizenship behavior, quality of work life, and employee performance. According to the theory of planned behavior, an individual’s behavior is shaped by their intention, which is influenced by three factors: attitude toward the behavior, subjective norms, and perceived behavioral control. In this context, organizational citizenship behavior can be interpreted as a form of positive discretionary behavior that arises when employees develop favorable attitudes toward their work and internalize social norms that emphasize collaboration and mutual support. Meanwhile, the quality of work life plays a crucial role in shaping both attitudes and perceived behavioral control, as a supportive and fair work environment strengthens employees’ positive perceptions and their sense of capability in performing tasks. When employees experience a high quality of work life, they are more likely to develop strong intentions to engage in constructive behaviors such as organizational citizenship behavior, which in turn contribute to improved individual and organizational performance. Thus, the theory of planned behavior provides a theoretical lens to explain how quality of work life and organizational citizenship behavior collectively drive employee performance by influencing intentions and translating them into actual work behaviors.

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The Determinants of Employee Performance

Employee performance is defined by Partoip et al. (2025) as the outcome of a structured and systematic measurement process that assesses an individual’s contribution to achieving organizational objectives, using pre-established performance indicators. Koopmans et al. (2014) emphasize that individual job performance refers to behaviors or actions by employees that are directly relevant to the organization’s goals, encompassing task performance, contextual performance, and counterproductive work behavior. Furthermore, Luiz and Beuren (2024) state that performance measurement systems serve as managerial control mechanisms used to influence actions and outcomes in organizational contexts. These systems, whether applied diagnostically or interactively, can directly impact job satisfaction and organizational commitment. Employee performance can be affected by leadership, competence, organizational culture, discipline, organizational citizenship behavior, and work-life balance (Lestari & Ghaby, 2018; Sismiati et al., 2025; Susanto et al., 2025; Robbani & Fajar, 2025). Collectively, these perspectives highlight that employee performance should be assessed not merely by outcomes, but also by processes, behavior, and the way organizational systems facilitate and direct performance achievement. That employee performance was measured using indicators such as covering work target achievement, problem-solving ability, timeliness, and contributions to team efficiency and productivity.

Organizational Citizenship Behavior refers to discretionary actions that enhance productivity, efficiency, and overall organizational performance, making it essential for fostering a supportive corporate culture (Kumari & Thapliyal, 2017; Ndoja & Malekar, 2020; Yu et al., 2021). Qalati et al. (2022) emphasize that OCB consists of voluntary behaviors that extend beyond formal job descriptions and are not penalized if omitted. Similarly, Donglong et al. (2020) describe OCB as extra-role behavior crucial for academic and institutional success. According to Kang et al. (2020), OCB comprises four dimensions: altruism (helping behavior without expecting rewards), conscientiousness

(discipline and responsibility), sportsmanship (maintaining a positive attitude and avoiding complaints), and courtesy (politeness and proactive conflict prevention).

Previous studies consistently highlight OCB's significance for improving employee outcomes. Lestari and Ghaby (2018) found that OCB positively influences job satisfaction and employee performance. Likewise, Yusuf and Darmawan (2024) demonstrated that self-efficacy and OCB significantly enhance performance, reinforcing that OCB is a key behavioral factor that supports employee effectiveness and organizational success.

Quality of Work Life reflects the overall quality of employees' work experiences. Vafaei et al. (2020) describe QWL as a multidimensional concept encompassing job content, autonomy, work environment, fair remuneration, career opportunities, work-life balance, shared decision-making, health and safety, burnout, and job security. Similarly, Srivastava and Kanpur (2014), Alfani and Hamzah (2019), and Bhende et al. (2020) view QWL as employees' satisfaction with aspects such as working hours, conditions, communication, and compensation. Saygili et al. (2020) note that QWL has gained increasing attention, especially in the healthcare sector. Budagavi (2022) measures QWL using three dimensions, freedom and recognition (autonomy and acknowledgment), rewards and compensation (fair pay and reward alignment), and grievance redress mechanisms (fair systems for resolving complaints).

Prior studies consistently show QWL's importance in achieving positive organizational outcomes. Daniel (2019) found that high quality of work life enhances organizational performance, effectiveness, and innovativeness, improving employees' overall quality of life. Kanwal et al. (2025) further demonstrated that workplace fun and work-life balance significantly affect organizational outcomes, with work-life balance being the strongest factor. These findings highlight the need for supportive and well-balanced work environments to promote employee well-being and organizational success.

H1: Organizational citizenship behavior has a significant impact on employee performance.

H2: Quality of work life has a significant impact on employee performance.

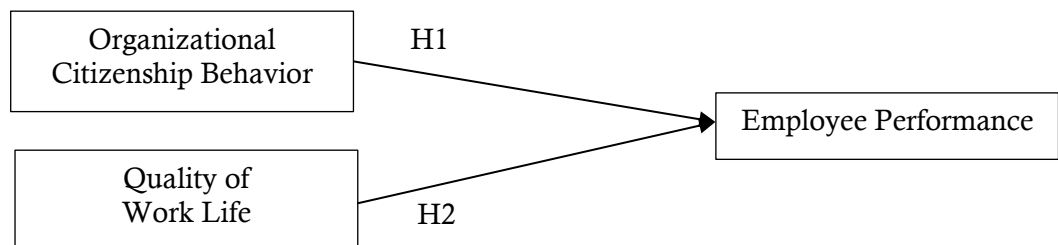


Figure 1. Research Framework

Based on Figure 1, this research framework emphasizes the direct relationship between organizational citizenship behavior and quality of work life on employee performance. Organizational citizenship behavior, which includes employee voluntary behavior outside of formal duties, is believed to strengthen performance through increased collaboration, loyalty, and commitment to organizational goals. Meanwhile, quality of work life, which reflects employees' perceptions of work-life balance, fairness, and a safe and supportive work environment, is seen as an important factor that drives job satisfaction and motivation, which ultimately improves individual performance. Thus, this research framework illustrates that organizational citizenship behavior and quality of work life play a role as two independent variables that significantly affect employee performance at PT ABM Investama Tbk, so that both are key aspects in the organization's efforts to achieve sustainability and competitiveness.

RESEARCH METHODS

This study employed a quantitative, explanatory research design to examine the causal relationship between employee performance as the dependent variable and organizational citizenship behavior and quality of work life as independent variables. Data were collected using the survey method through structured questionnaires. The research population consisted of 11,566 permanent employees of PT. ABM Investama Tbk. in 2025, as reported in the company's annual report. Using purposive sampling, 258 respondents were selected based on specific criteria: permanent employment status with a minimum of three years of service, at least a Vocational School (*Sekolah Menengah Kejuruan/SMK*) education, and placement in core operational units such as human resources, operations, finance, or engineering.

The study used both primary and secondary data. Primary data were obtained through questionnaires, while secondary data were sourced from the 2025 ABM Annual Report, HR records, and relevant prior studies. The measurement instrument applied a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Each construct was measured using validated models and indicators from previous research, ensuring reliability and consistency of the instrument. Organizational citizenship behavior variable was measured based on four dimensions such as: altruism, referring to voluntary helping behavior without expecting rewards; conscientiousness, relating to discipline and individual responsibility toward duties; sportsmanship, which refers to maintaining a positive attitude despite less-than-ideal working conditions and avoiding unnecessary complaints; and courtesy, which involves politeness and respect for colleagues, including actions that prevent interpersonal conflict within work teams.

Quality of work life variable was assessed using indicators encompassing three main dimensions, freedom and recognition, referring to employees' perceptions of autonomy in performing tasks and the recognition they receive for their performance, rewards and compensation, which includes fair salary and proportionality between rewards and work achievements; and grievance redress mechanism, referring to a fair and unbiased system for handling employee complaints, thereby fostering a sense of security and trust in the workplace. Employee performance was measured using indicators such as work target achievement, problem-solving ability, timeliness, and contributions to team efficiency and productivity. Before the instrument was widely distributed, validity and reliability testing were conducted using statistical analysis in SPSS version 26. All constructs demonstrated Cronbach's Alpha values above 0.70, indicating good internal consistency and suitability for further research. Data analysis was carried out using Structural Equation Modelling (SEM) based on covariance, implemented through AMOS version 24. This technique was chosen due to its ability to simultaneously test complex relationships among latent variables and to assess the overall model fit. Model evaluation included goodness-of-fit tests, convergent and discriminant validity, and path coefficient testing between constructs.

RESULTS

This survey successfully captured demographic information from a total of 258 respondents, offering valuable insights into their background characteristics. The data has been analyzed to reflect both numerical and percentage distributions, enabling a clearer understanding of the sample's composition. Table 1 shows the respondent characteristics. In terms of gender, the majority of respondents were male, totalling 164 individuals (63.6%), while female respondents accounted for 94 individuals (36.4%). This reflects a relatively higher male representation in the overall respondent pool. When considering age, the 31–40 years group comprised the largest segment, with 95 participants (36.8%), suggesting that mid-career individuals formed the core of the sample. This was closely followed by those aged 20–30 years at 90 respondents (34.9%), and the above 40 years group accounted for 73 individuals (28.3%), indicating a balanced spread across adult age ranges.

Table 1. Respondent Profile

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	164	63.6%
	Female	94	36.4%
	Total	258	100%
Age	20–30 years	90	34.9%
	31–40 years	95	36.8%
	Above 40 years	73	28.3%
	Total	258	100%
Highest Education Level	High School	41	15.9%
	Diploma	38	14.7%
	Bachelor's Degree	170	65.9%
	Master's Degree	9	3.5%
	Doctorate	0	0%
	Total	258	100%
Work Experience	More than 3–5 years	52	20.2%
	More than 5–7 years	69	26.7%
	More than 7–9 years	56	21.7%
	More than 9–11 years	46	17.8%
	More than 11 years	35	13.6%
	Total	258	100%

With respect to educational qualifications, most respondents held a Bachelor's degree, representing 170 individuals (65.9%). Respondents with a high school qualification amounted to 41 people (15.9%), while Diploma holders constituted 14.7% or 38 individuals. A smaller proportion, 9 respondents (3.5%), had obtained a Master's degree, and there were no participants holding a Doctoral qualification. This reflects a predominantly well-educated group, with the vast majority having attained higher education. In terms of work experience, the largest category consisted of those with more than 5 to 7 years of experience, totalling 69 respondents (26.7%). This was followed by those with 7 to 9 years (56 respondents, 21.7%), and 3 to 5 years (52 respondents, 20.2%). Respondents with more than 9 to 11 years of experience numbered 46 (17.8%), while those with over 11 years comprised 35 individuals (13.6%). These results suggest a diverse spread of experience, with a strong representation of mid-level professionals.

Prior to testing the structural model, the measurement model was evaluated to ensure that the observed indicators reliably and validly represented their respective latent constructs. The assessment included confirmatory factor analysis (CFA), convergent validity, discriminant validity, and overall goodness-of-fit of the measurement model.

Table 2. Measurement Model

Latent Variable	Indicator	Standardized Loading	AVE	Composite Reliability	Cronbach's α
Organizational Citizenship Behavior (OCB)	OCB1	0.789	0.568	0.891	0.887
	OCB2	0.812			
	OCB3	0.765			
	OCB4	0.778			
Quality of Work Life (QWL)	QWL1	0.803	0.592	0.897	0.892
	QWL2	0.845			
	QWL3	0.801			
Employee Performance (EP)	EP1	0.819	0.604	0.905	0.901
	EP2	0.856			
	EP3	0.774			
	EP4	0.792			

Convergent validity was assessed using three criteria: standardized factor loadings, average variance extracted (AVE), and composite reliability (CR). The results are presented in Table 2. All standardized factor loadings were greater than 0.70, AVE values exceeded the threshold of 0.50, and both composite reliability and Cronbach’s alpha were above 0.70. Therefore, convergent validity was fully achieved for all constructs.

Table 3. Discriminant Validity

Construct	Fornell-Larcker criterion			Heterotrait-Monotrait ratio		
	OCB	QWL	EP	OCB	QWL	EP
OCB	0.754					
QWL	0.612	0.769		0.689		
EP	0.658	0.641	0.777	0.712	0.703	

Discriminant validity was examined using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. Based on Table 3, the square root of AVE for each construct was higher than its correlations with other constructs, confirming discriminant validity. All HTMT values were below the conservative threshold of 0.85, providing strong additional evidence of discriminant validity.

Table 4. Confirmatory Factor Analysis (CFA) and Goodness-of-Fit

Fit Index	Value Obtained	Recommended Criterion	Conclusion
χ^2/df	1.724	≤ 3.00	Good
p-value	0.000	≤ 0.05	Acceptable
Goodness-of-Fit Index (GFI)	0.913	≥ 0.90	Good
Adjusted Goodness-of-Fit Index (AGFI)	0.891	≥ 0.90 (marginal) / ≥ 0.80 acceptable	Acceptable
Comparative Fit Index (CFI)	0.956	≥ 0.95	Good
Tucker-Lewis Index (TLI)	0.951	≥ 0.95	Good
Root Mean Square Error of Approximation (RMSEA)	0.053	≤ 0.08 (good) / ≤ 0.06 (excellent)	Good
Standardized Root Mean Square Residual (SRMR)	0.041	≤ 0.08	Good

Based on Table 4, the results of the confirmatory factor analysis demonstrated that the three-factor measurement model exhibited an excellent fit to the data. Based on the criteria proposed by Hair et al. (2019) and Hu & Bentler (1999), all fit indices met or exceeded the recommended thresholds, confirming that the measurement model had a very good fit with the empirical data.

Testing hypotheses served as the foundation for this study’s conclusions. The estimation table shows the results of hypothesis testing after the model satisfied the Goodness of Fit requirements based on the processed data using parameter estimations. The following is an explanation of the hypothesis testing results on the direct effects between the variables in this study. Richter et al. (2016) state that the ratio of the parameter estimate to its standard error is known as the Critical Ratio (CR). The parameter has a substantial effect if the CR value is larger than 1.96, and a statistically significant association between variables is also shown by a p-value of less than 0.05.

Table 5. Direct Effects Hypothesis Testing

Hypothesis	Path	Estimate	Std. Error	Critical Ratio	P-Value	Conclusion
H1	EP <--- OCB	0.32	0.07	4.571	<0.001	Accepted
H2	EP <--- QWL	0.29	0.068	4.265	<0.001	Accepted

Table 5 shows that both organizational citizenship behavior and quality of work life have a positive and statistically significant influence on employee performance at the 0.05 level. This implies that voluntary behavior and a high-quality work environment directly contribute to increased productivity. The results of hypothesis testing reveal that organizational citizenship behavior has a significant and positive influence on employee

performance, with an estimated value of 0.32, a CR of 4.571, and a p-value of less than 0.001. This finding indicates that higher levels of organizational citizenship behavior contribute to improved employee performance, thereby confirming the acceptance of the first hypothesis. Similarly, the analysis demonstrates that quality of work life also exerts a significant and positive impact on employee performance, supported by an estimated value of 0.29, a CR of 4.265, and a p-value of less than 0.001. This result suggests that employees tend to perform better when they perceive their work life as being of higher quality, leading to the acceptance of the second hypothesis.

DISCUSSION

The descriptive analysis of the respondents in this study shows that the majority were male (63.6%), with the most represented age group being 31 to 40 years (36.8%). This demographic composition suggests that the study population was largely composed of mid-career professionals, a group that typically balances organizational responsibilities with personal commitments. Furthermore, the educational background of the respondents reveals that over 65% held a bachelor's degree, reflecting a relatively well-educated workforce capable of engaging with complex organizational processes. In terms of work experience, the largest proportion of respondents had between five and seven years of tenure (26.7%), followed by those with seven to nine years (21.7%). This indicates that most participants had accumulated substantial exposure to organizational practices, enabling them to provide informed assessments of citizenship behavior and quality of work life.

The hypothesis testing results provide strong empirical evidence for the effects of behavioral and quality-based factors on employee performance. The first hypothesis (H1) confirmed that organizational citizenship behavior has a positive and significant impact on performance, with an estimated value of 0.32 and a CR of 4.571 ($p < 0.001$). This finding suggests that discretionary behaviors such as altruism, conscientiousness, and courtesy, which go beyond formal job requirements, meaningfully contribute to enhancing individual and organizational outcomes. These results are consistent with previous research, including Hermanto and Srimulyani (2022) and Sutasna et al. (2025), who found that organizational citizenship behavior strengthens collaboration and productivity. Similarly, Fadly et al. (2021) emphasize that OCB provides the behavioral foundation needed for employees to perform effectively.

The second hypothesis (H2) demonstrated that quality of work life also exerts a positive and significant influence on performance, with an estimated value of 0.29 and a CR of 4.265 ($p < 0.001$). This highlights that employees who experience supportive work environments, fair compensation, and opportunities for work-life balance are more motivated to perform well. These findings align with the studies of Handayani and Khairi (2022) and Karoso et al. (2022), which identified quality of work life as a key driver of employee productivity. Kurniasari and Dewi (2023) further noted that improvements in work quality enhance both employee satisfaction and organizational effectiveness, as employees reciprocate supportive environments with commitment and high-quality work.

These findings can also be interpreted through the lens of the TPB (Ajzen, 1985). TPB posits that behavior is guided by behavioral intentions, which are shaped by attitudes toward the behavior, subjective norms, and perceived behavioral control (Hassan et al., 2016). In the context of this study, employees with positive attitudes toward supportive behaviors are more likely to engage in them when organizational norms and cultures encourage such actions. Likewise, when employees perceive that they have control over their work conditions through fair treatment and recognition (elements of QWL), their intention to perform effectively is strengthened, leading to improved outcomes. Thus, organizational citizenship behavior and quality of work life both function as mechanisms that reinforce employee intentions, which ultimately translate into enhanced performance (Ko, 2021; Tarigan et al., 2021; Dewangan & Goswami, 2025).

Integrating empirical evidence with TPB highlights two key points. First, organizational citizenship behavior reflects employee intentions shaped by organizational

norms and expectations. Second, quality of work life represents structural conditions that strengthen perceived control and foster positive attitudes. Together, they create an environment where employees are both willing and able to perform at higher levels. Practically, organizations need to build supportive cultures that encourage organizational citizenship behavior while ensuring fair and balanced work environments that enhance quality of work life. This dual focus is especially vital in demanding industries like energy and mining. This findings confirm that organizational citizenship behavior and quality of work life significantly improve employee performance, while TPB explains how these factors shape the intentions that drive sustainable individual and organizational outcomes.

CONCLUSION

This study confirms that organizational citizenship behavior and quality of work life significantly and positively influence employee performance at PT ABM Investama Tbk. Voluntary actions such as helping colleagues, maintaining discipline, and showing courtesy beyond formal duties directly enhance individual productivity and team efficiency. Similarly, a supportive work environment that provides fair compensation, recognition, autonomy, and effective grievance handling strengthens employee motivation and commitment, leading to better work outcomes. Both factors work together to create a workplace where employees are willing and able to perform at higher levels, proving that sustainable performance improvement depends not only on technical skills or targets but also on behavioral willingness and perceived work-life quality. These findings emphasize the need for integrated human resource strategies that simultaneously encourage extra-role contributions and build a conducive, balanced work environment.

The practical implication is clear: organizations in demanding sectors like energy and mining should prioritize programs that foster voluntary cooperation and improve daily work experiences to achieve lasting productivity gains. However, this study is limited to one company with a predominantly male and mid-career sample, so the results may not fully represent smaller firms, different industries, or more diverse workforce demographics. The cross-sectional design also captures only a single point in time, potentially missing long-term changes in behavior or work-life perceptions. Future research should adopt longitudinal approaches across multiple energy companies, include female and younger employees in greater numbers, and explore additional variables such as leadership style or digital work tools that may further shape the relationship between citizenship behavior, work-life quality, and performance. Expanding the scope in this way will provide broader and more robust insights for human resource management in Indonesia's strategic industries.

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