

Quality Work of Life, Organizational Commitment, and Organizational Citizenship Behavior as Determinants of Improving Higher Education Services in West Java

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ABSTRACT

The success of an organization or company relies heavily on the behaviors exhibited by its employees, specifically those capable of fulfilling their responsibilities effectively and often exceeding the expectations of their formal roles. Such behaviors do not occur spontaneously; rather, they are stimulated by work attitudes, including job satisfaction and organizational commitment. Additionally, these occupational attitudes—whether positive or negative—are influenced by the quality of work life (QWL) that employees experience, perceive, and derive from their workplace environment. The objective of this research was to assess the impact of QWL on both organizational commitment and organizational citizenship behavior (OCB), as well as its effect on the quality of services provided by permanent foundation lecturers in the management study programs of private universities in West Java. The research employed survey methods, specifically explanatory and descriptive approaches. The study was conducted within the management study programs of private universities in West Java, with permanent foundation lecturers as the unit of analysis. The findings revealed a positive and significant relationship between QWL and organizational commitment, indicating that enhancing quality of work life factors can lead to increased organizational commitment among permanent foundation lecturers toward their institutions. However, QWL did not demonstrate a significant direct effect on OCB. Both organizational commitment and OCB significantly affect service quality. Furthermore, improving the quality of lectures in teaching and learning activities for students can be achieved by fostering QWL, organizational commitment, and OCB.

KEYWORDS

Higher Education; Quality of Work Life; Organizational Commitment; Organizational Citizenship Behavior; Services Quality.



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INTRODUCTION

Human Resources (HR) are a central factor in an organization, because they are the ones who initiate the formation of the organization, they are the ones who

play a role in making decisions and they are also the ones who play a role in determining the survival of the organization (Swamy et al., 2015; Teräs, 2016; Trivellas & Santouridis, 2016; Yadav et al., 2019). However, these HR are not automatically interested in becoming members of an organization, but they have certain considerations and choices. After these HR join a particular organization, they do not automatically provide the best work performance and performance for the organization, but a good HR process and management are required. HR management in companies / organizations in this era of globalization requires an understanding of various complex aspects, both academically and practically.

The organization's desire to obtain high commitment from its employees must be preceded by the organization's willingness to provide something needed by these human resources in the form of good QWL. Cascio (2003) argues that QWL is an employee's perception of their physical and psychological well-being at work and associates QWL with employee participation, career development, a safe work environment and fair and sufficient compensation. Meanwhile, QWL according to Werther and Davis (1996) means getting good supervision, good working conditions, good welfare and interesting and challenging work. Based on the opinions of the two experts, it can be generally stated that QWL is the realization of workplace conditions (physically and psychologically) that can provide a sense of security and can provide job satisfaction for employees so that it can give rise to employee commitment to their organization.

Employee commitment to their organization is often discussed as a strategic issue and is believed to be something that must be won by the organization. Low employee commitment is often accused of being the behavior behind high costs and poor service. So employee commitment to their organization influences various important behaviors for the organization to function effectively. Every company / organization will have difficulty in realizing its goals or providing optimal service if employee commitment is low. Employees with low commitment will not give their best to the organization and will easily leave the organization.

The level of employee commitment in Indonesia is relatively low compared to other countries. This is reflected in various research results of research institutions, including those conducted by 2 competent research institutions, namely: (1) Asia Market Intelligence which conducted a survey of employees in Asia involving 1679 respondents in 9 countries, namely Indonesia, South Korea, Singapore, Malaysia, the Philippines, Thailand, Taiwan, Hong Kong and China. The results of the survey showed that: "employee commitment and loyalty in Indonesia are relatively low compared to other Asian countries". (2) Watson Wyatt which conducted a survey of 8000 employees from 46 companies in 14 main industries in Indonesia. The results of the survey showed that: "the level of commitment and loyalty of Indonesian employees is relatively low". This is

reflected in the ambiguous nature of Indonesian employees, namely that most employees selected as respondents stated that they were satisfied with their jobs, but only 35% of Indonesian employees wanted to stay/remain in the company. As a result, two out of three Indonesian employees plan to move to another company if they are offered a better position and compensation. Theoretically, with a high level of job satisfaction, organizational commitment should also be high, but this is not the case in reality (Mercurio, 2015; Nayak & Sahoo, 2015; Romi et al., 2020; Sirgy et al., 2015).

In order to obtain more recent information about organizational commitment and to complement the research results of the 2 institutions above, the author conducted a preliminary study (pre-research) on 30 people with sufficient education (Bachelor and Magister), namely permanent lecturers in management study programs at 6 private college located in Bandung and Bogor. The results showed that of the three dimensions of organizational commitment, namely affective, continuity and normative commitment, all were classified as low (Greatbatch & Holland, 2016; Haar & Brougham, 2022; Idrus et al., 2019; Islam et al., 2019). This condition is clearly less favorable for the development of the competitiveness of the education industry in Indonesia, especially in facing increasingly competitive global competition. This is understandable because humans are the only source of driving and managing all activities in an organization. Human resources are the most dynamic factor that determines the progress or decline of an organization, including university organizations (Abdulaziz et al., 2022; Devece et al., 2016; Ehido et al., 2020; Gyekye & Haybatollahi, 2015).

The existence of human resources is crucial in universities, and observers highlight that the condition of private higher education in Indonesia is concerning. Papasi (2003) notes the decline in quality is partly due to poor internal conditions and facilities, while Muhammadi (2002) points to strategic problems of low quality, relevance, and weak management. Surya (2003) and Al-Jawi (2006) further emphasize issues in West Java and nationally, specifically citing low-quality management, inadequate facilities, and the suboptimal welfare and performance of lecturers as key factors leading to poor education quality.

Field observations and pre-research reveal several related phenomena. First, the Quality of Work Life (QWL) for permanent lecturers is poor, evidenced by 77% of surveyed lecturers teaching elsewhere to meet living needs, and their overall perception of QWL dimensions falls into a low category. The second phenomenon is the low organizational commitment of these lecturers across all dimensions— affective, continuity, and normative—which superiors attribute to lecturers' readiness to accept better offers elsewhere. The third phenomenon is low Organizational Citizenship Behavior (OCB), with four out of five dimensions rated low, manifesting in behaviors like tardiness and avoiding extra responsibilities.

The fourth phenomenon, from the initial student questionnaire, shows the service quality of lecturers in teaching is suboptimal, with responsiveness and assurance dimensions in the low category. This suboptimal service is linked to inconsistencies between lecturer qualifications and teaching assignments—such as bachelor's degree holders teaching undergraduate courses contrary to Law No. 14/2005—and to low professionalism, like failing to provide practical examples. Ultimately, the low OCB and service quality are thought to be caused by the persistently poor QWL conditions and low organizational commitment among the lecturers.

The organizational commitment factor is considered important because employees who have a high commitment to their organization will tend to have a professional attitude and uphold the agreed values. Employees who have a high commitment to their organization also tend to show prosocial behavior, namely organizational citizenship behavior (OCB) compared to employees with low commitment. This is as expressed by Morrisson (1994) in his empirical research involving 317 clerical workers in hospitals, showing that there is a strong influence between organizational commitment and OCB of hospital employees.

The stronger the level of commitment, the more the employee's OCB tends to increase. Podsakoff et al., (1996) in his research also stated that there is a significant and positive influence between organizational commitment and OCB. In other words, employees who have performance beyond what they should do (The Extra Role Behavior) will greatly depend on the organizational commitment of their employees. Citizenship behavior is very helpful in improving service quality, especially in services that require direct/face-to-face contact with customers, because OCB involves several important behaviors, including helping others, volunteering for extra tasks, obeying rules and procedures in the workplace and empathizing with others (consumers and co-workers). These behaviors describe "employee added value" and are a form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps.

The behavior of workers to reciprocate or feel obliged to "pay back" in the form of organizational commitment and OCB for the presence of QWL factors in the organization, indicates a close relationship between QWL and Organizational Commitment (OC) and OCB. Based on the description above, it shows that organizational commitment does not simply grow and develop in the organization, but is more or less

This research focuses on one form of higher education, namely universities, in this case Private Universities in West Java Province. The unit of analysis of this research is the permanent lecturers of private university management study programs in West Java Province. The considerations for choosing private universities in this research are: (1) Universities are the oldest form of Private

Higher Education (PTS) in West Java, so it is expected that organizational management is already quite established compared to the other four forms of private college, namely Institutes, Colleges, Academies and Polytechnics; (2) Private Universities have the most accredited study programs compared to the other four forms of private college.

Based on the description above, it shows that organizational commitment does not simply grow and develop in the organization, but is more or less influenced by various organizational and individual factors. This study addresses a fundamental research question: "Does the quality of internal relationships between organizations (private universities) and their members (permanent lecturers), manifested through Quality of Work Life (QWL) factors, affect Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB), which ultimately impacts Service Quality (SQ) delivered to external consumers (students), both partially and simultaneously?"

This research makes several novel contributions to HRM literature and practice. First, it examines the indirect pathways through which QWL influences OCB, specifically testing organizational commitment as a mediating mechanism—a relationship insufficiently explored in previous research. Second, it focuses specifically on Indonesian private higher education, a sector characterized by unique challenges including resource constraints, intense competition, and regulatory pressures, yet underrepresented in international HRM literature. Third, it employs rigorous path analysis methodology to decompose direct and indirect effects among variables, providing nuanced understanding beyond simple correlational studies. Fourth, it integrates multiple theoretical perspectives—social exchange theory, organizational justice theory, and service quality frameworks—to create a comprehensive model of the HRM-service quality nexus in educational contexts.

The research objectives are: (1) to empirically examine the influence of QWL on organizational commitment among permanent foundation lecturers; (2) to investigate the direct and indirect effects of QWL on OCB; (3) to analyze the impact of organizational commitment and OCB on service quality; and (4) to develop an integrated model explaining how QWL, organizational commitment, and OCB collectively determine service quality in private higher education settings.

The practical implications are significant. Understanding these relationships enables higher education administrators to design evidence-based interventions targeting specific leverage points—whether enhancing QWL dimensions, building organizational commitment, or fostering citizenship behaviors—to systematically improve service quality. Given the competitive pressures facing Indonesian private universities and the critical importance of lecturer performance to institutional

success, these insights provide actionable guidance for strategic HRM practices that can enhance both employee well-being and organizational effectiveness.

RESEARCH METHOD

This study was conducted to answer a substantial question, namely "Does the quality of internal relationships between organizations (private universities) and their members (permanent lecturers), through the presence of QWL factors, organizational commitment and organizational citizenship behavior (OCB) affect the Quality of Service (SQ) to external consumers, namely students, both partially and simultaneously". The purpose of this study is to reveal the level of general validity or generalization of the results, limited to the phenomena that occur at the research location. The unit of analysis in this study is the permanent lecturers of the foundation of the management study program of a private university in West Java. While the observation unit or source of information regarding the research variables comes from 3 parties, namely the permanent lecturers of the foundation, the head of the department and students who are still actively studying.

The population in this study were permanent lecturers of the management study program foundation of Private Universities in West Java Province, on the grounds that lecturers are "front line providers and determine the quality of service delivery systems", namely the key to the quality of higher education is determined by the quality of its lecturers. Thus, the unit of analysis in this study is permanent lecturers who teach in the management study program of private universities in West Java. In line with the sampling procedure as mentioned above, this study obtained: The target population is all permanent lecturers of foundations who teach in management study programs of accredited private universities in West Java, namely 542 lecturers spread across 27 private universities. The population is then divided based on strata. The strata used are accreditation levels (A, B, and C) as in Table 1. The next step is to select members of the strata to be taken as samples.

Table 1. Number of Permanent Lecturers of Foundations in Management Study Programs of Accredited Private Universities in West Java

No.	Accreditation	University	Sample Lecturer
1	A	UNPAS	5
2	A	WIDYATAMA	16
3	A	SANGGABUANA	8
Sub Total			29
4	B	UNPAK	4
5	B	DJUANDA	2
6	B	NUSA BANGSA	2
7	B	UNSWAGATI	4
8	B	UNISBA	5
9	B	UNLA	6
10	B	UNIKOM	2
11	B	UNSIL	4

No.	Accreditation	University	Sample Lecturer
12	B	UNIGA	3
13	B	IBNU KHALDUN	3
Sub Total			35
14	C	17 AGUSTUS 1945	2
15	C	MUHAMMADIYAH	1
16	C	UNINUS	6
17	C	UNWIM	5
Sub Total			14
TOTAL			78

Survey measurement systems used to collect data in this study are: Quality of Work Life (QWL), adopted from a questionnaire developed by Walton (1974) and Zin (2004). Organizational Commitment (OC), adopted from a questionnaire developed by Allen & Meyer. Organizational Citizenship Behavior (OCB), adopted from a questionnaire developed by Organ (1988) and Podsakoff et al., (1990). Service Quality (SQ), adopted from a questionnaire developed by Parasuraman et al., (1990).

Descriptive analysis in this study aims to provide a description of the research object based on data and variables obtained from the group of subjects studied, and is not intended for hypothesis testing. This study uses path analysis techniques. According to Riduwan and Engkos (2007) path analysis is a multivariate data analysis method with the aim of determining the direct and indirect effects of several exogenous variables (causes) on endogenous variables (effects). Data processing in this study uses the Linear Structural Relationship (LISREL) program, which is a statistical program package for structural models. Research data from questionnaire distribution has an ordinal measurement level. To conduct analysis using the LISREL program requires data with a measurement scale of at least interval. Path diagrams describe the structure of causal relationships diagrammatically between independent variables and dependent variables. In this study, the model formulated is as follows:

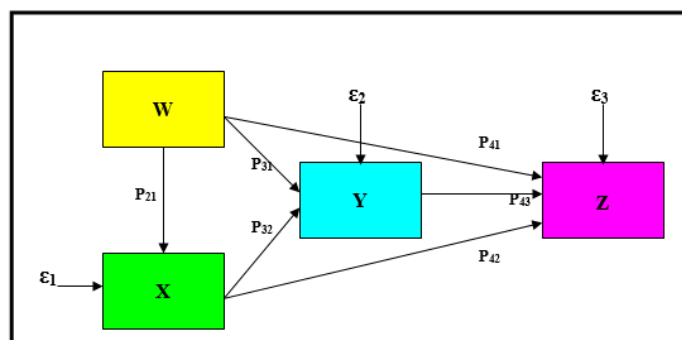


Figure 1. Structural Relationship Between Research Variable

Description:

W = QWL (Quality of Work Life)

X = Organizational Commitment

Y = Organizational Citizenship Behavior
Z = Service Quality
 ϵ_i = Error, $i = 1, 2, 3$

RESULT AND DISCUSSION

The development of PTS in Kopertis Region IV of West Java and Banten Provinces shows quite significant development from year to year. This situation fosters a sense of pride in the manifestation of the private sector's concern in the world of education. However, on the other hand, it must be realized that with the increasing proliferation of PTS in various forms (universities, institutes, colleges, academies and polytechnics), the level of competition between PTS is also increasing. This is a problem as well as a challenge for PTS management to further improve its quality.

Permanent lecturers selected as samples in this study have an age interval of 20 years to 69 years. In this study, the age of lecturers is divided into 10 classes, with a class interval of 4 years that lecturers aged 35-39 years occupy the highest rank, which is 28.40%, followed by lecturers aged between 30-34 years as much as 18.52%. In general, it can be stated that the permanent lecturers selected as respondents are mostly in their productive age. The results show that when viewed from gender differences, most of the permanent lecturers selected as respondents are men, namely 49 people (60.49%), while the remaining 32 people (39.51%) are women.

Viewed from the education level of permanent lecturers selected as respondents, they are grouped into three levels, namely S1 (Bachelor's Degree), S2 (Master's Degree) and S3 (Doctorate). The majority of permanent lecturers selected as respondents have a S2 education level, which is 47 people (58.02%). This is followed by permanent lecturers who have a S1 education level of 29 people (35.81%), while the remaining 6.17% have a S3 education level. This condition shows that there are still many lecturers who have a S1 education level, whereas the quality and professionalism of lecturers is indicated by the level of education they have. However, efforts to improve the quality and professionalism of lecturers in general are being carried out gradually by all private universities in West Java by continuing their studies to the S2 and S3 levels. The results of the first validity test (pre-research) showed that there were still several invalid question items because they had a correlation coefficient (r) value of less than 0.3, namely items number 4, 14, and 27 on the permanent lecturer questionnaire; item number 7 on the student questionnaire; items number 2 and 7 on the permanent lecturer's superior questionnaire. The complete results are in Appendix 7. Furthermore, the invalid question items were deleted (not included in the next analysis). Then the validity and reliability tests were carried out again with the results.

The first hypothesis test in this study is the influence of quality of work life on organizational commitment. Based on the results of computational calculations

using the LISREL program, the output obtained reflects the results of the first hypothesis test which is visualized as in Figure 2.

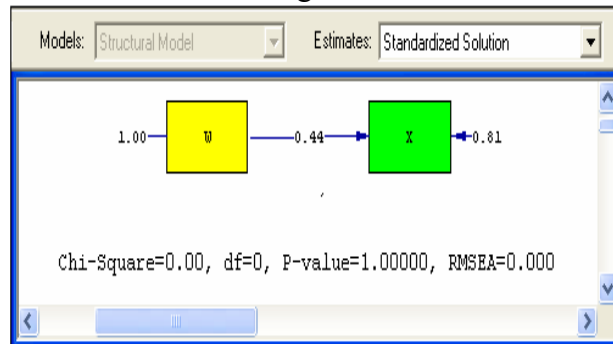


Figure 2. Structural Relationship of the Influence of Quality of Work Life (W) on Organizational Commitment (X)

From the structural model above, a t-test was then conducted to determine the significance of the influence between variables, where the results can be summarized as in the table below.

Table 2. The Effect of Quality of Work Life (W) on Organizational Commitment (X)

Measurement Model		Path Coefficient (r)	t count	t table	Result	R ²
Variable Endogen	Variable Eksogen					
X	W	0.438	4.329	1.991	Sign.	0.192

Based on table 2 above, it is known that the path coefficient (r) of the quality of work life is 0.438 and tcount = 4.329, using alpha or a level of 5%, the t-table value is obtained = 1.991. Because the tcount value is greater than ttable, H0 is rejected and H1 is accepted. Therefore, it can be concluded that there is a significant influence of the quality of work life on organizational commitment. Thus, the first hypothesis in this study which states "Quality of Work Life has an effect on Organizational Commitment" can be accepted or proven.

The results of this study are in line with Zin's (2004) empirical research on professional engineers in Malaysia and Hanes Riady's (2005) research on state-owned bank employees in Jakarta. Their empirical research revealed that there is a relationship between organizational commitment and the presence of quality of work life (QWL) factors. The key factor that is directly related to efforts to retain potential employees to stay with the organization and provide the best contribution to the organization is QWL. The same thing was expressed by Shore and Wayne (1993) who concluded that employees who experience better QWL have a higher commitment than those who do not. Cascio (2003) stated that QWL is an employee's perception of their physical and psychological well-being in the world

of work, which includes, among others, employee participation, career development, and a conducive work environment and fair and sufficient compensation. Meanwhile, QWL according to Werther and Davis (1996) means getting good supervision, good working conditions, good welfare and interesting and challenging work.

The Influence of Quality of Work Life on Organizational Citizenship Behavior

The second hypothesis test of this study is the influence of quality of work life on organizational citizenship behavior. To test this hypothesis, the following statistical hypothesis is constructed:

Ho: There is no influence of Quality of Work Life on Organizational Citizenship Behavior

H1: There is an influence of Quality of Work Life on Organizational Citizenship Behavior

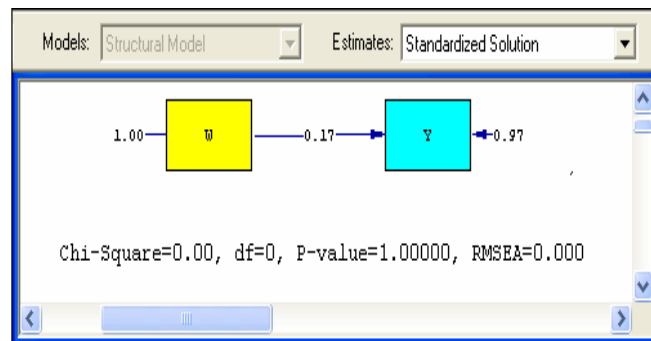


Figure 3. Structural Relationship of the Influence of Quality of Work Life (W) on Organizational Citizenship Behavior (Y)

Next, from the structural model above, a t-test was carried out to determine the significance of the influence between variables, where the results can be summarized as in the table below.

Table 3. The Effect of Quality of Work Life (W) on Organizational Citizenship Behavior (Y)

Measurement Model		Path Coefficient (r)	t count	t table	Result	R ²
Endogenic Variable	Exogenic Variable					
Y	W	0.171	1.544	1.990	Non Sig.	0.029

In table 3 above, it shows that the path coefficient of quality of work life is 0.171 (tcount = 1.544). Because the tcount value is smaller than ttable = 1.990, then H0 is accepted and H1 is rejected. Thus it can be concluded that there is no significant influence of QWL on OCB with a determination coefficient (R²) of

0.029 or 2.9%. This means that QWL is only able to explain the variability of OCB by 2.9% and the remaining 97.1% is caused by other factors outside the model.

The results of this study further strengthen the opinions of experts in the field of organizational behavior, such as: Organ (1998) who stated that OCB is a prosocial behavior that is individual, voluntary and free (discretionary). In other words, OCB is a personal choice. Thus it can be stated that QWL does not directly affect OCB. However, what is interesting is that although QWL does not directly affect OCB, QWL affects OCB through the mediating variable, namely organizational commitment. This is discussed further in the third hypothesis test. In this study, the absence of QWL's influence on OCB can be explained from another perspective, namely that the respondents (in this case, permanent lecturers at the foundation) are of the view that QWL factors or dimensions, such as adequate financial compensation, career development opportunities and a conducive work environment, are "rights" for a lecturer after they have fulfilled their duties sacrificing their time, energy and thoughts for the sake of the organization's continuity and serving its main customers, namely teaching students. While OCB is a very individual behavior or personal choice and is more of a behavior that is influenced by a person's basic attitudes and values. So citizenship behavior is returned or depends on each individual.

The Influence of Quality of Work Life and Organizational Commitment on Organizational Citizenship Behavior

The third hypothesis test of this study is the influence of quality of work life and organizational commitment on organizational citizenship behavior. Based on the results of computational calculations using the LISREL program, the output obtained reflects the results of the third hypothesis test which is visualized in a path diagram (structural model) as follows:

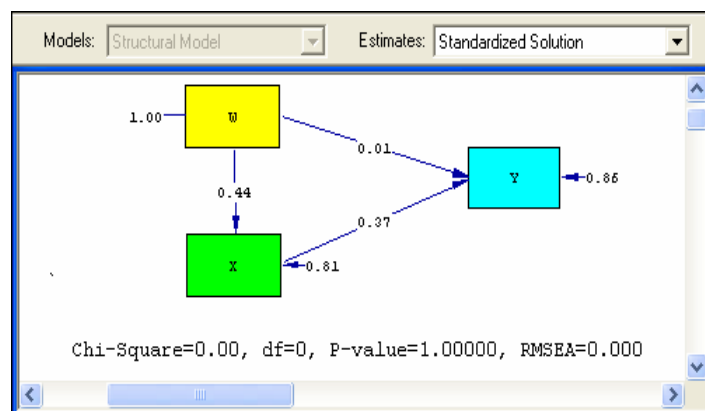


Figure 4. Structural Relationship of the Influence of Quality of Work Life (W) and Organizational Commitment (X) on Organizational Citizenship Behavior (Y)

From the structural model above, a t-test is then conducted to determine the significance of the influence between variables, where the results can be summarized as in the table below.

Table 4. The Influence of Quality of Work Life (W) and Organizational Commitment (X) on Organizational Citizenship Behavior (Y).

Measurement Model		Path Coefficient (r)	t count	t table	Result	R ²
Endogenic Variable	Exogenic Variable					
	W	0.001	0.076	1.991	Non Sig.	0.140
Y	X	0.371	3.195		Sig.	

In the model of the influence of quality of work life and organizational commitment on organizational citizenship behavior, the path coefficient value of quality of work life is 0.001 (tcount = 0.076). Because the value of tcount is smaller than ttable, it can be concluded that the quality of work life does not directly affect organizational citizenship behavior. Meanwhile, the influence of organizational commitment on organizational citizenship behavior, the path coefficient value is 0.371 (t count = 3.195). Because the tcount value is greater than ttable, Ho is rejected and H1 is accepted. Thus, it can be concluded that there is a significant influence of organizational commitment on organizational citizenship behavior with a determination coefficient (R²) of 0.140 or 14%.

This means that organizational commitment is able to explain the variability of organizational citizenship behavior by 14%. What is interesting about this study is that it reveals the finding that QWL does not have a direct effect on OCB, but QWL has an indirect effect on OCB through the intermediary variable, namely organizational commitment. This can be explained that efforts to improve QWL dimensions do not necessarily directly give rise to organizational citizenship behavior (OCB), but first organizational commitment must be built/formed, then after organizational commitment is formed, it will give rise to citizenship behavior (OCB). This is in line with Eisenberger's (1986) research which concluded that the presence of organizational attention in the form of the presence of good QWL factors gives rise to an emotional attachment (affective commitment) between employees and their organizations, thus motivating employees to make "extra/additional efforts" to achieve organizational goals or objectives. The "extra/additional efforts" when they exceed the demands of their duties (extra role) are referred to as citizenship behavior (OCB).

In this study, the emergence of citizenship behavior (OCB) of permanent lecturers of the foundation is greatly influenced by the organizational commitment of the lecturers. This is relevant to the opinion of experts that employees have performance beyond what should be done (The Extra Role Behavior) will greatly

depend on employee commitment to their organization. The stronger the level of commitment, the more likely their OCB will increase (Podsakoff et al., 1996; Morrisson, 1994; Tang and Kim, 1999). However, on the other hand, when employees realize that the quality of their work life in the organization is decreasing, then the degree of their commitment and involvement and actions on behalf of the organization, whether it is their work responsibility or not, will certainly decrease, which in the end they only do their duties and minimize citizenship behavior.

The Influence of Organizational Commitment and Organizational Citizenship Behavior on Service Quality

The fourth hypothesis test of this study is the influence of organizational commitment and organizational citizenship behavior on service quality.

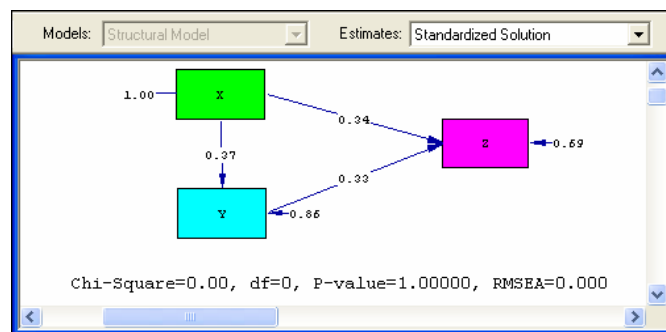


Figure 5. Structural Relationship of the Influence of Organizational Commitment (X) and Organizational Citizenship Behavior (Y) on Service Quality (Z)

Based on the results of computational calculations using the LISREL program, the output obtained reflects

Table 5. The Influence of Organizational Commitment (X) and Organizational Citizenship Behavior (Y) on Service Quality (Z)

Measurement Model		Path Coefficient (r)	t count	t table	Result	R ²
Endogenic Variable	Exogenic Variable					
Z	X	0.344	3.407	1.991	Sig.	0.309
	Y	0.327	3.236		Sig.	

In the model of the influence of organizational commitment and organizational citizenship behavior on service quality, it is known that the path coefficient of organizational commitment is 0.344 (tcount = 3.407), and the path coefficient of organizational citizenship behavior is 0.327 (tcount = 3.236). Because the tcount value is greater than ttable, H0 is rejected and H1 is accepted. Thus, it can be concluded that there is a significant influence of organizational commitment and

organizational citizenship behavior on service quality with a determination coefficient (R^2) of 0.309 or 30.9%.

However, it can also be stated otherwise, namely the low quality of service of permanent lecturers of the foundation in the teaching and learning process can be caused by the still low organizational citizenship behavior and organizational commitment. The results of this study are in line with the statement of Achmad Sanusi and Sanusi Uwes (2000) that the low commitment of educational staff is one of the main causes of the low quality of lecturers' services to students. Basically, commitment is a statement that grows from the depths of the heart to carry out one's obligations seriously. Organizational commitment is a statement of obligation or obligation, or promise or involvement (related to intellectual and emotional). Without a person's commitment to their organization, there is little chance of achieving a goal, either an individual goal or an organizational goal (Jarvi, 2000;).

The Influence of Quality of Work Life, Organizational Commitment and Organizational Citizenship Behavior on Service Quality

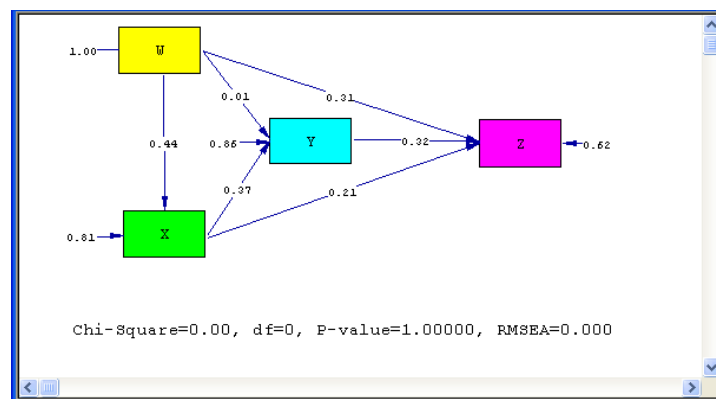


Figure 6. Structural Model of the Influence of Quality of Work Life (W), Organizational Commitment (X) and Organizational Citizenship Behavior (Y) on Service Quality (Z)

Next, a t-test was conducted to determine the significance of the influence between variables, where the results can be summarized as in Table 6.

Table 6. Statistical Computation Results of Structural Model
The Influence of Quality of Work Life (W), Organizational Commitment (X) and
Organizational Citizenship Behavior (Y) on Service Quality (Z)

Measurement Model		Path	t count	t	Result	R ²
Endogenic Variable	Exogenic Variable	Coefficient (r)		table		
Z	W	0.307	3.123	1.991	Sig.	0.385
	X	0.210	2.017		Sig.	
	Y	0.324	3.403		Sig.	

In the structural model of the influence of quality of work life, organizational commitment and organizational citizenship behavior on service quality, the path coefficient value of quality of work life is 0.307 (tcount = 3.123), organizational commitment is 0.210 (tcount = 2.017) and organizational citizenship behavior is 0.324 (tcount = 3.403). Because the tcount value of the three variables is greater than ttable, H0 is rejected and H1 is accepted. Thus, it can be concluded that there is a significant influence of quality of work life, organizational commitment and organizational citizenship behavior on service quality, with a determination coefficient (R²) of 0.385 or 38.5%. This means that the variables of quality of work life, organizational commitment and organizational citizenship behavior are able to explain the variability of service quality by 38.5% and the remaining 61.5% is caused by other factors outside the model. The results of testing all variables studied simultaneously are in line with previous studies that revealed that QWL dimensions simultaneously have a significant effect on organizational commitment.

The key factor that is directly related to efforts to retain potential employees and provide the best contribution to the organization is QWL. In other studies, it was revealed that there is a strong influence between organizational commitment and citizenship behavior. On the other hand, it was found that citizenship behavior (OCB) arises as a result of the assumption of employees who perceive high organizational support (QWL) so that there is an emotional attachment to the organization (affective commitment), and employees feel obliged to "pay back" in the form of meaningful behavior to help, both to the organization, fellow coworkers and consumers. Likewise, conversely, when employees realize that the quality of their work life in the organization is decreasing, then the degree of citizenship behavior (OCB), organizational commitment and their involvement and actions on behalf of the company, whether they are their work responsibilities or not, can

certainly decrease. When Quality of Work Life decreases, employee motivation to provide quality services will also decrease.

CONCLUSION

Private universities in West Java must prioritize enhancing Quality of Work Life (QWL) for permanent lecturers in foundation management study programs, as it significantly influences Organizational Commitment (OC), which in turn fosters Organizational Citizenship Behavior (OCB) and ultimately improves Service Quality (SQ) in teaching and learning activities for students—the primary customers. Empirical findings reveal moderate levels of QWL, OC, and OCB among these lecturers, alongside generally good student perceptions of service quality; notably, QWL directly boosts OC, indirectly enhances OCB via OC, and all three factors simultaneously and significantly impact SQ, while QWL alone lacks a direct effect on OCB. For future research, longitudinal studies could explore intervention programs (e.g., targeted QWL enhancements like better compensation and career development) to test sustained improvements in OC, OCB, and SQ over time, while incorporating comparative analyses with public universities or other Indonesian regions.

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