



The Effect of Transformational Leadership, Work Engagement, and Quality of Work Life on Organizational Citizenship Behavior

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Abstract: The phenomenon behind this study is that some employees of Next Hotel Yogyakarta still focus primarily on their main tasks and have not fully demonstrated extra-role behaviors, such as helping colleagues or taking initiatives beyond their formal responsibilities. This condition indicates that organizational citizenship behavior (OCB) has not yet been optimal within the work environment. This study aims to analyze the influence of transformational leadership, work engagement, and quality of work life on organizational citizenship behavior. The research employs a quantitative approach involving 50 employees of Next Hotel Yogyakarta, who were selected using a census sampling technique. Data were collected through a questionnaire distributed via a survey and based on indicators relevant to the variables studied. Data analysis was conducted using SmartPLS version 4.0 to test the relationships among variables. The results indicate that transformational leadership, work engagement, and quality of work life have positive and significant effects on organizational citizenship behavior. This study highlights the importance of improving OCB through the significant antecedents proposed.

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INTRODUCTION

The identified behavior that can greatly contribute to the effectiveness of achieving organizational goals is organizational citizenship behavior (OCB) (Organ 2009). OCB from an organizational perspective, is positive behavior that can increase resource utilization and reduce the need for more formal control mechanisms, while not requiring a lot of costs (Naimah et al. 2022). Employees who exhibit OCB behavior within an organization do not associate it with monetary rewards or specific bonuses; they tend to demonstrate individual social actions that go beyond their duties, such as voluntarily helping colleagues during breaks or outside of working hours (Hermawan et al. 2024). Based on initial observations at Next Hotel Yogyakarta, it was found that there are still employees who only focus on their own tasks while extra-role behaviors are not fully implemented, such as the willingness to take the time to help colleagues, a lack of pride in the organization to external parties, and a need to increase concern for workers who need orientation, which indicates that OCB behavior is still not optimal.



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Factors that can influence the level of employee OCB are the leadership style applied in the organization, although inconsistencies in previous research results can still be found. Transformational leadership plays a role in building employee commitment because it is able to provide direction towards positive change (Jamilatul Hasanah et al. 2023). Similarly, Taroreh et al. (2020) and Salfitri et al. (2024) found that transformational leadership has a positive and significant influence on OCB. However, these studies are in contrast to Danarjono and Elmi. (2021) which state that transformational leadership has no significant effect on OCB.

According to Ilhamiyah and Harsono. (2022), aside from leadership factors, another factor that influences the formation of OCB is work involvement. Individuals with high work involvement tend to perform their tasks voluntarily without expecting rewards. This occurs because they view work as something very meaningful and important in their lives. Research conducted by Restanti et al. (2024) and Soilihin and Fathihani. (2024) states that work involvement has a positive and significant effect on OCB. However, this research is not supported by Sari and Kurniawan. (2023) which states that work involvement has a negative and insignificant effect on OCB.

In improving OCB, it is important to consider motivating factors, one of which is the level of quality of work life (QWL). Currently, QWL is considered one of the most important dimensions in determining an individual's quality of life (Kowey et al. 2022). QWL plays an important role in creating a healthy and pleasant work environment for employees, which can lead to improved employee performance. Ulfa et al. (2021) state that QWL has a positive and significant effect on OCB. However, this research is not in line with Lestari et al. (2023), which states that QWL has a negative and insignificant effect on OCB.

The inconsistency of these research results indicates the need for further study on the influence of transformational leadership, work engagement, and quality of work life on organizational citizenship behavior. Therefore, this study aims to re-examine these factors in a different context. This study is expected to contribute to the development of academic literature while offering new insights for more effective human resource management.

Transformational leadership is defined as a leadership approach that regulates interactions in facing changes, both internal and external, by motivating, improving, and changing the actions and aspirations of employees, integrating empathy, compassion, relationship building, and innovation so that leaders and followers share the same vision and values, respect each other, and have trust (Santoso et al. 2022). According to research from Oktaviani et al. (2023), transformational leadership has a positive and significant effect on OCB. This is in line with what has been mentioned by Perkasa and Herawaty. (2021), that transformational leadership has a positive and significant effect on OCB. Thus, the results of this study can be drawn into the first hypothesis, namely; H1: Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Employees tend to work harder and exceed the limits of their assigned tasks, as well as voluntarily allocate more time to complete their work, especially if they feel psychologically invested or committed to the job (Dealisa & Widodo. 2024). This shows that individuals who work beyond their specified contract hours exhibit better OCB behavior. Employees who are more engaged in their work tend to exhibit higher levels of organizational citizenship (Dealisa & Widodo. 2024). Research conducted by Tamarawati and Puspawati. (2022) shows that work engagement has a positive and significant effect on OCB. This research is in line with Novitasari et al. (2024), which states that work engagement has a positive and significant effect on OCB. Thus, the results of this research can be used to draw the second hypothesis, namely:

H2: Work engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB).

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When the quality of work life improves, it will have a positive impact on organizational citizenship behavior (OCB). In facing today's increasingly competitive era, human resources in an institution really need staff who follow existing regulations. However, in a broader context, characteristics that go beyond basic duties, commonly known as OCB, are also needed to support the success of the organization (Sunaryono et al. 2022). In the study Patoni et al. (2025) state that quality of work life has a positive and significant influence on OCB. This study is in line with the research by Rimatanti and Darmawan. (2023), which also states that quality of work life has a positive and significant influence on OCB. Thus, the results of this study can be drawn into the third hypothesis, namely:

H3: Quality of work life has a positive and significant effect on Organizational Citizenship Behavior.

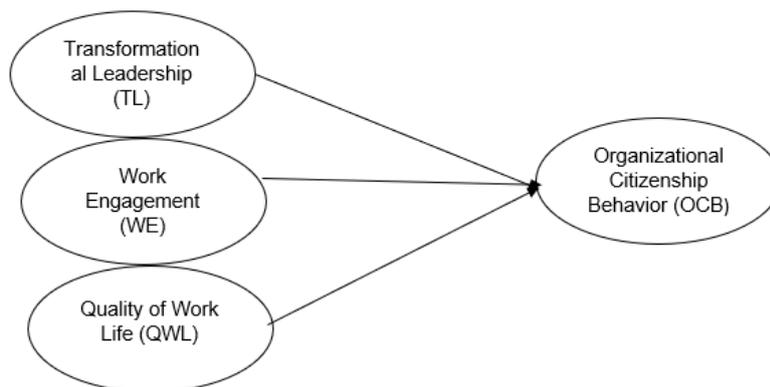


Figure 1. Framework of Thought

Source: Processed by the author (2025).

METHODS

This study uses quantitative research, which is a research method that relies on objective measurements of samples, aims to test and prove hypotheses about existing variables, with the results presented in numerical form. The population in this study was all employees at Next Hotel Yogyakarta, totaling 50 people, who were selected through a census.

The data collection method used in this study was a questionnaire distributed via Google Forms in an online survey. The questionnaire was designed using a 1 to 5 Likert scale, with 1 indicating strongly disagree and 5 indicating strongly agree. This questionnaire measured four main variables in the study, namely transformational leadership, work engagement, quality of work life, and organizational citizenship behavior. Transformational leadership was measured using twelve questions based on Dubinsky et al. (1995), such as "My manager makes me proud to be part of his team." Work engagement was measured using seventeen questions sourced from Uppathampracha and Liu. (2022) for example, "At work, I feel full of energy." Quality of work life is measured using eighteen items sourced from Tanaya Nayak et al. (2010) such as, "I receive support for professional development." Organizational citizenship behavior is measured using fourteen items based on Williams and Anderson. (1991) one of which is, "My presence at work exceeds the average." The complete questionnaire can be found in the appendix. Data analysis was performed using Partial Least Square Structural Equation Modeling (PLS-SEM) through the SmartPLS 4.0 applicaton. PLS-SEM was chosen because it is suitable for predictive purposes, involves many constructs and indicators, and is more flexible than covariance-based SEM, especially with small sample sizes and data that are not fully normally distributed (Hair

et al., 2021). Additionally, to minimize potential common method bias due to the self-report and cross-sectional nature of the research design, this study maintained respondent anonymity, used a variety of item formats, and separated question blocks to reduce the tendency for socially desirable responses.

RESULTS AND DISCUSSION

The data for this study was obtained from data filled in by respondents, namely employees of Next Hotel Yogyakarta, by collecting data using a questionnaire. In the questionnaire, the researcher grouped different statements from each variable. In Table 1, the majority of respondents were male, with a total of 35 people.

Table 1. Respondent Characteristics

Category	Description	Number	Percentage
Gender	Male	30	60%
	Female	20	40%
Age	20-30 years	47	94%
	31-40 years	2	2%
	>50 years	1	2%
Highest level of education	High school	33	66%
	D1/D2/D3/D4	7	14%
	Bachelor's/Master's/Doctorate	10	20%

Source: Processed by the author (2025)

The majority of respondents were aged 20-30 years (94%). This dominance of young age is an asset to the organization, because young employees generally still have strong and healthy physical conditions. In addition, the respondents' highest level of education was dominated by high school graduates with a percentage of (66%).

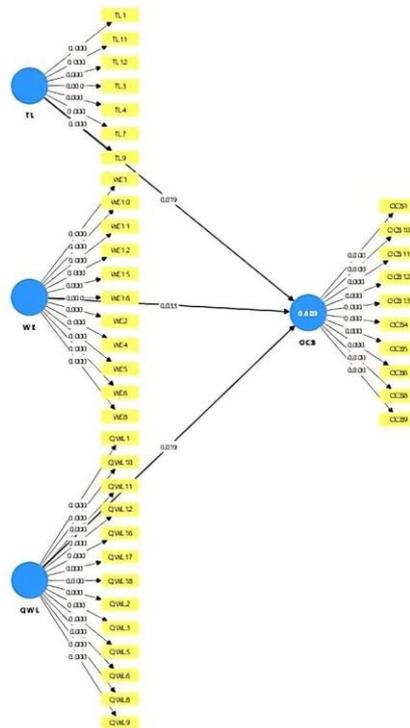


Figure 2. Structural Equation Modeling
Source: Data processed by the author (2025)

Table 2. Second Stage Validity Test

Variable	Indicator	Outer Loading	Description
Transformational Leadership	TL1	0.780	Valid
	TL2	-	-
	TL3	0.871	Valid
	TL4	0.845	Valid
	TL5	-	-
	TL6	-	-
	TL7	0.871	Valid
	TL8	-	-
	TL9	0.833	Valid
	TL10	-	-
	TL11	0.822	Valid
	TL12	0.905	Valid
Work Engagement	WE1	0.802	Valid
	WE2	0.822	Valid
	WE3	-	-
	WE4	0.781	Valid
	WE5	0.813	Valid
	WE6	0.846	Valid
	WE7	-	-
	WE8	0.743	Valid
	WE9	-	-
	WE10	0.753	Valid
	WE11	0.846	Valid
	WE12	0.788	Valid
	WE13	-	-
	WE14	-	-
	WE15	0.802	Valid
WE16	0.788	Valid	
Quality of Work Life	QWL1	0.799	Valid
	QWL2	0.799	Valid
	QWL3	-	-
	QWL4	-	-
	QWL5	0.717	Valid
	QWL6	0.859	Valid
	QWL7	-	-
	QWL8	-	-
	QWL9	0.784	Valid
	QWL10	0.785	Valid
	QWL11	0.801	Valid
	QWL12	0.773	Valid
	QWL13	-	-
	QWL14	-	-
	QWL15	-	-
	QWL16	0.802	Valid
	QWL17	0.816	Valid
	QWL18	0.783	Valid
Organizational Citizenship Behavior		0.830	
	OCB1		Valid
	OCB2	-	-
	OCB3	-	-
	OCB4	0.790	Valid
	OCB5	0.827	Valid
	OCB6	0.826	Valid

Variable	Indicator	Outer Loading	Description
	OCB7	-	-
	OCB8	0.851	Valid
	OCB9	0.800	Valid
	OCB10	0.861	Valid
	OCB11	0.742	Valid
	OCB12	0.719	Valid
	OCB13	0.751	Valid

Source: Processed the author (2025).

Table 2 shows the outer loading results. In the first outer loading test, there were several indicators that did not meet the criteria because their outer loading values were below the minimum limit of 0.70. According Hair *et al.* (2021) an outer loading value > 0.70 indicates that the indicator is valid. Therefore, indicators in the first stage value below 0.70 were eliminated, such as invalid transformational leadership variables include: TL2 (0.637), TL5 (0.661), TL6 (0.679), TL8 (0.577), and TL10 (0.646). Invalid work engagement variables include: WE3 (0.615), WE7 (0.599), WE9 (0.619), WE13 (0.566), WE14 (0.651), and WE17 (0.627). The invalid quality of work life variables include: QWL4 (0.651), QWL7 (0.629), QWL13 (0.685), QWL14 (0.635), and QWL15 (0.648). The invalid organizational citizenship behavior items include: OCB2 (0.655), OCB3 (0.606), and OCB7 (0.671). After the elimination process was complete, testing continued with the second outer loading. The results of the second test showed that all indicators had achieved outer loading values above 0.70, so the model was declared to meet the validity criteria and could proceed to the next stage of analysis.

Table 3. Reability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.934	0.947	0.718
Work Engagement	0.943	0.951	0.639
Quality of Work Life	0.953	0.958	0.639
Organizational Citizenship Behavior	0.941	0.950	0.655

Source: Processed by the author (2025).

The results of the reliability test in Table 3 show that to evaluate reliability, the Cronbach's Alpha value must be greater than 0.70. The Cronbach's Alpha values for transformational leadership are 0.934, work engagement 0.943, quality of work life 0.953, and organizational citizenship behavior 0.941. All instruments are considered reliable because their values are above 0.70.

Table 4. R-Square Test

Variable	R-Square	Adjusted R-Square
Organizational Citizenship Behavior	0.689	0.668

Source: Processed by the author (2025)

The results of the R-Square test in Table 4 show that the OCB variable is influenced by transformational leadership, work engagement, and quality of work life by 72.6%. The remaining 27.4% are variables that have not been studied.

Table 5. Goodness of Fit Test

	Saturated Model	Estimated Model
SRMR	0.083	0.083
d_ ULS	5.894	5.894
Chi-Square	1306.496	1306.496
NFI	0.537	0.537

Source: Processed by the author (2025).

The SRMR value in Table 5 shows that the model is feasible because the model fit value is 0.083, which is greater than 0.1. The d_ ULS value is 5.894 and d_ G is greater than 0.05, indicating that the model fit level is good. The Chi-square value of 1306.496 is greater than the Chi-square table value of 0.537, so it is classified as not fit. However, because this test is sensitive to large sample sizes, the result does not always indicate a bad model, especially since other indicators show good fit results. The NFI value is 0.537, which indicates that the model is considered fit because it is close to 1.

Table 6. Hypothesis Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Value
Transformational Leadership → OCB	0.317	0.325	0.135	2.340	0.019
Work Engagement → OCB	0.370	0.365	0.173	2.132	0.033
Quality of Work Life → OCB	0.276	0.281	0.117	2.352	0.019

Source: Processed by the author (2025).

Based on the hypothesis test results in Table 6, the H1 results show a T Statistics value of 2.340, which means > 1.96 and has a p value of 0.019, which means > 0.05 , so it can be stated that transformational leadership has a positive and significant effect on OCB. H2 shows a T-statistic value of 2.132, which is > 1.96 , and has a p-value of 0.033, which is > 0.05 , so it can be stated that work engagement has a positive and significant effect on OCB. The T-statistic value in H3 shows 2.352, which is greater than 1.96, and has a p-value of 0.019, which is greater than 0.05, so it can be stated that quality of work life has a positive and significant effect on OCB.

The results of the hypothesis testing analysis conducted using SmartPLS show that the transformational leadership variable has a positive and significant effect on OCB. This can be seen from the regression results, where the T statistics value (2.340) is greater than 1.96 and the significance value of 0.019 is less than 0.05. This significant effect is acceptable because transformational leadership can provide positive encouragement to employees within the organization. The lowest average value was found in the indicator "I am motivated by my manager's vision" (average = 3.70). This is because some employees may not fully understand or feel the relevance of the vision conveyed by their manager. Conversely, the indicator with the highest average was "My manager requires me to support my opinions with strong reasons" (average = 4.12). This shows that managers encourage employees to think critically and dare to express their opinions with logical reasons. This study aligns with Rasminingsih *et al.* (2024) and Jumaisah *et al.* (2025), which show that transformational leadership has a positive and significant effect on OCB.

The results of the hypothesis testing analysis using SmartPLS show that work engagement has a positive and insignificant effect on OCB. This is evidenced by the regression results which show that the calculated T value (2.132) is > 1.96 , and the significance value of 0.033 is less than 0.05. Respondents gave the lowest score to the indicator "It is very difficult for me to detach myself from my work" (mean = 3.68), indicating that employees can distinguish between work and personal life, so they do not feel too emotionally attached to their work. However, there was an indicator with the highest score, "Time Flies When I'm Working" (mean = 4.12). This is because employees feel enthusiasm, motivation, and a strong desire to carry out their duties. This shows that there is a supportive work environment and positive attachment to work, although this influence is not statistically significant. This study aligns with Prasetyaningrum *et al.* (2025), which states that work engagement has a positive and significant effect on OCB.

The results of hypothesis testing using SmartPLS show that the quality of work life variable has a positive and significant effect on OCB. This is evidenced by the t-value (2.352) which is > 1.96 , and a significance value of 0.019 which is less than 0.05. The indicator with the lowest score obtained from the respondents' assessment was "At work, rewards are often given for good performance" (mean = 3.48). This was triggered by employees who felt that rewards or gifts for good performance were still not often given in the work environment. This shows that the reward system has not been implemented consistently, so employees do not yet fully feel that their achievements are directly recognized. However, the highest score was on the indicator "I have a clean and healthy work environment" (average = 4.14). This shows that employees are happy with a comfortable, well-maintained physical work environment that supports their work activities. A clean and healthy space creates a positive atmosphere and enhances employee comfort and motivation. This study is supported by Pahlawan. (2023) and Pujianto & Evendi. (2021) which show that quality of work life has a positive and significant influence on OCB.

CONCLUSION

The results of the study indicate that transformational leadership and quality of work life have a positive and significant effect on organizational citizenship behavior (OCB), while work engagement has a positive but insignificant effect. These findings contribute theoretically by strengthening the understanding of the determinants of OCB in the hospitality context, while confirming the important role of quality of work life and transformational leadership practices and increase support for employee well-being to facilitate the development of OCB. This study has limitations, such as a small sample size and a focus on only one organization. Therefore, further research is recommended to expand the context to various industries and explore mediating or moderating variables to produce a more comprehensive understanding.

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