
The Influence of Quality of Work Life (QWL), Organizational Commitment (OC), and Transformational Leadership on Organizational Citizenship Behavior (OCB) (Study on Nurses at RSUD dr. R. Goeteng Taroenadibrata Purbalingga)

Nelis Fadhila Rimatanti ¹, Ahmad Darman ²

¹ Bachelor of Management Study Program, Muhammadiyah University Purwokerto, Indonesia

² Bachelor of Management Study Program, Muhammadiyah University Purwokerto, Indonesia

Email: nelisfadhila11@gmail.com, akhmaddarmawan@ump.ac.id

Article Info

Article history:

Received June 28, 2023

Revised July 6, 2023

Accepted July 7, 2023

Keywords:

Quality of Work Life;
Organizational Commitment;
Transformational Leadership;
Organizational Citizenship Behavior.

ABSTRACT

This study aims to identify and analyze the effect of quality of work life (QWL), organizational commitment (OC) and transformational leadership on organizational citizenship behavior at RSUD dr. R. Goeteng Taroenadibrata Purbalingga. Sampling using purposive sampling method through a questionnaire. The sample used was 165 nurses. The analysis technique used in this study uses the Statistical Package for the Social Sciences (SPSS). The results of this study indicate that quality of work life has a positive and significant effect on organizational citizenship behavior, organizational commitment has a positive and insignificant effect on organizational citizenship behavior, and transformational leadership has a positive and significant effect on organizational citizenship behavior. Based on the test results of the R² adjusted coefficient of determination of 18.9%.



© 2022 by the authors; licensee UMP. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>).

Corresponding Author:

Name Nelis Fadhila Rimatanti,
Department of
Faculty of Economics and Business
Muhammadiyah Purwokerto University,
Email: nelisfadhila11@gmail.com

1. INTRODUCTION

In the hospital industry, nurses are the main workers who interact the most directly with patients. Therefore, the performance of nurses plays an important role in the success of hospitals in providing quality and satisfying services to their patients. An organization's ability to achieve its goals is determined not only by the behavior of employees who are assigned tasks according to their job descriptions, but also by the behavior of employees outside their job descriptions. The behavior

of an employee outside the task in his job description is called *organizational citizenship behavior* (OCB). His OCB is reflected in behavior that helps others or voluntarily takes on additional responsibilities (Napitupulu, 2018).

Employees who have the knowledge and skills are expected to improve the quality of the performance process and work results. In addition, employees must also have organizational citizenship behavior or organizational behavior. Behavior as a citizen of the organization raises the assumption that an employee should not only master one skill. Employees who have a high attitude towards the organization care about organizational problems and try to lead the organization in a better direction, while employees who have a low attitude towards the organization consider this a personal matter and are more concerned with their organization (Izzatunnisa et al, 2021).

Organizational citizenship behavior (OCB) is related to actions that are beyond the responsibility of the nurse. *Organizational citizenship behavior (OCB)* is not included in the official duties of an employee, but helps run the organization effectively (Share, 2017) . The ability to empathize with colleagues allows nurses to understand other people and their environment, and align them with the values espoused, both personally and by those around them, resulting in good behavior (Saqila, 2021). OCB as a choice behavior that is not part of a formal job function, but OCB is an attitude that supports the effective functioning of the organization (Napitupulu, 2018).

According to Putra and Supartha (2016), OCB is the key to organizational success. For example, if the feedback received from an employee is not as expected or unfair, the employee may lose interest in implementing his or her OCB actions. The foundation that makes OCB different from other activities is that OCB is carried out voluntarily or by choice, these activities are outside the job description and these activities have a positive impact on the company. Nurses' OCB can be influenced by several factors including *quality of work life* , *organizational commitment* , and transformational leadership.

The first factor that forms OCB is *the quality of work life*. Creating a quality work life is also necessary when developing OCB behavior (Hastuti & Wibowo, 2020). Nurses with a high quality of work life are more likely to speak positively about their organization, try to help others, and do work that exceeds organizational expectations, thereby encouraging the emergence of OCB (Hastuti & Wibowo, 2020).

Research conducted by Hastuti & Wibowo (2020), Widiyanti & Rizal (2022), Difa & Claudia (2022), Pujianto & Evendi (2021), Paramitha & Rijanti (2022), Widiyanti (2022), Dewi et al (2022) obtained the result is that *the quality of work life* has a positive effect on *organizational citizenship behavior* (OCB) .

F The second actor that influences OCB improvement is *organizational commitment* . *Organizational commitment* is the most important motivating factor for someone to find their identity in an organization, participate in organizational activities, integrate into an organization and enjoy membership. Organizational commitment is a level of attachment and identification of an employee with the organization where he works (Bagis, 2018) . Achieving organizational goals is not possible without continuous acceptance, commitment and motivation from nurses (Hastuti & Wibowo, 2020). Workforce in an organization has a very important role, because without the help of an adequate workforce, an organization may face difficulties in achieving the desired goals. To achieve organizational goals effectively and efficiently, good cooperation between members of the organization is very important (Bagis et al., 2020) .

Research conducted by Hastuti & Wibowo (2020), Cahyadi & Satrya (2018), Setiana (2022), Syahbanuari & Abdurrahman (2019), Kurniawan et al (2022), Difa & Claudia (2022), Yoga et al (2021), Saqila (2021), Sari et al (2021) found that *organizational commitment* (OC) has a positive effect on *organizational citizenship behavior* (OCB).

The third actor that drives *organizational citizenship behavior* (OCB) in organizations is transformational leadership. According to Kurniawan et al (2022), transformational leadership is the ability to inspire, motivate, and significantly impact employees beyond the standards expected of the organization, and to focus on organizational interests above personal interests. Transformational leadership as a leader who is able to direct and guide members of an organization to achieve its vision and mission without neglecting their family (Kurniawan et al, 2022). Transformational leadership has a very important influence on the level of employee performance (Bagis et al., 2021)

Research conducted by Wijaya & Dewi (2021), Cahyadi & Satrya (2018), Kurniawan et al (2022), Saragih et al (2021), Nenggor et al (2022), Fintahiasari (2022), Wijonarko (2021) showed that transformational leadership positive effect on *organizational citizenship behavior* (OCB).

Literature review

Social Exchange Theory

Social exchange theory is a theory often used to explain why employees are willing to demonstrate organizational citizenship behavior (OCB). This theory is based on 2 assumptions, namely reciprocity and justice. When employees have relatively positive influence or perceptions, they reciprocate in practical and effective ways. *Organizational Citizenship Behavior* (OCB) is one of the best ways to show that the ethical environment of the organization is relevant for employees who are influenced by the behavior of certain roles (Larasati & Susilowati, 2021).

Organizational Citizenship Behavior

According to Anam and Rizana (2021) stated that *organizational citizenship behavior* (OCB) is a willingness to perform tasks that are not part of the job description and contribute to the psychological and social environment of the workplace. Another opinion from Ahdiyana (in Anam & Rizana, 2021) states that OCB is an action outside of formal obligations (additional role) and has nothing to do with direct remuneration. That is, people with high OCB are willing to be paid by their individual behavior rather than in the form of money or bonuses. The main focus on OCB is that this action can improve organizational performance and even make the organization more efficient because employee behavior is not regulated in detail in job descriptions. (Share, 2017) .

Quality Of Work Life

Quality of work life is a way of thinking about individuals, work, and organizations in relation to each other among employees, which has an impact on employee and organizational performance and integrates participatory ideas into the process of solving problems and returning organizational decisions (Legowo & Olihah, 2022) . According to (Robbins and Hakim, 2013) in (Djani & Neolaka, 2020) the quality of work life ensures employee welfare, job security, job satisfaction, a good compensation system, employee welfare, and employee participation in achieving the goals set by the organization.

Organizational Commitment

Organizational commitment is a person's willingness to bind himself and show loyalty to the organization because he feels himself involved in organizational activities. There is a high desire to

become a member of the organization, a sense of wanting to work hard according to the wishes of the organization, there is belief in and acceptance of the assessment and goals of the organization (Bagis et al., 2021) . Employees identifying with the organization indicate that workers mix well and conform to the ethics and expectations of the organization that they experience a feeling of oneness with the company. But organizational commitment can also affect whether a worker stays as a member of the organization or leaves to pursue other jobs (Wibowo, 2017).

Transformational leadership

Leadership is an ability possessed by someone in influencing other people to work towards their goals (Bagis et al., 2020) . According to Bass (1990) in Wijono (2018) said that transformational leadership is a leader who motivates employees to work towards goals, not because of short-term personal interests, achievements, self-actualization, or feeling safe. By expressing his vision, a transformational leader motivates his employees to work towards his goals and to provide internal rewards.

Hypothesis Development

Developing good OCB requires creating quality work. *Quality of work life* focuses on the impact of work on work and organizational effectiveness to provide participatory ideas for solving organizational problems and making decisions and thinking about organizations, according to Paramitha & Rijanti, (2022). According to Mayfield (2013) in Paramitha & Rijanti (2022), OCB is behavior that encourages employees to go beyond their work within the organization, thereby increasing organizational efficiency. The impact of *quality of work life* on OCB was previously investigated by Widiyanti & Rizal (2022), Difa & Claudia (2022) , Pujianto & Evendi (2021), and Paramitha & Rijanti (2022) . Given the description above, this speculation can form:

H1: *Quality of Work Life* has a positive and significant effect on *Organizational Citizenship Behavior*

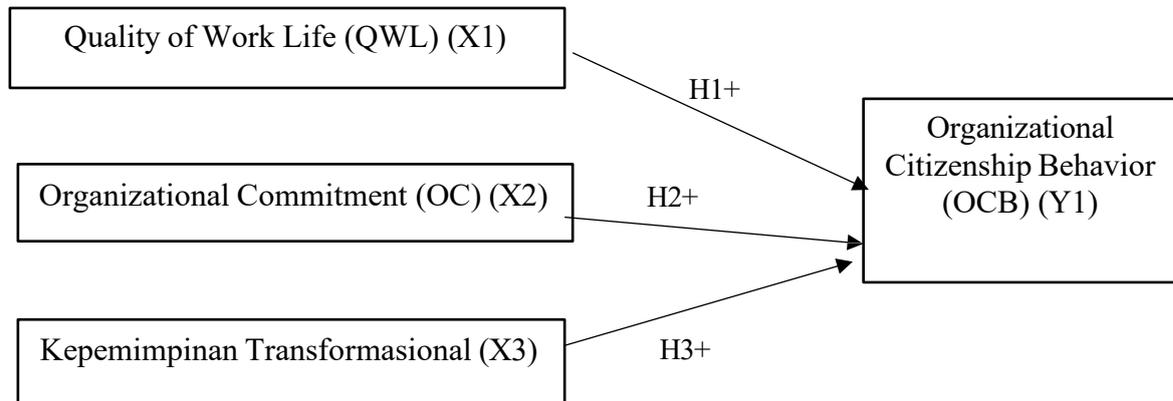
Organizational commitment (OC) is one of the variables that can affect an employee's OCB behavior, because high employee commitment is focused on his work, besides that social behavior will arise that helps each other in the work environment and provides good results for the company (Kurniawan et al, 2022) . Kurniawan et al (2022) identified organizational commitment as behavior that makes people work more optimally, is willing to sacrifice personal interests and is able to show loyalty to achieve the vision and mission of the organization. The impact of *organizational commitment* on OCB was previously investigated by Cahyadi & Satrya (2018), Setiana (2022) , Syahbanuari & Abdurrahman (2019), and Kurniawan et al (2022) . Given the description above, speculation can be formed:

H2: *Organizational Commitment* has a positive and significant effect on *Organizational Citizenship Behavior*

According to Bass & Avolio (in Wijaya & Dewi, 2021) transformational leadership encourages employees to achieve more than is usually expected, motivating them not to prioritize personal interests for the interests of the group or organization. Transformational leadership is a leadership style that can and influences the formation of employee OCB (Kurniawan et al, 2022). An ability that can inspire and motivate and push employees beyond the criteria expected by the organization. The impact of transformational leadership on *organizational citizenship behavior* was previously studied by Nenggor et al (2022), Finthariasari (2022) , Saragih et al (2021), and Wijonarko (2021). Given the description above, speculation can be formed:

H3: Transformational Leadership has a positive and significant effect on *Organizational*

Citizenship Behavior



2. METHOD STUDY

Type This research is research quantitative Which based on philosophy positivism, Which researching population or certain sample , collection data with instruments study, analysis data quantitative with objective test the hypothesis (Sugiyono, 2019).

The total number of population is 259 nurse . Method taking sample is *non probability sampling* with *purposive sampling method* . Technique *non- probability sampling* is Technique sampling that does not provide equal opportunity/opportunity for each element or member of the population to be selected as a member of the sample. Whereas Method *purposive sampling* is Technique taking sample see a consideration (Sugiyono, 2019).

3. RESULTS AND DISCUSSION

Results Instrument Test Data

1. Results Validity test

From mark output SPSS test validity shows that all the statement items questionnaire valid Because mark validity variable organizational citizenship behavior, quality of work life, organizational commitment, transformational leadership from whole results testing using r arithmetic $> r$ table, or less from 0.05.

2. Results Test Reliability

Table 1. Reliability Test Results

No	Variable	Cronbach Alpha	Standard Cronbach Alpha	Information
1	<i>Organizational Citizenship Behavior</i>	0.706	0.60	Reliable
2	<i>Quality of Work Life</i>	0.838	0.60	Reliable

3	Organizational Commitment	0.783	0.60	Reliable
4	Transformational leadership	0.639	0.60	Reliable

From the SPSS output value, the reliability test can be obtained concluded that variable organizational citizenship behavior, quality of work life, organizational commitment, transformational leadership variables have value Cronbach Alpha > 0.060 which means all variable in research it's reliable.

Classical Assumption Test Results

1. Results Test Normality

Based on the SPSS output value shows *Kolmogorov-Smirnov Test* results were obtained Asymp. Sig.(2-tiled) is .200 > 0.05 Which can interpreted that data unstandardized residual has distributed normal, Because that value > 0.05 .

2. Results Test Multicollinearity

Based on the SPSS output shows the value *the tolerance* of the Quality of Work Life variable is 0.720 And mark VIF as big 1, 388 Which It means No happen multicollinearity, mark *tolerance* Organizational Commitment variables of 0.685 and value VIF of 1.459 which means it didn't happen multicollinearity, mark *tolerance* variables Transformational Leadership of 0.713 and VIF value as big 1, 403 Which It means No happen multicollinearity.

3. Results Test Heteroscedasticity

Based on output SPSS Quality of Work Life a sig value of 0.684 > 0.05 means no happen heteroscedasticity symptoms, Organizational Commitment a sig value of 0.639 > 0.05 means no happen symptom heteroscedasticity, Transformational Leadership is acquired mark sig 0.414 > 0.05 It means No symptoms occur heteroscedasticity as.

Multiple Linear Regression Analysis Test Results

Table 2. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	std. Error	Betas	t	
1(Constant)	2,409	.306		7,884	.000
Quality of Work Life	.210	.074	.235	2,833	005
Organizational Commitment	068	.070	083	.973	.332
Transformational leadership	.117	041	.238	2,852	005

Based on the results of the SPSS output above, it is known that the variables quality of work life (X1), organizational commitment (X2), and transformational leadership (X3) on organizational citizenship behavior (Y) can be compiled with the following regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$Y = 2.409 + 0.210 X_1 + 0.068 X_2 + 0.117 X_3$ The regression equation can be explained as follows:

The constant value (α) shows a positive value of 2,409 stating that *the quality of work life* (X1), *organizational commitment* (X2) and transformational leadership (X3) is zero or there is no change, then *organizational citizenship behavior* is 2 . 409 units. The regression coefficient value of *the quality of work life* variable (X1) shows a positive value of 0.210 stating that each increase in *the quality of work life* by one unit causes *organizational citizenship behavior* to increase by 0.210 units assuming other variables remain constant. The value of the regression coefficient of *the organizational commitment variable* (X2) shows a positive result of 0.068 that every increase in *organizational commitment* by one unit causes *organizational citizenship behavior* to increase by 0.068 units assuming other variables remain constant. The regression coefficient value of the transformational leadership variable (X3) shows a positive result of 0.117 that for each increase in transformational leadership by one unit, it causes *organizational citizenship behavior* to increase by 0.117 units assuming other variables remain constant.

Model Fitment Test Results

1. Determination Test Results

The Adjusted R Square value of the regression model formed in this study is 0.189 which indicates that the ability of the independent variable *quality of work life* (X1), *organizational commitment* (X2) and transformational leadership (X3) in explaining the dependent variable *organizational citizenship behavior* is 18, 9% and the remaining 81.1% is influenced by other factors not examined.

2. F test results

The way to determine the degree of freedom (df) for the quantifier (df1) is with the formula $df1 = k - 1$. Then to determine the degree of freedom (df) of the denominator (df2) with the formula $(df2) = nk$, where k is the number of independent variables and the dependent variable and n is the amount of data. In this study $k=4$ and $n=165$, the value (df1) in this study is $df1 = 4 - 1 = 3$ and $df2 = 165 - 4 = 161$. So it can be seen that the ftable value with $df1 = 3$ and $df2 = 161$ obtained the Ftable value of 2.66. Furthermore, by comparing Fcount with Ftable above it is known that Fcount is $13,767 > 2.66$, it can be concluded that the regression model is declared fit or suitable .

Results Test Influence Partial (t test)

Table 3. Results Test Influence Partial (t test)

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	std. Error	Betas	t	
1 (Constant)	2,409	.306		7,884	.000

Quality of Work Life	.210	.074	.235	2,833	005
Organizational Commitment	.068	.070	.083	.973	.332
Transformational leadership	.117	.041	.238	2,852	005

According to Ghozali (2018) the t statistical test basically shows how far the influence of one explanatory/ independent statistic individually explains the variation in dependent statistics. This research was conducted at degrees of freedom $(nk-1)$ so that $(100-4-1)$ obtained $t_{table} 1.6 5443$ where $t_{count} > t_{table}$ and a significance level of $0.005 < 0.05$. Therefore it can be interpreted that **Ho is rejected and Ha is accepted**. This research is in line with Hastuti & Wibowo (2020); Difa & Claudia (2022); and Widiyanti & Rizal (2022) that *quality of work life* (QWL) has a positive and significant effect on *organizational citizenship behavior* (OCB).

The results of the second t test for the Organizational Commitment variable (X_2) obtained a t value of 0.973 while the t_{table} value in this study was carried out at degrees of freedom $(nk-1)$ so that $(100-4-1)$ obtained $t_{table} 1.6 5443$ where $t_{count} > t_{table}$ and a significance level of $0.3332 > 0.05$. Therefore it can be interpreted that **Ho is accepted and Ha is rejected**. This research is in line with Rahayu and Yanti (2020), which proves that Organizational Commitment has no effect on OCB.

The results of the third t test for the Transformational Leadership variable (X_3) obtained a t value of 2.852 while the t_{table} value in this study was carried out at degrees of freedom $(nk-1)$ so that $(100-4-1)$ obtained $t_{table} 1.6 5443$ where $t_{count} > t_{table}$ and a significance level of $0.005 < 0.05$. Therefore it can be interpreted that **Ho is rejected and Ha is accepted**. This research is in line with the research of Wijaya & Dewi (2021); Cahyadi & Satrya (2018); and Kurniawan et al (2022), which prove that transformational leadership has a positive and significant effect on *organizational citizenship behavior* (OCB).

4. DISCUSSION

Quality of Work Life Has a Positive and Significant Influence on Organizational Citizenship Behavior

From the results of hypothesis testing that has been made, it is positive and significant to *organizational citizenship behavior*. According to Setiawati & Wahyudi (2019), the quality of work life is an expression of the importance of an appreciation for humans in carrying out activities in their work environment. During this time the nurse at Dr. R. Goeteng Taroenadibrata Purbalingga feels fit for the job he is doing, this is because the work environment is already good, but there are still those who think that the work environment is not entirely good. Nurses also feel that there are limits to the authority conveyed by their superiors, so that nurses feel it is easier to be given the opportunity to develop abilities to improve performance so that it is more optimal and given the opportunity to solve problems faced in agencies and fellow nurses. However, there are still nurses who think that the benefits they receive have not been sufficient for their lives and the company has not given them their responsibilities in carrying out their work.

Organizational Has No Effect on Organizational Citizenship Behavior

From the results of the hypothesis testing that has been made, according to Yanto & Jaenab (2020) organizational commitment is an explanation of the behavior of people who adhere to and really believe in their values and goals. At present the level of loyalty of nurses at RSUD dr. R. Goeteng Taroenadibrata Purbalingga towards his institution is good, this is due to the support between nurses who have a good relationship and a comfortable environment. The higher the commitment will improve performance, so far even though nurses feel that the agency has a role in their life and feel it is right to give loyalty to the instant, but this does not make the nurse have a commitment to the agency, they also feel that leaving or looking for another job is not difficult. Currently the hospital nurse is working because she has been assigned to that agency, so she cannot move to another agency. Therefore, there is a need for attention from the hospital, such as fostering a sense of commitment, so that nurses feel part of the institution .

Transformational Leadership Has a Positive and Significant Influence on Organizational Citizenship Behavior

According to Bass (1990) in Veneta & Amalia (2018) states that transformational leadership is a type of leadership that offers followers something more than just working for their own benefit but also transforms and motivates followers through their ideal influence . Currently a nurse at RSUD dr. R. Goeteng Taroenadibrata Purbalingga is good with the support of the leader, because the leader pays attention and gives directions when carrying out work so as to produce good goals. In addition, leaders motivate nurses to work even better and are given the opportunity to develop their creativity at work, and nurses also feel that leaders not only make them members but also good individuals, so nurses feel cared for by leaders. However, there are still nurses who feel that leaders do not provide opportunities to use their creativity to complete a job and feel that the relationship between leaders and nurses is only limited to superiors and subordinates .

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of a study of 1 65 respondents regarding the influence of quality of work life, organizational commitment and transformational leadership on organizational citizenship behavior, the following conclusions can be drawn:

1. Quality of work life has a positive and significant effect on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga.
2. Organizational Commitment has no effect and is not significant on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga.
3. Transformational leadership has a positive and significant effect on organizational citizenship behavior in nurses at RSUD Dr. R. Goeteng Taroenadibrata Purbalingga .

Suggestion

Based on the results of the research, here are some suggestions that can be used:

1. For RSUD dr. R. Goeteng Taroenadibrata Purbalingga

a. Quality of Work Life

It is hoped that the leadership of Dr. R. Goeteng Taronedibrata Purbalingga to provide benefits according to performance or work while working, not only looking at the position or status of employees, and giving a *reward* to employees who have good performance on a regular basis with the intention of improving the quality of work life for dr. R. Goeteng Taronedibrata Purbalingga.

b. Transformational leadership

It is hoped that the leadership of Dr. R. Goeteng Taroenadibrata Purbalingga to pay attention to other employees to support them in their work and provide confidence and confidence in work, so that the work done produces good results according to company goals.

c. For Further Researchers

For future researchers, it is suggested to add other independent variables that can affect organizational citizenship behavior besides quality of work life, organizational commitment, and transformational leadership. This is based on the results of *the Adjusted R²* of 18.9%, so there are other variables .

6. REFERENCES

- Adikoeswanto, Eliyana, Hamidah, Sariwulan, Buchdadi, & Firda. (2020). Quality of Work Life's Factors and Their Impacts on Organizational Commitments. In *Systematic Reviews in Pharmacy* (Vol. 11, Issue 7).
- Anam, & Rizana, \. (2021). The Effect of Transformational Leadership Style and Organizational Culture on Organizational Citizenship Behavior through Organizational Commitment. In *Management Student Scientific Journal* (Vol. 3, Issue 3). <http://journal.stieputrabangsa.ac.id/index.php/jimmba/index>
- Budiyanti, Patiro, Nurman, & Astuti. (2022). Do you trust your transformational leader? A study of civil state apparatus. *Journal of Economics and Business* , 25 (1), 31–58. www.ejournal.uksw.edu/jeb
- Bagis, Fatmah, Akhmad, D., & Anggraini, IAP (2021). The Effect of Locus of Control, Transformational Leadership and Spiritual At Work on Employee Performance. *BISNIS : Journal of Islamic Business and Management* , 9 (2), 301. <https://doi.org/10.21043/bisnis.v9i2.11832>
- Bagis, F. (2017). JOB SATISFACTION AS A MEDIATOR OF JUSTICE TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *BENEFIT Journal of Management and Business* .
- Bagis, F. (2018). *Does Job Satisfaction Mediate the Effect of Procedural Justice and Distributive Justice on Organizational Commitment?: Case Study of Educational*

- Institutions* . 231 (Amca), 341–344. <https://doi.org/10.2991/amca-18.2018.93>
- Bagis, F., Dianti, L., Darmawan, A., & Rahmawati, DV (2020). the Effect of Job Satisfaction, Organizational Culture and Work Stress on Organizational Commitment To Civil Servants At the Regional Secretariat of Pematang ReGENCY. *International Journal of Economics, Business and Accounting Research (IJEBAR)* , 4 (3), 343–353. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Bagis, F., Kusumo, I., & Hidayah, A. (2021). Job Satisfaction As A Mediation Variables On The Effect Of Organizational Culture And Organizational Commitment To Employee Performance. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal* , 5 (2), 424–434. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Cahyadi, & Satrya. (2017). The Effect of Transformational Leadership and Organizational Commitment on Organizational Citizenship Behavior at Villa Kubu Manggala Seminyak. *Udayana University Management E-Journal* , 7 (2), 614–642. <https://doi.org/10.24843/ejmunud.2018.v7.i02.p03>
- Dewi, Supriadi, & Iswanto. (2022). The Effect of Transformational Leadership, Quality of Work-Life on Organizational Citizenship Behavior with Organizational Commitment Mediation. *Journal of Social Science* , 3 (2), 308–323. <https://doi.org/10.46799/jss.v3i2.315>
- Difa, & Claudia. (2022). The Effect of Organizational Commitment and Quality of Work Life on Organizational Citizenship Behavior during Pandemic in Wastewater Management Company PD PAL Banjarmasin. *Journal of Wetlands Environmental Management* , 10 (2), 15–24. <https://doi.org/10.20527/jwem.v10i2>
- Djani, & Neolaka. (2020). Analysis of the Influence of Quality of Life and Work Life Organizational Culture on Employee Engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch. *International Journal of Economics, Business and Management Research* , 4 (2), 15–33. www.ijebmr.com
- Pharisees, Calum, & Hadinata. (2021). The Mediation Role of Organizational Citizenship in Mediating the Influence of Organizational Culture and Organizational Commitment to Performance. *Proceedings of the National Seminar on Entrepreneurship* , 2 (1), 631–647. <https://doi.org/10.30596%2Fsnk.v2i1.8349>
- Fathiyah, & Pasla. (2021). Factors Influencing Organizational Citizenship Behavior (OCB) in Jambi Provincial Government Employees. *Prajaiswara Journal* , 2 (2), 127–136. <https://doi.org/10.55351/prajaiswara.v2i2.24>
- Finthariasari, Karyono, & Putri. (2022). The Influence of Transformational Leadership and Transactional Leadership on Organizational Citizenship

- Behavior. *Multidisciplinary Scientific Journal* , 1 (6), 1750–1761.
- Ghozali, I. (2018). *Multivariate Analysis Application With IBM SPSS 25 Program* . Publishing Agency - Undip.
- Hariyadi, & Soamole. (2022). Organizational Commitment and Employee Performance. *Journal of Management and Business* , 8 (1), 26–48.
- Hastuti, & Wibowo. (2021). Effect of Quality of Work Life (QWL) and Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB) in Permanent Nurses. *PSYMPHONY* , 2 (1), 31–38.
- Iskandar, & Liana. (2021). *The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior at PT. Tenggara Branch Pawnshops* (Vol. 21).
- Izzatunnisa, Bagis, Darmawan, & Hidayah. (2021). The Effect of Transformational Leadership, Psychological Empowerment and Personality on Organizational Citizenship Behavior: A Study at PT Albasi Priangan Lestari. *Journal of Management* , 15 (2), 329–341.
- Kurniawan, Felicia, & Saleh. (2022). The Effect of Transformational Leadership, Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) in Kapanewon Panjatan Office Employees and Staff. *MANDAR: Management Development and Applied Research Journal* , 4 (2), 46–54. <http://ojs.unsulbar.ac.id/index.php/mandar>
- Legowo, & Soliha. (2022). Quality of Work Life, Employee Engagement, and Resistance to Change Against Organizational Citizenship Behavior. *Journal of Economic and Business Dynamics* , 19 (2), 103–124. <https://doi.org/10.34001/jdeb.v19i2.3216>
- Maulana, Fadhilah, & Kirana. (2022). The effect of compensation, transformational leadership and work environment on organizational citizenship behavior (OCB) through work motivation as an intervening variable. *Journal of Management* , 14 (1), 65–75. <https://doi.org/10.29264/jmmn.v14i1.10607>
- Mighfar. (2015). *social exchange theory* . 9 (2), 261–286.
- Mutiarni, & Hidayati. (2018). The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) in the North Brantas District Office, Jombang Regency. In *JMD: Dewantara Business and Management Research Journal* (Vol. 1, Issue 1). <http://ejournal.stiedewantara.ac.id/index.php/issue/view>
- Napitupulu. (2018). The Effect of Transformational Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) (Study on Nurses at Puri Husada Hospital in Tembilahan). In *JOM FISIP* (Vol. 5).

- Naway. (2017). *Organizational Citizenship Behavior* . Publishing Ideas.
- Nenggor, Herawati, & Septyarini. (2022). The Effect of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior (OCB). *Management Development and Applied Research Journal* , 4 (2), 35–45. <http://ojs.unsulbar.ac.id/index.php/mandar>
- Pandjaitan. (2022). The Effect of Quality of Work Life and Organizational Commitment on Employee Performance at PDAM Tirtanadi Padang Bulan Branch. *Journal of Economics and Business* , 9 (2), 303–310.
- Paramitha, & Rijanti. (2022). The Influence of Quality Of Work Life and Employee Engagement on Organizational Citizenship Behavior (OCB) with Resistance To Change Moderation (Study on Semarang City Education Office Employees). *Journal of Mirai Management* , 7 (2), 200–217. <https://doi.org/10.37531/mirai.v7i2.2014>
- Permatasari, Abdurrahman, & Assofa. (2021). *The Effect of Quality of Work Life and Commitment on Job Satisfaction* . 7 (2), 483–488. <https://doi.org/10.29313/v0i0.31140>
- Priyandini, Nurweni, & Hartati. (2020). *The Effect of Organizational Commitment, Work Environment, and Motivation on Organizational Citizenship Behavior (OCB) Employees of PT Sport Glove Indonesia, Wonosari Branch* (Vol. 1, Issue 2).
- Pujianto, & Evendi. (2021). The Influence of Quality Culture, Level of Quality of Work Life (QWL) and Knowledge Management on Organization Citizenship Behavior (OCB) (Study on Employees of PT. Avian Avia). *Greenomika* , 3 (1), 1–8.
- Pujianto, Solikhah, & Supriyadi. (2022). The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) at PT. Kerta Rajasa Raya Mojokerto. *Journal of Management Sciences Journal Homepage* , 2 (2), 63–76. <http://jurnal.stiesultanagung.ac.id/index.php/strategic>
- Rulianti. (2022). The Effect of Organizational Commitment, Job Satisfaction, and Organizational Culture on Organizational Citizenship Behavior. *Journal of Economics and Business* , 10 (1), 341–350.
- Saragih, Andana, Hafiz, & Meilando. (2021). The Effect of Servant Leadership and Transformational Leadership on Organizational Citizenship Behavior (OCB). *Journal of Business Economics, Communication, and Social Sciences* , 3 (1), 33–42. <https://doi.org/110.21512/becossjournal.v3i1.6924>
- Sari, Anggraini, & Dharmawan. (2021). *The Effect of Leadership, Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) of*

- Defense Office Employees in East Lampung Regency* .
- Sari, Sari, & Imawati. (2018). *The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB) in Sales Marketing Employees of the Motorcycle Sales Section in the city of Samamrinda* .
- Setiana. (2022). The Effect of Organizational Commitment, Job Satisfaction on Organizational Citizenship Behavior. *Journal of Business and Economics Research (JBE)* , 3 (2), 186–193. <https://doi.org/10.47065/jbe.v3i2.1737>
- Setiawati, & Wahyudi. (2020). The Effect of Quality of Work Life on Employee Performance at the Batanghari Regency Youth and Sports Service. *Scientific Journal of Economics and Business* , 10 (2), 85–92. <https://doi.org/10.33087/eksis.v10i2.167>
- Soejipto. (2017). *Quality of Work Life: Theory and Its Implementation* . K-Media Publisher.
- Sofiah, Hartono, & Sinambela. (n.d.). The role of work engagement in the relationship between transformational leadership and organizational citizenship behavior of millennial lecturers Relationship between Transformational Leadership and Organizational Citizenship Behavior of millennial lecturers: The Role of Work Engagement. *Journal of Theoretical And Applied Psychology* , 2022 (2), 180–194.
- Sugiyono. (2019). *Qualitative Qualitative Research Methods and R&D* . Bandung alfabet.
- Suhardi, Soelistya, Setyaningrum, Aisyah, & Nainggolan. (2022). *Performance of Life Insurance Company Employees: Mediation Effects of Organizational Citizenship Behavior* . <https://doi.org/10.14414/jebav.v24i3.2785>
- Sujarweni. (2015). *Statistics For Business and Economics* . New Press Library Publisher.
- Syahbanuari, & Abdurrahman. (2019). Proceedings of Management of the Influence of Quality Of Work Life (QWL) and Organizational Commitment to Organizational Citizenship Behavior (OCB) (Study on Permanent Employees of PT Pindad PERSERO Bandung). *Proceedings of Management* , 5 (1), 59–65.
- Taroreh, Tewal, & Lumintang. (2020). The Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior through Organizational Commitment to Perum Bulog North Sulawesi and Gorontalo Divre. *420 EMBA Journal* , 8 (3), 420–431.
- Umar, & Norawati. (2022). The Effect of Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at UPT Sungai Duku Pekanbaru. *Jesya (Journal of Economics & Sharia Economics)* , 5 (1), 835–853. <https://doi.org/10.36778/jesya.v5i1.656>

- Veneta, & Amalia. (2018). The Influence of Transformational Leadership on Organizational Citizenship Behavior (Case Study of PT Komatsu Undercarriage Indonesia). *Journal of Business and Investment Research* , 4 (3), 23–33.
- Wibowo. (2017). *Organizational Behavior* . PT RajaGrafindo Persada.
- Widiyanti. (2022). Organizational Citizenship Behavior (OCB): Effects of Quality of Work Life and Self-Efficacy (Study on Employees of PT Suzuki Sejahtera Sunindo Trada Semarang City). *Journal of Islamic Economics and Economics* , 5 (2), 1131–1138. <https://doi.org/10.36778/jesya.v5i2.659>
- Wijaya, & Dewi. (2021). The Influence of Transformational Leadership and Job Satisfaction on Organizational Citizenchip Behavior of Employees at Tourism Beach INN. *Udayana University Management E-Journal* , 10 (10), 948–967. <https://doi.org/10.24843/ejmunud.2021.v10.i10.p01>
- Wijonarko. (2021). The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB) Towards Improved Employee Performance. *Journal of Value* , 16 (2), 478–487.
- Wijono, S. (2018). *Leadership in an Organizational Perspective* . Prenadamedia Group.
- Vishnu, & Dewi. (2020). Transformational Leadership Style Influences Organizational Citizenship Behavior Mediated by Job Satisfaction Variables. *Udayana University Management E-Journal* , 9 (2), 528–552. <https://doi.org/10.24843/ejmunud.2020.v09.i02.p07>
- Wulandari, Prakyekti, & Septyarini. (2022). The influence of transformational leadership style, quality of work life, job satisfaction on organizational citizenship behavior (OCB) and organizational commitment as intervening variables. *Journal of Economics and Management* , 19 (1), 160–169. <https://doi.org/10.29264/jkin.v19i1.10800>
- Yoga, Sadiartha, & Sunny. (2021). *The Role of Organizational Culture and Organizational Commitment to Improve Organizational Citizenship Behavior (Study at Perumda Bhukti Praja Sewakadarma City of Denpasar)* (Vol. 1, Issue 2).