

THE EFFECT OF PROACTIVE PERSONALITY AND QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH AFFECTIVE COMMITMENT AS A MEDIATING VARIABLE IN EMPLOYEES OF PERUMDAM TIRTA DHARMA PURABAYA MADIUN REGENCY

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Abstract

Organizational Citizenship Behavior (OCB) is a crucial issue for public service organizations as it fosters work efficiency, even though employee engagement levels in Indonesia remain relatively low. This study aims to examine the impact of proactive personality and quality of work life on OCB both directly and through affective commitment as a mediating variable among employees of Perumdam Tirta Dharma Purabaya in Madiun Regency. Employing a quantitative approach with a total population of 63 employees (all of whom were included in the sample via a census method), the study analyzed data using SPSS and the sobel test to assess mediating. The results indicate that proactive personality has a significant positive effect on OCB ($t=5.527$) and affective commitment ($t=3.081$), quality of work life significantly affects affective commitment ($t=4.435$) but does not directly affect OCB ($t=0.905$), and affective commitment significantly influences OCB ($t=4.267$), partially mediating the effect of proactive personality ($Z=2.494$) and fully mediating the effect of quality of work life ($Z=3.070$) on OCB. These findings reinforce Social Exchange Theory and highlight affective commitment as a key psychological bridge linking personality factors, the work environment, and OCB. The organization is advised to expand employee participation in decision-making and design programs to strengthen affective commitment, while future researchers are encouraged to extend the scope of study to other companies and incorporate additional relevant variables.

Keywords: Proactive Personality, Quality of Work Life, Affective Commitment, Organizational Citizenship Behavior

A. INTRODUCTION

Human resources constitute the most important element in an organization because they drive all operational activities and determine the success of achieving corporate goals (Sarmigi et al., 2025). Amid increasingly intense business competition, organizations can no longer rely solely on employees who merely fulfill their formal responsibilities, they also need employees who are willing to contribute beyond their official duties through organizational citizenship

behavior (OCB). This phenomenon has become a global and national concern, as the survey Gallup, (2026) recorded that only 23% of employees worldwide and 24% of employees in Indonesia are truly engaged with their work, while research by Podsakoff et al., (2009) and Sridadi et al., (2024) shows that job satisfaction and proactive personality do not automatically encourage OCB if employees do not possess strong affective commitment to their organization. This condition is also reflected at Perumdam Tirta Dharma Purabaya, Madiun Regency, as one of the Regionally Owned Enterprises (BUMD) providing clean water services, that the volume of work that must be completed by employees is relatively high, which requires employees' willingness to help each other outside of their official work.

Previous studies show complementary yet still partial results. Sridadi et al., (2024) proved that proactive personality influences OCB indirectly, namely through the mediating of affective commitment, without involving quality of work life. Susilawati et al., (2021) found that quality of work life has a positive effect on OCB through the mediating of organizational commitment, without involving proactive personality as a predictor. Meanwhile, Michelin et al., (2024) examined the mediating role of affective commitment in the relationship between quality of work life and employee performance not OCB and did so in the context of an insurance brokerage company, rather than a regional public service enterprise. None of these three studies has yet integrated proactive personality and quality of work life simultaneously as predictors of OCB with affective commitment as a mediating, particularly in the context of a regional water utility company in Indonesia. This gap constitutes the scientific justification for the present study to integrate these four variables into a single research model.

Based on the description above, this study aims to empirically prove the influence of proactive personality and quality of work life on organizational citizenship behavior, both directly and through affective commitment as a mediating variable, among employees of Perumdam Tirta Dharma Purabaya, Madiun Regency. The expected benefits are, theoretically, to enrich the human resource management literature regarding the relationships among these four variables, particularly in the context of BUMDs, which remain under researched, and practically to serve as input for company management in designing policies to develop proactive personality and quality of work life in order to strengthen employees' affective commitment and OCB, as well as to serve as a reference for academics and future researchers

in the field of organizational behavior. This study is grounded in Robbins' organizational behavior theory, which states that individual actions are influenced by internal factors, the work environment, and attitudes toward the organization, as well as Homans' Social Exchange Theory, which explains employees' tendency to reciprocate organizational support with positive behaviors such as OCB.

Organizational Citizenship Behavior

Organizational citizenship behavior is voluntary work that is not included in formal responsibilities but plays an important role for the organization (Organ, 1997). According to Putra, (2021) the indicators of OCB are altruism, conscientiousness, sportsmanship, courtesy, civic virtue, peacekeeping, and cheerleading.

Proactive Personality

Proactive personality is an individual's disposition to intentionally change their work environment, whereby a proactive attitude typically involves identifying opportunities, taking initiative, and acting in the face of obstacles at work until change occurs (Bateman & Crant, 1993). According to Mahardika & Kistyanto, (2020) the indicators of proactive personality are identifying opportunities, showing initiative, taking action, and persevering.

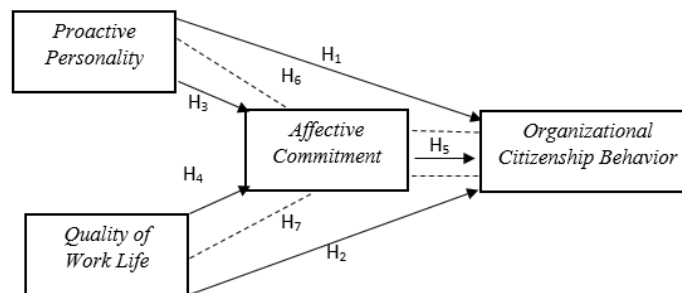
Quality of Work Life

Quality of work life is a program aimed at improving organizational life, work behavior, and the fundamental health of the organization. The result is better performance and a better, safer, and more comfortable working environment for employees (Nadler & Lawler, 1983). According to Kurniasari et al., (2025) the indicators of quality of work life are participation, work environment, growth and development, and compensation.

Affective Commitment

Affective commitment is an employee's desire to remain with the company due to their emotional attachment, involvement, identification or sense of belonging, understanding, and participation in the organization. The indicators of affective commitment are feeling happy to be part of the organization, concern for the organization, a sense of belonging to the organization, emotional attachment to the organization, a feeling of being part of the organization, and the meaning of the organization for the individual (Allen & Meyer, 1993).

The conceptual framework of this research is:



Picture 1. Conceptual Framework

Source : Sridadi et al., (2024), Susilawati et al., (2021), Michelin et al., (2024)

H1: The influence of proactive personality on organizational citizenship behavior.

H2: The influence of quality of work life on organizational citizenship behavior.

H3: The influence of proactive personality on affective commitment.

H4: The influence of quality of work life on affective commitment.

H5: The influence of affective commitment on organizational citizenship behavior

H6: Affective commitment mediating the influence of proactive personality on organizational citizenship behavior.

H7: Affective commitment mediating the influence of quality of work life on organizational citizenship behavior.

B. METHODE

This study uses a quantitative methodology. All 63 employees of Perumdam Tirta Dharma Purabaya, Madiun Regency, were used as the sample through a saturated sampling technique (census). Data were collected through a Likert scale (1–4) questionnaire distributed online using Google Forms, with the statement items arranged based on the indicators of each variable. The collected data were processed using SPSS, encompassing validity testing, reliability testing, classical assumption testing, multiple linear regression, hypothesis testing, and mediating testing used to examine the data in this study.

C. RESULTS AND DISCUSSIONS

Based on their characteristics, the majority of employees at Perumdam Tirta Dharma Purabaya, Madiun Regency, are male, totaling 38 people, aged 25–35 years totaling 35 people,

having worked for 1–5 years totaling 28 people, and holding a Diploma as their highest level of education, totaling 28 people. The employees of Perumdam Tirta Dharma Purabaya, Madiun Regency, consist of 38 males, 35 people aged 25–35 years, 28 people who have worked for 1–5 years, and 28 people with a Diploma as their highest level of education.

Validity Test

The validity test results show that all statement items for the proactive personality variable (20 items) and affective commitment variable (30 items) were declared valid, with no items eliminated. Meanwhile, for the quality of work life variable, 3 out of 20 items were found to be invalid and were therefore eliminated, leaving 17 valid items, and for the organizational citizenship behavior variable, 1 out of 35 items was found to be invalid and was therefore eliminated, leaving 34 valid items.

Reliability Test

The Cronbach's Alpha coefficients were above the 0.70 threshold for proactive personality (0.825), quality of work life (0.741), affective commitment (0.932), and organizational citizenship behavior (0.897). This indicates that the measurement instruments for all research variables were declared reliable and suitable for use in subsequent analysis.

Classical Assumption Test

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		63
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	7,75208104
Most Extreme Differences	Absolute	,071
	Positive	,039
	Negative	-,071
Test Statistic		,071
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		

Source : Data primer processed (2026)

Table 2. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		

	Proactive Personality	,901	1,109
	Quality Of Work Life	,901	1,109
a. Dependent Variable: Organizational Citizenship Behavior			

Source : Data primer processed (2026)

Tabel 3. Heteroscedasticity Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23,419	8,301		2,821	,006
Proactive Personality	-,171	,107	-,205	-1,597	,116
Quality of Work Life	-,120	,115	-,134	-1,042	,302
a. Dependent Variable: ABS_RES					

Source : Data primer processed (2026)

The results of the classical assumption tests show that the normality test using One Sample Kolmogorov-Smirnov produced an Asymp. Sig. value of 0.200 (> 0.05), indicating that the residual data are normally distributed. The multicollinearity test showed a Tolerance value of 0.901 (> 0.10) and a VIF value of 1.109 (< 10) for both independent variables, indicating that no multicollinearity occurred among the independent variables. Meanwhile, the heteroscedasticity test (Glejser test) showed significance values of 0.116 for proactive personality and 0.302 for quality of work life (both > 0.05), indicating that no heteroscedasticity occurred. Thus, the data and regression model in this study are suitable for use in subsequent hypothesis testing.

Multiple Linear Regression

Table 4. The results of the multiple linear regression test for model 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-10,492	16,463		-,637	,526
Total_X1	,609	,198	,322	3,081	,003
Total_X2	1,182	,267	,463	4,435	,000
a. Dependent Variable: Total_Z					

Source : Data primer processed (2026)

Table 5. The results of the multiple linear regression test for model 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,256	11,249		1,090	,280
	Total_X1	,800	,145	,475	5,527	,000
	Total_X2	,189	,209	,083	,905	,369
	Total_Z	,375	,088	,421	4,267	,000

a. Dependent Variable: Total_Y

Source : Data primer processed (2026)

The regression results for Model 1 produced the equation $Z = -10.492 + 0.609X1 + 1.182X2$, indicating that both proactive personality ($\beta_1 = 0.609$) and quality of work life ($\beta_2 = 1.182$) have a positive effect on affective commitment, with quality of work life providing a greater contribution to the increase. Meanwhile, the regression results for Model 2 produced the equation $Y = 12.256 + 0.800X1 + 0.189X2 + 0.375Z$, indicating that proactive personality ($\beta_1 = 0.800$), quality of work life ($\beta_2 = 0.189$), and affective commitment ($\beta_3 = 0.375$) all have a positive effect on organizational citizenship behavior (OCB), with proactive personality being the predictor with the greatest influence on OCB among employees of Perumdam Tirta Dharma Purabaya, Madiun Regency.

Hypothesis Test

Table 6. T-Test Results

Regression Model	Path of influence	Calculated t-value	Sig. (SPSS)	Sig. (1-tailed)	Information
Model 1	Proactive personality on affective commitment	3,081	0,003	0,0015	Significantly positive
	Quality of work life on affective commitment	4,435	0,000	0,001	Significantly positive
Model 2	Proactive personality on organizational citizenship behavior	5,527	0,000	0,001	Significantly positive
	Quality of work life on organizational citizenship behavior	0,905	0,369	0,1845	Not significant
	Affective commitment to organizational citizenship behavior	4,267	0,000	0,001	Significantly positive

Source : Data primer processed (2026)

The t-test results show that proactive personality has a significant positive effect on affective commitment ($t = 3.081$, Sig. 0.003) and on OCB ($t = 5.527$, Sig. 0.000). Quality of

work life has a significant positive effect on affective commitment ($t = 4.435$, Sig. 0.000), but does not have a significant direct effect on OCB ($t = 0.905$, Sig. 0.369). Affective commitment also has a significant positive effect on OCB ($t = 4.267$, Sig. 0.000). Thus, four out of the five direct effect paths were found to be significant, with the exception of the direct effect of quality of work life on OCB.

Table 7. F test results for Model 1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4357,909	2	2178,955	20,938	,000 ^b
	Residual	6244,091	60	104,068		
	Total	10602,000	62			
a. Dependent Variable: Total_Z						
b. Predictors: (Constant), Total_X2, Total_X1						
Source : Data primer processed (2026)						

Table 8. F test results for Model 2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5555,072	3	1851,691	38,370	,000 ^b
	Residual	2847,245	59	48,258		
	Total	8402,317	62			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_Z, Total_X1, Total_X2						
Source : Data primer processed (2026)						

In Model 1, the calculated F value was $20.938 > F$ table 2.76 with Sig. 0.000, indicating that proactive personality and quality of work life simultaneously have a significant effect on affective commitment. In Model 2, the calculated F value was $38.370 > F$ table 2.76 with Sig. 0.000, indicating that proactive personality, quality of work life, and affective commitment simultaneously have a significant effect on OCB. Both regression models were declared suitable for use in predicting their respective dependent variables.

Table 9. Coefficient of Determination Test Results for Model 1

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,641 ^a	,411	,391	10,201
a. Predictors: (Constant), Total_X2, Total_X1				
b. Dependent Variable: Total_Z				

Source : Data primer processed (2026)

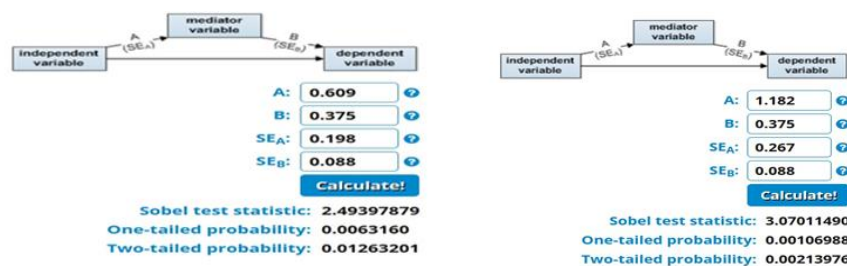
Table 10. Coefficient of Determination Test Results for Model 2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,813 ^a	,661	,644	6,947
a. Predictors: (Constant), Total_Z, Total_X1, Total_X2				
b. Dependent Variable: Total_Y				

Source : Data primer processed (2026)

In Model 1, the R^2 value of 0.411 indicates that proactive personality and quality of work life are able to explain 41.1% of the variation in affective commitment (moderate effect), while the remaining 58.9% is explained by other factors outside the model. In Model 2, the R^2 value of 0.661 indicates that proactive personality, quality of work life, and affective commitment are able to explain 66.1% of the variation in OCB (strong effect), while the remaining 33.9% is explained by other factors outside the model, such as organizational justice or the physical work environment.

Mediating Test



Picture 2. Sobel Test Analysis

The mediating test was conducted to determine whether affective commitment is able to mediate the effect of proactive personality and quality of work life on OCB, using the Sobel Test Calculator with a significance criterion of Z calculated > 1.96 . For Path I, a Z value of 2.494 was obtained (Sig. $0.006 < 0.05$), indicating that affective commitment significantly mediating the effect of proactive personality on OCB, because the direct effect of proactive personality on OCB is also significant ($t = 5.527$), this mediating is classified as partial mediating. For Path II, a Z value of 3.070 was obtained (Sig. $0.001 < 0.05$), indicating that affective commitment significantly mediating the effect of quality of work life on OCB, because the direct effect of quality of work life on OCB is not significant ($t = 0.905$), this mediating is classified as full mediating. Thus, affective commitment is proven to play an important role as

a psychological bridge connecting proactive personality and quality of work life with OCB among employees of Perumdam Tirta Dharma Purabaya, Madiun Regency.

Proactive Personality on Organizational Citizenship Behavior : Hypothesis 1 is accepted ($t = 5.527 > 1.671$, Sig. = $0.001 < 0.05$). Proactive personality has a strong, positive effect on employees' OCB.

Quality of Work Life on Organizational Citizenship Behavior : Hypothesis 2 is rejected ($t = 0.905 < 1.671$, Sig. = $0.1845 > 0.05$). Quality of work life has no significant direct effect on employees' OCB.

Proactive Personality on Affective Commitment: Hypothesis 3 is accepted ($t = 3.081 > 1.671$, Sig. = $0.0015 < 0.05$). Proactive personality has a positive effect on employees' affective commitment.

Quality of Work Life on Affective Commitment: Hypothesis 4 is accepted ($t = 4.435 > 1.671$, Sig. = $0.001 < 0.05$). Quality of work life has a strong, positive effect on employees' affective commitment.

Affective Commitment on Organizational Citizenship Behavior : Hypothesis 5 is accepted ($t = 4.267 > 1.671$, Sig. = $0.001 < 0.05$). Affective commitment has a positive effect on employees' OCB.

Affective Commitment mediating Proactive Personality on Organizational Citizenship Behavior : Hypothesis 6 is accepted ($Z = 2.494 > 1.96$ one-tailed $p = 0.006 < 0.05$). Affective commitment significantly, partially mediating the effect of proactive personality on OCB.

Affective Commitment mediating Quality of Work Life on Organizational Citizenship Behavior : Hypothesis 7 is accepted ($Z = 3.070 > 1.96$ one-tailed $p = 0.001 < 0.05$). Affective commitment significantly, fully mediating the effect of quality of work life on OCB.

D. CONCLUSIONS

Based on the analysis and hypothesis testing, it can be concluded that proactive personality has a positive effect on both organizational citizenship behavior (OCB) and affective commitment meanwhile, quality of work life influences affective commitment but does not directly affect OCB. Affective commitment itself is shown to influence OCB and to

strengthen the impact of proactive personality and quality of work life on OCB. This underscores that enhancing OCB among employees at Perumdam Tirta Dharma Purabaya Madiun Regency cannot rely solely on proactive personality and favorable working conditions but also depends heavily on the formation of an emotional bond between employees and the organization. However, this study has limitations, as it focused on a single entity with a relatively small sample, employed a cross-sectional design, and did not account for all factors influencing OCB therefore, future research is advised to expand the scope to other regional owned enterprises (BUMD) or public service agencies, utilize a longitudinal design, and incorporate other relevant variables to enrich the research model and findings.

E. SUGGESTIONS

Future research with the same object is recommended to use a longitudinal design to observe the development of relationships among variables over time, while research with a different object is recommended to expand the scope to other regional enterprises or industrial sectors in order to test the consistency of this model. As for different variables, future researchers may add variables such as person organization fit, psychological empowerment, or transformational leadership as independent variables, employee performance or turnover intention as dependent variables, employee engagement or job satisfaction as mediating variables, and length of service, age, or leadership style as moderating variables.

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