Enhancing Organizational Citizenship Behavior through Transformational Leadership: The Role of Multiple Mediating Determinants

Akhmad Darmawan[1*]
Fatmah Bagis[2]
Desta Nugraha[3]

[1,2,3]*Management Study Program, Faculty of Economics and Business, Universitas Muhammadiyah Purwokerto, Indonesia.*
Email: akhmaddarmawan@ump.ac.id
Email: fatmahbagis2024@gmail.com
Email: desta.nugraha3@gmail.com

Abstract

This study investigates the influence of transformational leadership (TL) on individual and organizational outcomes, emphasizing its effects on the quality of work life (QWL), organizational commitment (OC), perceived organizational support (POS), and organizational citizenship behavior (OCB). Despite the growing interest in TL's impact, gaps remain regarding its indirect effects through key mediators. Addressing these gaps, this research examines the mediating roles of QWL, OC, and POS in the relationship between TL and OCB. Data were collected from 200 tourism workers in Purwokerto, Central Java, Indonesia, and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings reveal that TL significantly influences QWL, OC, POS, and OCB, both directly and indirectly. Specifically, QWL, OC, and POS are confirmed as partial mediators, strengthening the relationship between TL and OCB. These results highlight the interconnected nature of leadership practices, employee well-being, and organizational outcomes. The study underscores the critical role of transformational leadership in fostering a supportive work environment, enhancing employee commitment, and encouraging behaviors that go beyond formal job responsibilities. Organizations are encouraged to adopt TL practices to improve employee performance and achieve better organizational outcomes. This research contributes to the literature by providing empirical evidence of the mediating mechanisms linking TL to OCB, particularly in the tourism industry context. The findings offer practical implications for leaders and managers aiming to enhance workplace dynamics and employee engagement through transformational leadership strategies.

1. Introduction

In today's competitive business landscape, fostering organizational citizenship behavior (OCB) among employees has become critical for organizational success, especially in dynamic industries like tourism. OCB, characterized by discretionary behaviors beyond formal job descriptions, enhances organizational adaptability and effectiveness in meeting changing demands (Katz & Kahn, 1966). Despite extensive research on

transformational leadership (TL) as a key driver of OCB (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022), the mechanisms through which TL influences OCB remain an area of active inquiry. Additionally, this study examines TL's impact on organizational citizenship behavior utilizing different mediating factors. Using several mediating variables and studying in the tourist sector makes this research distinctive.

This study addresses that gap by examining how TL impacts OCB through the mediating roles of quality of work life (QWL), organizational commitment (OC), and perceived organizational support (POS). The research focuses on Indonesia's tourism industry, a sector identified as a key driver of economic recovery and growth following declines in the manufacturing and commercial sectors (Purwanto, Novitasari, & Asbari, 2022). Additionally, tourism organizations now emphasize tourist engagement, such as contributing design suggestions or marketing to other travelers (Sugathan & Ranjan, 2019). To support this, the company will create interaction services between employees and tourists (Tang & Tsaur, 2016). The unique nature of tourism work, which often involves the co-creation of value with tourists, underscores the importance of discretionary behaviors like OCB for delivering exceptional services. However, this can be a problem if employees in the tourism sector only carry out the tasks stated in the job description (Tang & Tsaur, 2016). Tourism employees will be better able to create unique tourist experiences and involve employees in creating shared value if employees have OCB (Tuan, Rowley, Masli, Le, & Nhi, 2021). This research seeks to explore how TL can inspire such behaviors, ultimately enhancing organizational outcomes.

Katz and Kahn (1966) say companies require discretionary behavior to adjust to changing demands and improve effectiveness (Idris, Soetjipto, & Supriyanto, 2021). OCB employees will give their all and exceed expectations for the company (Asgari, Mezginejad, & Taherpour, 2020). The idea of OCB, which characterizes employee behavior in firms, was introduced in the early 1980s (Leitão, Pereira, & Gonçalves, 2019). OCB shows that good behavior transcends roles and jobs (Nurjanah, Pebianti, & Handaru, 2020).

Organizational processes and characteristics are discussed in the SET theory, including leadership (Liden, Sparrowe, & Wayne, 1997) and organizational justice (Konovsky, 2000). Leadership can affect OCB (Hermanto, Srimulyani, & Pitoyo, 2024). Leadership is necessary for HR development (Prahendratno et al., 2023). Modern scholars are interested in TL because it can boost organizational performance (Alkadash, Almaamari, Mohsen Al-Absy, & Raju, 2020). TL is often equated with authentic leadership because it targets unprecedented organizational goals (Hadi & Saerang, 2020). TL is a comprehensive and beneficial leadership style, especially in organizational change (Suriansyah, 2021). This leadership approach increases motivation, fosters creativity, and increases employee commitment to organizational goals. Transformational leaders are characterized by their proactive, dynamic, and adept ability to drive change and inspire themselves and their subordinates (Ahangar & Rooshan, 2009).

Work-life quality affects OCB (Rimatanti & Darmawan, 2023). QWL is an employee's total work well-being. Sirgy, Efraty, Siegel, and Lee (2001) describe QWL as employee satisfaction with work resources, activities, and results. Sudiro, Nugroho Adi, Fithriana, Fasieh, and Soelton (2023) defined QWL as workforce-family balance. Good QWL should improve individual and organizational performance (Korejan & Shahbazi, 2016), including OCB (Robbins & Judge, 2017; Ruhana, Astuti, Utami, & Afrianti, 2019). Organizational Commitment (OC) affects OCB together with QWL (Hermanto et al., 2024). Because they balance corporate and personal issues, employees take full responsibility for their activities (Bagis, Arraniri, & Darmawan, 2024).

Sa'adah and Rijanti (2022) describe OC as employee loyalty and commitment to the company's success. According to Suprapti and Rizal (2022), commitment is a strong desire to stay in an organization, work toward its goals, and follow its values. OC is a person's psychological devotion to their organization. Eisenberger, Huntington, Hutchison, and Sowa (1986) claim that social exchange theory states that workers who think their contribution and well-being are appreciated by the entity (POS) will help it achieve its goals. Duty motivates extra-role activities like OCB (Abdullah & Wider, 2022). Employees receive social, educational, and appreciative assistance from POS (Nugraha & Kharismasyah, 2024).

The primary research question addressed in this study is: How does transformational leadership influence organizational citizenship behavior in the tourism sector, and what roles do QWL, OC, and POS play in mediating this relationship? By answering this question, the study aims to provide theoretical and practical insights into leadership strategies that foster a culture of commitment and collaboration among employees.

2. Literature Review
2.1. Social Exchange Theory

Social Exchange Theory (SET) is widely used to explain why employees exhibit OCB behavior (Rimatanti & Darmawan, 2023). SET is a theory that states that reciprocity between workers and businesses affects employees' intrinsic and extrinsic behavior towards their employer (Liaquat & Mehmood, 2017). According to SET, employees who create a psychological connection with the company are more engaged in their professional and organizational tasks (Grego-Planer, 2019). Positive influences or perceptions are reciprocated realistically and efficiently by employees (Rimatanti & Darmawan, 2023). Positive attitudes and extra-role conduct are seen in employees who feel the company cares about them and participate in responsible social activities (Liaquat & Mehmood, 2017). OCB can be assessed using an instrument developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) and Podsakoff, Mackenzie, Paine, and Bachrach (2000), which includes seven main dimensions:

helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

2.2. Transformational Leadership and Organizational Citizenship Behavior

OCB is an employee's volunteer effort outside their job duties (Kelana & Pogo, 2022). These indirect formal benefits boost organizational functioning (Desky et al., 2020; Kotamena, Senjaya, & Prasetya, 2020). TL promotes personal and group transformation (Hermanto et al., 2024). The Bass MLQ, created by Den Hartog, Van Muijen, and Koopman (1997), measures TL in four dimensions. Miller (2009) says a good leader-follower connection reduces staff deviance and bad attitudes. Effective leadership reduces organizational complexity (Rashid, Sambasivan, & Rahman, 2004). Leadership usually promotes OCB at work (Qalati et al., 2022). Leaders inspire teamwork and OCB as role models, counselors, organizers, and coaches (Tian et al., 2020). Employees may create OCB under transformational leadership (Kurniawan, Felicia, & Shaleh, 2022). Building on this understanding, the hypothesis posits that TL positively influences OCB by creating an environment where workers are inspired and empowered to engage in voluntary efforts.

TL increases OCB, according to Tian et al. (2020); Indradewa, Yanuar Syah, and Fajarwati (2021); Rimatanti and Darmawan (2023); Qalati et al. (2022), and Purwanto, Purba, Bernarto, and Sijabat (2023). These findings contradict Idris et al. (2021) and Purwanto, Purba, Sijabat, and Bernarto (2021), which found no TL effect on OCB. Therefore, this hypothesis seeks to reconcile conflicting findings by examining whether and how TL fosters OCB. Based on the explanation provided, the corresponding hypothesis is made.

H₁: Transformational Leadership has a positive effect on Organizational Citizenship Behavior.

2.3. Transformational Leadership and Quality of Work Life

The link between TL and positive subordinate attitudes, which is impacted by employee work-life quality, shows the workplace social exchange process (Hermanto et al., 2024). Transformational leadership significantly improves organizational dynamics, including QWL (Avolio & Bass, 1988). Visionary and charismatic transformational leaders build a supportive environment (Bass & Avolio, 1994), prioritizing the well-being and development of followers, thereby fostering trust, respect, and engagement (Northouse, 2018). Thus, the hypothesis asserts that TL positively influences QWL by fostering a supportive and enhancing their overall workplace experience.

Transformational leaders boost work happiness, motivation, and commitment (Bass & Riggio, 2006). QWL encompasses equitable remuneration, a secure work environment, opportunities for personal and professional development, work-life balance, and social inclusion (Cascio, 2006). Research by Akter, Tang, and Adnan (2021); Karatepe and Türkmen (2023); Kim, Im, and Shin (2021), and Mukti, Suci, and Hermawati (2022) indicates that transformational leadership significantly enhances QWL. TL may create a good environment with meaningful work, growth possibilities, and supportive connections (Barling, Weber, & Kelloway, 1996). This hypothesis seeks to validate that transformational leadership establishes favorable conditions for improving QWL, underscoring the leader's role in offering meaningful work experiences and promoting professional development. As a result of this discussion, the corresponding hypothesis is established.

H₂: Transformational Leadership has a positive effect on Quality of Work Life.

2.4. Transformational Leadership and Organizational Commitment

The Three-Component Model of Commitment, developed by Meyer, Allen, and Smith (1993), offers a detailed framework for understanding Organizational Commitment (OC), which encompasses affective, continuance, and normative aspects. Transformational leaders play a crucial role in enhancing organizational commitment through their actions, such as presenting an inspiring vision, building trust, and encouraging personal development. The behavior of transformational leaders positively influences OC (Rego, Lopes, & Nascimento, 2016; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Transformational leaders elevate OC levels (Rego et al., 2016). These leaders also foster creativity and OC (Sobaih, Hasanein, Aliedan, & Abdallah, 2022). TL enhances organizational commitment (Lai, Tang, Lu, Lee, & Lin, 2020).

Research by Jabbar, Mahmood, and Qambar (2020); Senjaya and Anindita (2020); Kumar and Bagga (2024); Dewi, Supriadi, and Iswanto (2022) and Xu, Wang, Lian, Khan, and Zhang (2022) has shown that TL boosts OC. These studies highlight the important function of transformational leaders in inspiring employees, enhancing job engagement, and fostering a strong bond between employees and the organization. Consequently, the hypothesis proposes that transformational leadership has a positive impact on OC by creating a climate of trust, inspiration, and shared values that align the objectives of employees with those of the organization. TL significantly encourages staff creativity, which greatly affects OC (Sobaih et al., 2022). In light of this discussion, the following hypothesis is put forth.

H₃: Transformational Leadership has a positive effect on Organizational Commitment.

2.5. Transformational Leadership and Perceived Organizational Support

Eisenberger et al. (1986) POS as how the company appreciates contributions and employee well-being. Strong leadership, decent working conditions, fair treatment, and strong HR practices can achieve POS (Anwar et al., 2021). TL leaders inspire their subordinates to surpass expectations by setting an example, supporting

them, and encouraging them to improve (Suifan, Abdallah, & Al Janini, 2018). Leader-connected employees are emotionally attached to the company (Hidayat & Masdupi, 2023). Thus, the hypothesis posits that TL positively influences POS by creating a workplace culture that prioritizes worker well-being and recognizes individual contributions.

TL's impact on POS is not fully understood (Anwar et al., 2021). This study will analyze TL-POS relationships to fill this gap. Bernarto et al. (2020); Hermawati, Zalukhu, Djap, Santoso, and Hidayat (2021); Hidayat and Masdupi (2023), and Kao, Cho, and Kao (2023) found that TL improves POS. Transformational leaders provide constant support, build strong connections, and improve employee opinions of the company (Men & Stacks, 2013; Yang, 2014). Therefore, the hypothesis suggests that TL positively affects POS by enhancing their perceptions of its supportive nature. Based on the explanation provided, the corresponding hypothesis is made.

H₄: Transformational Leadership has a positive effect on Perceived Organizational Support.

2.6. Quality of Work Life between Transformational Leadership and Organizational Citizenship Behavior

Organisational QWL management systems attempt to enhance employees' quality of life at work concurrently sustainably (Hermanto et al., 2024). Employees and the company gain from QWL (Mehra, 2023). According to Mayfield (2013), OCB involves employee behavior beyond assigned tasks, thereby increasing organizational efficiency. On the other hand, if employees do not receive a good QWL, such as appropriate compensation and a conducive work environment, they will not be motivated or have the opportunity to develop, which will hinder the formation of positive OCB (Sumarsi & Rizal, 2021).

Developing QWL is vital to growing OCB (Hastuti & Wibowo, 2021). Agus Purwanto et al. (2021); Purwanto et al. (2023); Sumarsi and Rizal (2021); Rimatanti & Darmawan, (2023), and Widodo, Gustari, and Permana (2023) examined how QWL affects OCB. Transformational leaders inspire employees and create a supportive work environment that enhances QWL, which in turn promotes the development of OCB. Hermanto et al. (2024) found that QWL mediates TL-OCB relationships. Thus, the hypothesis posits that QWL not only directly impacts OCB but also mediates the connection of TL on OCB by translating leadership practices into improved workplace experiences and discretionary employee behaviors. Based on the explanation provided, the corresponding hypothesis is made.

H₅: The quality of work life has a positive effect on organizational citizenship behavior.

H₆: Quality of Work Life mediates the influence of Transformational Leadership on Organizational Citizenship Behavior.

2.7. Organizational Commitment between Transformational Leadership and Organizational Citizenship Behavior

OC predicts employee behavior by characterizing their position and relationship with the firm each component of Meyer and Allen (1991) paradigm describes the employee-organization connection (Meyer & Allen, 2004). Individual qualities affect affective commitment (Mathieu & Zajac, 1990). OC is caused by personality, job-hopping, and tenure (Xu et al., 2022). The duration of employees leads to socialization techniques that produce normative OC (Rego et al., 2016). This deepened commitment aligns employees' goals with organizational objectives, fostering devotion and loyalty. These elements boost employee commitment to company goals (Kernis & Goldman, 2005). Thus, the hypothesis posits that OC positively affects OCB by motivating workers to engage in voluntary, constructive behaviors that support organizational success.

Nurjanah et al. (2020); Firmansyah, Junaedi, Kistyanto, and Azzuhri (2022); Hermawanto, Ahman, and Supriadi (2022); Purwanto et al. (2023) and Widodo et al. (2023) found that OC positively affects OCB by stressing devotion and loyalty to the organization in generating good voluntary behavior. Additionally, Hermawanto et al. (2022) found that OC mediates the TL-OCB link. Transformational leaders' dedication may stimulate good employee behavior, improving organizational performance and success. TL may change behavior and attitudes to boost OC, performance, and OCB (Rego, Sousa, Marques, & Cunha, 2012). Therefore, the hypothesis asserts that OC not only directly influences OCB but also mediates the impact of TL on OCB by translating leadership practices into stronger employee dedication and constructive workplace behaviors. Based on the explanation provided, the corresponding hypothesis is made.

H₇: Organizational Commitment has a positive effect on Organizational Citizenship Behavior.

H₈: Organizational Commitment mediates the influence of Transformational Leadership on Organizational Citizenship Behavior.

2.8. Perceived Organizational Support between Transformational Leadership and Organizational Citizenship Behavior

POS is an employee's view of how much the company appreciates and cares about them Firmansyah et al., 2022). SET suggests that workers reciprocate good behaviors like OCB and performance when they feel valued (Blau, Wiley, York, London, & Sydney, 1964; Wayne, Shore, Bommer, & Tetrick, 2002). SET suggests that higher levels of POS, characterized by concern for and value from the organization, will boost positive behavior, including psychological capital and OCB (Alshaabani, Naz, Magda, & Rudnák, 2021). POS positively affects OCB, as shown by Alshaabani et al. (2021), Ramadhan and Riyanto (2024), and Firmansyah et al. (2022).

Therefore, the hypothesis posits that POS positively influences OCB by fostering a sense of value and belonging that motivates workers to contribute beyond their formal responsibilities.

Furthermore, POS plays a pivotal mediating role in linking TL and OCB. TL increases POS and OCB among employees (Shofiyuddin et al., 2021). Increased perceptions of organizational support boost employee participation in advantageous voluntary behavior. Asgari et al. (2020) also discovered that POS mediates the association between TL and OCB, suggesting that transformational leaders' supportive environments might boost employees' organizational support and OCB. This suggests that the supportive climate fostered by transformational leaders strengthens POS, translating into greater employee engagement in voluntary, advantageous behaviors. Thus, the hypothesis posits that POS both directly improves OCB and serves as a mediator of the impact of TL on OCB by connecting leadership practices with discretionary employee behaviors. Based on the explanation provided, the corresponding hypothesis is formulated.

H_9: *Perceived Organizational Support has a positive effect on Organizational Citizenship Behaviour*.

H_{10}: *Perceived Organizational Support mediates the influence of Transformational Leadership on Organizational Citizenship Behaviour*.
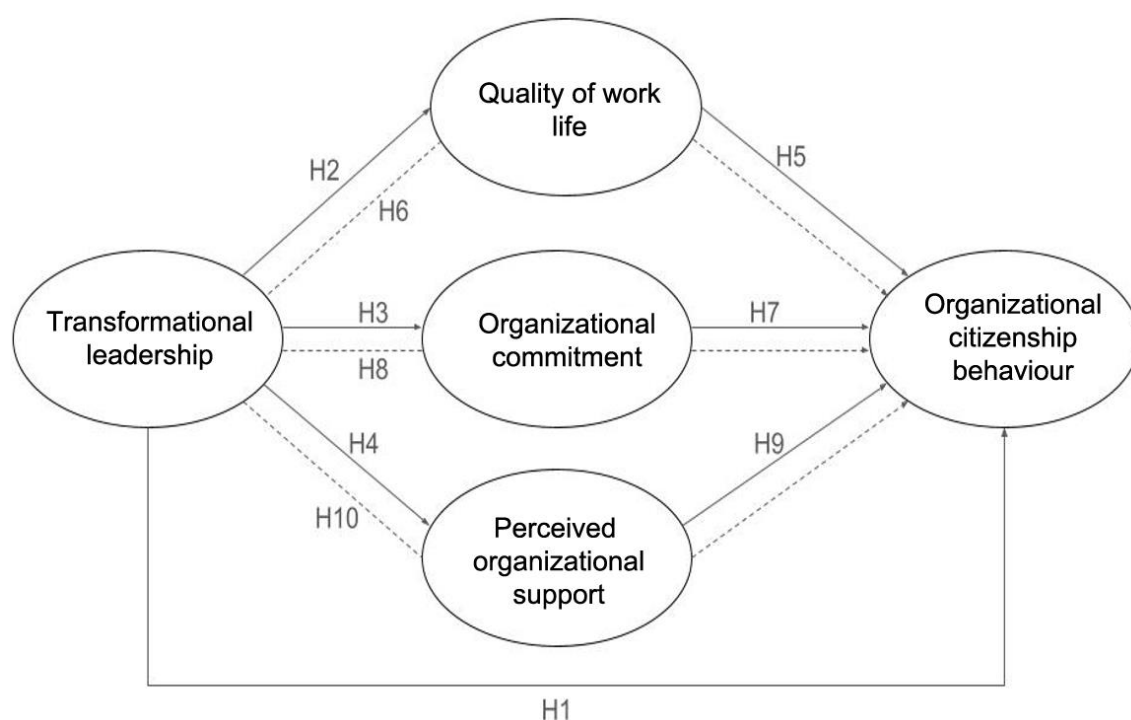

Figure 1. Framework of thought.

Figure 1 illustrates the conceptual framework of this study, highlighting the relationships between transformational leadership (TL), quality of work life (QWL), organizational commitment (OC), perceived organizational support (POS), and organizational citizenship behavior (OCB). The framework depicts TL as the independent variable, influencing OCB both directly and indirectly through the mediating variables QWL, OC, and POS. This model emphasizes the interconnected pathways through which transformational leadership contributes to fostering positive organizational behaviors and outcomes.

3. Research Methodology

3.1. Research Design

This research utilizes a quantitative approach to examine relationships between variables through Structural Equation Modeling (SEM). The SEM technique facilitates an in-depth examination of variable interrelations and path dynamics, allowing researchers to investigate intricate hypotheses and theoretical models (Hair, Hult, Ringle, & Sarstedt, 2017). The objective of the research is to guarantee that the sample accurately represents the population, thereby permitting the generalization of results to the wider population (Sugiyono, 2021).

3.2. Sampling Technique and Participants

The research utilized quota sampling, a non-probability sampling technique, to select participants. This method involved pinpointing certain characteristics of the population and making sure the sample adhered to established quotas (Sugiyono, 2021). A total of 200 participants, all employed in the tourism sector in

Purwokerto, Indonesia, took part in the study. This group was chosen due to its relevance to the research objectives, ensuring that the sample population accurately represented the traits being examined.

3.3. Data Collection

Data collection was gathered through a questionnaire designed around variable indicators and evaluated on a five-point Likert scale. Several measurement tools were incorporated into the questionnaire to examine different constructs. Organizational Citizenship Behavior (OCB) was evaluated using from Podsakoff et al. (1990) and Podsakoff et al. (2000) which consists seven primary dimensions, namely (1) helping behavior; (2) sportsmanship; (3) organizational loyalty; (4) organizational compliance; (5) individual initiative; (6) civic virtue; and (7) self-development. Transformational Leadership (TL) was measured using Bass's Multifactor Leadership Questionnaire (MLQ), developed by Den Hartog et al. (1997), comprising four dimensions, namely (1) charisma; (2) inspiration; (3) individual consideration; and (4) intellectual stimulation. Quality of Work-Life (QWL) is measured using five indicators from Cascio (2006), including (1) fair compensation; (2) safe work environment; (3) opportunities for growth and development; (4) work-life balance; and (5) social integration. Organizational Commitment (OC) is assessed using Meyer and Allen (1991). The Three Component Model of Commitment, which includes three elements, namely (1) normative, (2) continuity, and (3) affective. POS was measured using Eisenberger, Fasolo, and Davis-LaMastro (1990) framework with indicators, namely (1) concern for organizational welfare, (2) improvement, (3) improving the quality of relationship with the organization; (4) contribution to achieving organizational goals; (5) providing better work performance; (6) the level of work absenteeism; and (7) employee loyalty to the organization.

3.4. Introduction to the Model and Its Novelty

The study employs SEM, a robust statistical approach that integrates factor analysis and multiple regression to evaluate interrelationships among variables. The model applied in this research differs from previous studies by integrating constructs from multiple established frameworks—Bass's MLQ, Cascio's QWL, the Three-Component Model of OC, and Eisenberger's POS. By combining these frameworks, the study presents a holistic approach to analyzing leadership, OC, QWL, and POS. This integrated viewpoint facilitates a thorough understanding of the factors that affect employee behavior and organizational results, filling in the gaps left by earlier studies that typically explored these constructs in isolation.

4. Results

In this survey, 59.0% of respondents were male, showing substantial male involvement. Most responses, 46.0%, were from individuals between 31 and 40 years old, indicating that this age group dominates the survey. 51.0% of respondents had a high school education, indicating that the majority had secondary education. 45.5% of respondents had 6–10 years of work experience, indicating that medium-experienced workers were more active in this research.

4.1. Measurement Model Analysis

This stage tests convergent, reliability, and discriminant validity. Table 1 shows convergent validity and reliability results.

Table 1. Construct validity and reliability.

Variables	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Organizational citizenship behavior	0.961	0.965	0.663
Transformational leadership	0.944	0.950	0.702
Quality of work life	0.939	0.960	0.708
Organizational commitment	0.964	0.969	0.775
Perceived organizational support	0.947	0.954	0.633

Hair et al. (2017) define convergent validity as AVE > 0.5 and loading factor > 0.7. Every item in this study had a loading factor > 0.70. This study's AVE > 0.50 is shown in Table 1. All indicators are legitimate since they measure latent variables. Cronbach's alpha and composite reliability exceeded 0.70. Cronbach's alpha and Composite Reliability > 0.70 imply indicator reliability (Hair et al., 2017). The variables are credible and authentic.

Table 2. Discriminant validity: Fornell-Larcker.

Variables	OC	OCB	POS	QWL	TL
Organizational commitment	0.881				
Organizational citizenship behavior	0.376	0.814			
Perceived organizational support	0.224	0.348	0.795		
Quality of work life	0.232	0.369	0.182	0.841	

Transformational leadership	0.335	0.430	0.189	0.257	0.838

Table 2 shows that the Fornell-Larcker criteria have been fulfilled well, as indicated by the square root value of AVE on the diagonal being higher than the other values for each variable. Therefore, all variables were considered valid based on the Fornell-Larcker criteria.

4.2. Structural Model Analysis
For OCB, this study revealed an R-squared of 0.342. R-squared assesses the impact of independent variables on the variation of the dependent variable. An R-squared of 0.342 implies that this study's control variables explain 34.2% of the variation in OCB. Unstudied factors may explain the remaining variation.

Table 3. Hypothesis testing.

Hypothesis	Path coefficients (β)	T statistic	*P* values	Conclusion
(H1) TL → OCB	0.270	4.119	0.000***	Supported
(H2) TL → QWL	0.257	3.655	0.000***	Supported
(H3) TL → OC	0.335	4.750	0.000***	Supported
(H4) TL → POS	0.189	2.741	0.003**	Supported
(H5) QWL → OCB	0.209	3.068	0.001**	Supported
(H6) TL → QWL → OCB	0.056	2.132	0.017**	Supported
(H7) OC → OCB	0.187	2.927	0.002**	Supported
(H8) TL → OC → OCB	0.063	2.204	0.014*	Supported
(H9) POS → OCB	0.215	3.025	0.001**	Supported
(H10) TL → POS → OCB	0.041	1.973	0.024*	Supported

Note: Significance with P values less than 0.05(*), Significance with P values less than 0.01 (*), Significance with P values less than 0.001 (***)

The last evaluation is a hypothesis test to explain the study variables' connection. Hypothesis testing requires an impact between independent and dependent variables with a T-statistic> 1.960, P value < 0.05. The test findings in Table 3 indicate a positive path coefficient (β) between variables, supporting all hypotheses in this investigation.

5. Discussion
5.1. The Effect of Transformational Leadership on Organizational Citizenship Behavior
Research indicates TL strongly impacts OCB (β=0.270, P value=0.000), or H1 is accepted. This study agrees with Tian et al. (2020), Indradewa et al. (2021), Rimatanti and Darmawan (2023), Qalati et al. (2022), and Purwanto et al. (2023). The increasing TL will go hand in hand with increasing OCB, namely, employee voluntary behavior beyond formal duties. Transformational leadership creates strong relationships to facilitate the emergence of positive states of mind and behavior in employees (Indradewa et al., 2021). They provide opportunities for growth, recognize individual contributions, and inspire employees to think creatively and solve problems proactively.

Moreover, TL promotes OCB by cultivating a supportive and inclusive work culture. TL increases OCB by introducing an inspiring vision, achieving shared goals, effective problem resolution, and investing in employee training and development (Tian et al., 2020). This approach boosts employees' satisfaction and commitment, which are essential for promoting OCB. Leaders who adopt a transformational style emphasize the importance of collective success and encourage workers to actively contribute to the organization's vision. TL promotes OCB by encouraging assistance among teammates, taking initiative, and being devoted to the company. Employees feel appreciated, motivated, and emotionally invested in the company's goals (Indradewa et al., 2021). These leaders also align employees' personal aspirations with organizational objectives, fostering a sense of shared purpose and collaboration that further encourages OCB.

5.2. The Effect of Transformational Leadership on Quality of Work Life
The research results state that TL significantly influences QWL (β= 0.257, *P* value= 0.000), or H2 is accepted. This finding is corroborated by Akter et al. (2021), Karatepe and Türkmen (2023), Kim et al. (2021), and Mukti et al. (2022). That result illustrates that an increase in TL correlates with an improvement in QWL. Transformational leaders inspire employees by providing a clear vision and focusing on their individual growth, enhancing their overall experience in the workplace. By addressing the personal and professional needs of employees, such leaders create a balance that enhances overall well-being. For instance, through individualized consideration, leaders provide tailored support to employees, ensuring their concerns are addressed and their aspirations are aligned with organizational goals. This approach not only improves the workplace environment but also enhances employees' sense of fulfillment and engagement.

In addition, transformational leadership positively impacts QWL by promoting innovation, flexibility, and a culture of respect and inclusivity. Leaders who nurture intellectual growth and recognize the value of employees' contributions foster a sense of worth and belonging. This type of setting incentivizes employees to take initiative and engage in work that feels meaningful, thus positively affecting their view of the quality of work-life. Effective TL can improve the QWL by prioritizing open communication, encouraging participation, ensuring safety, establishing a democratic conflict resolution system, establishing a career path that involves training, providing study leave opportunities, and providing assignments that support learning, as well as offering a fair compensation system (Mukti et al., 2022). Therefore, transformational leadership improves QWL by creating more satisfying working conditions and empowering employees to reach their full potential.

5.3. The Effect of Transformational Leadership on Organizational Commitment

The research finding shows that TL favorably impacts OC (β=0.335, P value=0.000), supporting H3. This finding is corroborated by Jabbar et al. (2020), Senjaya and Anindita (2020), Kumar and Bagga (2024), Dewi et al. (2022), and Xu et al. (2022). TL significantly contributes to the development of OC by creating a deep sense of loyalty and emotional connection. Leaders with TL style inspire their teams by articulating a compelling vision and emphasizing shared values. This alignment between leadership vision and employee aspirations enhances employees' emotional connection to the organization, fostering affective commitment. Through individualized consideration, transformational leaders show genuine care for employees' well-being and career growth, which strengthens their psychological attachment to the organization.

Transformational leadership influences organizational commitment by cultivating trust, motivation, and a sense of purpose within the workplace. TL builds deep and enduring employee-organization ties, which boost organizational commitment. Transformational leaders excite people with a clear goal, personal attention, and intellectual stimulation (Dewi et al., 2022). Employee loyalty and emotional attachment to the company improve with TL. More dedicated employees will stay in the organization longer (Senjaya & Anindita, 2020). By addressing both the emotional and rational dimensions of employee commitment, transformational leaders not only enhance loyalty but also create a workforce that is resilient, motivated, and aligned with organizational objectives.

5.4. The Effect of Transformational Leadership on Perceived Organizational Support

Research shows that TL significantly influences POS (β= 0.189, *P* value= 0.003), or H4 is accepted. This finding is corroborated by Bernarto et al. (2020), Hermawati et al. (2021), Hidayat and Masdupi (2023), and Kao et al. (2023). The support leaders provide to their subordinates is a marker for them of the positive treatment they receive from the organization, thereby creating a perception of organizational support (Hidayat & Masdupi, 2023). Transformational leaders demonstrate individualized consideration, addressing employees' unique needs and concerns, which strengthens their perception that the organization cares about their well-being. By inspiring employees through motivational communication and acknowledging their contributions, these leaders build a culture of appreciation and recognition. This sense of being valued not only boosts employee morale but also reinforces the belief that the organization is invested in their success and personal growth, thereby enhancing POS.

TL positively influences POS by promoting trust, open communication, and a collaborative work environment. Leaders who practice transformational leadership encourage innovation, actively involve employees in decision-making, and provide meaningful feedback, which cultivates a sense of inclusion and partnership. With progressive policies, leadership increases the perception of organizational support through assistance and creating supportive conditions (Anwar et al., 2021), which is a key factor in establishing a healthy and productive work culture. This participative approach signals to employees that their opinions and efforts are respected and essential to organizational success.

5.5. Mediation Effect of Quality of Work Life between Transformational Leadership and Organizational Citizenship Behavior

The research indicates that QWL significantly impacts OCB (β=0.209, P value=0.001), supporting H5. Agus Purwanto et al. (2021) and Purwanto et al. (2023), Sumarsi and Rizal (2021), Rimatanti and Darmawan (2023), and Widodo et al. (2023) endorse this research. A good QWL, including adequate rewards, a congenial work atmosphere, fair working hours, and difficult activities, would help employees build optimal OCB and make it a daily habit (Sumarsi & Rizal, 2021).

The mediation effect of QWL between TL and OCB highlights how employees' perceptions of their work environment play a crucial role in translating leadership qualities into voluntary, beneficial workplace behaviors. H6 is acceptable as QWL mediates the link between TL and OCB (β=.056, P value=.017). QWL may be a key connection between TL and OCB, according to Hermawanto et al. (2022). TL inspire, motivate, and support their employees, often fostering a sense of purpose and alignment with organizational goals. QWL helps leaders and subordinates agree on work activities (Hermawanto et al., 2022). These leaders can significantly improve the QWL by enhancing job satisfaction, reducing stress, and creating a supportive work environment. A higher QWL reflects a workplace where employees feel valued, balanced, and engaged, which in turn motivates them

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to go beyond their defined roles, displaying OCB such as helping colleagues, being proactive, and supporting organizational objectives.

QWL serves as a mediator that explains how and why TL influences OCB. While transformational leadership directly inspires OCB by modeling positive behaviors and establishing a vision, its impact is amplified when employees perceive an improved QWL. Without an enhanced QWL, the link between leadership and OCB may weaken, as employees might lack the necessary motivation or resources to exceed expectations. QWL helps TL and OCB staff feel encouraged and motivated to work more. Thus, improving QWL becomes a critical pathway through which TL fosters a culture of citizenship and collaboration within organizations.

5.6. Mediation Effect of Organizational Commitment between Transformational Leadership and Organizational Citizenship Behavior

The study found a substantial favorable impact of OC on OCB (β=0.187, P value=0.002), supporting H7. Nurjanah et al. (2020), Firmansyah et al. (2022), Hermawanto et al. (2022), Purwanto et al. (2023), and Widodo et al. (2023) support this conclusion. Organizational commitment boosts OCB, making work more collaborative and productive. OCB levels rise when workers demonstrate loyalty and belonging, which leads to positive organisational behaviour (Firmansyah et al., 2022).

OC may link TL and OCB (β=0.063, P value=0.014), supporting H8. Hermawanto et al. (2022) found that OC mediates the TL-OCB link. Inspiration, interpersonal assistance, and intellectual challenge boost employee loyalty and commitment to the company. These behaviors strengthen employees' commitment to the organization by fostering trust, shared goals, and a sense of belonging. Motivating leaders boost employee dedication, honesty, and OCB (Hermawanto et al., 2022). A high level of OC ensures that employees are not only engaged in their tasks but also emotionally invested in the success of the organization, which translates into greater willingness to exhibit OCB, such as helping colleagues, showing initiative, and protecting organizational interests.

OC mediates the correlation between TL and OCB by acting as the psychological bridge that connects leadership influence with behavioral outcomes. While TL directly promotes OCB by modeling desired behaviors and reinforcing the value of collective success, its effectiveness is significantly enhanced when employees feel committed to their organization. This commitment amplifies their intrinsic motivation to go beyond prescribed roles, as they perceive their efforts as meaningful contributions to a shared vision. Without strong OC, the impact of TL on OCB may diminish, as employees may lack the emotional investment needed to engage in discretionary behaviors. Thus, OC is a crucial mechanism through which TL inspires and sustains OCB within the workplace.

5.7. Mediation Effect of Perceived Organizational Support between Transformational Leadership and Organizational Citizenship Behavior

The research results state that POS positively influences OCB (β= 0.215, *P* value= 0.001) or that H9 is accepted. Its findings match those of Alshaabani et al. (2021), Ramadhan and Riyanto (2024), and Firmansyah et al. (2022). Transformational leaders listen closely, acknowledge each subordinate, and celebrate their development (Kao et al., 2023).

The mediation of POS between TL and OCB highlights the role of workers' perceptions of their organization's care and support in fostering discretionary, extra-role behaviors. POS is a mediator between TL and OCB (β= 0.041, *P* value= 0.024), or H10 is accepted. This finding is corroborated by Asgari et al. (2020), which explains that POS serves as a mediator in the connection between TL and OCB. TL, characterized by an inspiring vision, individual attention, and drive for growth, enhances POS by making workers feel valued and supported by the organization. TL inspires and motivates employees by providing vision, encouragement, and individualized consideration. When individuals feel that superiors' behavior is fair and believe that superiors consider them in decision-making, this will encourage increased organizational citizenship behavior (Rezaei & Mahmoodi, 2017). A strong sense of POS fosters positive feelings of obligation, trust, and loyalty toward the organization by engaging in behaviors like assisting coworkers, taking initiative, and promoting organizational goals.

POS mediates the relationship between TL and OCB by explaining how leadership practices translate into voluntary, beneficial behaviors. While TL directly inspires OCB by fostering a sense of purpose and alignment with organizational objectives, this impact is amplified when workers feel supported by their organization. High POS creates a psychological climate where employees feel valued and secure, motivating them to reciprocate. Without strong POS, the connection between TL and OCB may weaken, as employees may not feel sufficiently supported to engage in discretionary actions. Thus, POS serves as a crucial pathway through which transformational leaders influence OCB, emphasizing the importance of fostering a supportive organizational environment.

6. Conclusions

This study investigates the mediating effects of Quality of Work Life (QWL), Organizational Commitment (OC), and Perceived Organizational Support (POS) in the relationship between Transformational Leadership

(TL) and Organizational Citizenship Behavior (OCB). The findings indicate that TL significantly enhances QWL, OC, and POS, which, in turn, promote higher OCB by fostering employee satisfaction, loyalty, and perceptions of organizational support. These mediators strengthen TL's impact on OCB, underscoring the importance of a supportive work environment and strong employee commitment in driving voluntary, constructive behaviors that contribute to organizational success.

7. Implications, Limitations, and Future Research Suggestions
7.1. Practical and Theoretical Implications
Organizations should focus on embracing and encouraging transformational leadership (TL) styles to improve employees' quality of work life (QWL), organizational commitment (OC), and perceived organizational support (POS). This approach can lead to improved organizational citizenship behavior (OCB), which is vital for organizational efficiency and effectiveness. Implementing training programs designed to cultivate transformational leadership skills in managers and leaders can optimize employee engagement and overall performance. The study contributes to existing knowledge by illustrating the mediating effects of QWL, OC, and POS in the TL-OCB relationship. It reinforces the relevance of these mediators in clarifying how transformational leadership fosters citizenship behaviors.

7.2. Limitations and Future Research Suggestions
The research focuses on one particular industry or organizational environment, which may restrict the generalizability of the findings. The sample's specificity restricts the ability to draw conclusions applicable across diverse industries or organizational contexts. Furthermore, external factors, such as market conditions and economic pressures, were not considered, which could also influence QWL, OC, POS, and OCB.

Future research should aim to broaden the focus to include various industries and organizations, providing a more comprehensive understanding of how transformational leadership (TL) influences organizational citizenship behavior (OCB) in different contexts. Investigating additional mediators, such as psychological capital and external support, could provide deeper insights into the dynamics surrounding TL. Exploring these factors in diverse organizational contexts will contribute to a more detailed understanding of TL and its impact on employee behavior.

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