



The Influence of Transformational Leadership on Organizational Citizenship Behavior with Quality of Work Life and Organizational Commitment as Mediating Variables

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Abstract

Previous studies have reported inconsistent findings on the relationship between transformational leadership and organizational citizenship behavior (OCB), while the simultaneous mediating roles of quality of work life and organizational commitment remain underexamined in local public-sector organizations. This study examines the association between transformational leadership and OCB and analyzes the mediating roles of quality of work life and organizational commitment among employees of the Health, Population Control and Family Planning Office of Cilacap Regency. Using a quantitative cross-sectional survey, data were collected from all 171 employees through saturated sampling. The data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The findings show that transformational leadership is positively associated with OCB and quality of work life, but not directly associated with organizational commitment. Quality of work life is positively associated with organizational commitment and OCB, while organizational commitment is positively associated with OCB. Mediation testing indicates that quality of work life significantly mediates the relationship between transformational leadership and both organizational commitment and OCB, whereas organizational commitment does not significantly mediate the relationship between transformational leadership and OCB. These findings extend Social Exchange Theory by showing that leadership in a local public-sector setting supports extra-role behavior primarily through improved quality of work life.

Keywords: *Transformational Leadership, Quality of Work Life, Organizational Commitment, Organizational Citizenship Behavior, Mediation Analysis, Public Sector Employees, PLS-SEM.*

INTRODUCTION

Organizational citizenship behavior is an important foundation for building integrated professional relationships among employees and contributes to increasing work effectiveness and success in achieving organizational goals (Asif et al., 2025). In today's organizational era, the success of an organization no longer depends solely on the fulfillment of official obligations, but also on the initiative of employees to do more than the expectations set for them (Siswadi et al., 2023). Therefore, human resource management has emerged as a key aspect in ensuring the sustainability and competitiveness of the organization, especially in the public service sector, which demands sustainable service quality.

The quality of Indonesia's human resources still faces various challenges in the context of regional competition. Based on data from Public Information Resources and Development Management (2024), the competitiveness of Indonesia's human resources at the ASEAN level is ranked third, below Singapore and Malaysia. This condition shows the importance of strengthening the competence, commitment, and work behavior of the apparatus in increasing the effectiveness of public organizations (Nugroho et al., 2025). In line with this, the Cilacap Regency Government

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has set increasing regional competitiveness as a development priority, which requires the support of human resources who are not only proficient in technical aspects, but also have work commitment and extra-role work behaviors (Siyam, 2025).

The Cilacap Regency Health, Population Control, and Family Planning Office has a strategic role in supporting the implementation of health services to the community. The agency has an organizational structure consisting of the head of the agency, the secretariat, four main divisions, and the management of 38 public health centers across 24 sub-districts. This condition requires effective coordination, strong work commitment, and the willingness of the apparatus to contribute optimally. Therefore, the existence of human resources who have cooperative and prosocial work behaviors, such as organizational citizenship behavior, is a key element in maintaining work effectiveness and the sustainability of the overall performance of the organization (Hermanto et al., 2024; Amelia et al., 2024).

One of the key elements that is believed to play a big role in influencing the citizenship behavior of an organization is transformational leadership, a leadership approach that focuses on inspiration, encouragement, wise influence, personal attention to subordinates, and intellectual stimulation (Hamali et al., 2025). Several studies have explained that transformational leadership has a significant impact on an organization's citizenship behavior (Ibrahim et al., 2024; Asif et al., 2025; Hamali et al., 2025). However, other studies have reported insignificant results (Yuwono et al., 2023; Alif et al., 2025), indicating that the relationship between transformational leadership and organizational citizenship behavior still shows empirical inconsistencies. These inconsistent findings are theoretically important because Social Exchange Theory suggests that supportive leadership should encourage employees to reciprocate through positive attitudes and extra-role behavior. In addition, differences in research settings and organizational characteristics may contribute to variations in previous findings.

The next factor that affects an organization's citizenship behavior is the quality of work life, which is a measure of employees' feelings about their duties and work atmosphere, and one of the key elements that affect organizational results (Karatepe & Türkmen, 2023). Several studies reveal that transformational leadership affects the quality of work life through the creation of a supportive work environment and the strengthening of worker welfare (Akter et al., 2021; Kim et al., 2021), although studies on local government agencies are still limited.

Transformational leadership is also believed to have a close attachment to organizational commitment and is seen as one of the key elements that increase commitment levels (Ausat et al., 2022). Organizational commitment is an employee's mental state characterized by attachment, full support for the organization's goals, and a strong intention to remain part of the organization (Putri & Meria, 2022). Several empirical studies have demonstrated that transformational leadership positively affects organizational commitment (Othman & Khrais, 2022; Putri & Meria, 2022; Haoyan et al., 2023). Nevertheless, insignificant findings have also been reported (Alif et al., 2025; Santos & Cayogyog, 2024). These contradictory results indicate that the influence of transformational leadership on organizational commitment may vary depending on the organizational context and other supporting factors.

The quality of work life is also a factor that affects organizational commitment and organizational citizenship behavior. Employees who feel an adequate quality of work life usually show stronger loyalty and are willing to take additional actions outside of their duties (Abebe & Assemie, 2023; Bayati et al., 2025). However, the impact of the quality of work life on an organization's citizenship behavior is not always direct and often depends on specific psychological conditions (Kurniawati et al., 2024).

The next factor that influences an organization's citizenship behavior is organizational commitment. Highly committed employees tend to be more willing to help their colleagues,

maintain harmony in the work environment, and contribute to improving organizational effectiveness (Siswadi et al., 2023; Darwin et al., 2022; Aminazadeh, 2021). However, Rimatanti and Darmawan (2023) found that organizational commitment did not significantly affect organizational citizenship behavior. These inconsistent findings suggest that the mechanism underlying the relationship between organizational commitment and organizational citizenship behavior requires further investigation, particularly in the public sector context.

Furthermore, quality of work life and organizational commitment were tested as intermediate variables in the relationship between transformational leadership and organizational citizenship life. However, previous findings remain inconsistent, and the mediating role of organizational commitment may vary across organizational contexts (Cho & Kao, 2022). Moreover, most previous studies have examined these mediating variables separately, leaving limited empirical evidence regarding their simultaneous roles within a single research model, especially in public sector organizations.

The Health, Population Control, and Family Planning Office of Cilacap Regency was selected as the setting for this study because it has a strategic role in delivering health and population services and requires effective coordination among behavior. Hermanto et al. (2024) and Dwiputri et al. (2025) found that quality of work life acts as a partial mediator between transformational leadership and organizational commitment. Meanwhile, Heridiansyah et al. (2024) and Dewi et al. (2022) show that transformational leadership impacts the citizenship behavior of the organization through the intermediary of the quality of work in various work units. Such conditions demand employees who not only perform their formal duties but also demonstrate organizational commitment and extra-role behavior to support organizational effectiveness. Therefore, examining the relationships among transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior in this local government institution is considered relevant. Consequently, this study aims to examine the influence of transformational leadership on organizational citizenship behavior and to test the mediating roles of quality of work life and organizational commitment. Specifically, this study employs a parallel mediation model in which quality of work life and organizational commitment function as separate indirect pathways linking transformational leadership and organizational citizenship behavior.

LITERATURE REVIEW

Main Theory: Social Exchange Theory

Social Exchange Theory, put forward by Blau (1964), explains that social relations are an exchange process based on the principle of mutual benefit. Individuals tend to respond to the treatment they receive by giving a corresponding response in the form of attitudes and behaviors, including in the context of organizations. This theory emphasizes the importance of reciprocal relationships that encourage the formation of trust and obligations, as well as long-term relationships between individuals and organizations (Ahmad et al., 2023). These exchange relationships are not formal but rather develop through continuous social interaction. In the context of work, when an organization or leadership provides support and attention, employees are encouraged to reciprocate through additional contributions beyond formal demands, such as demonstrating loyalty, strengthening commitment, and contributing beyond formal job requirements (Hamali et al., 2025). Accordingly, Social Exchange Theory provides a theoretical basis for explaining how transformational leadership influences employees' attitudes and behaviors. Supportive leadership practices are expected to enhance employees' perceptions of quality of work life and strengthen their commitment to the organization, which in turn encourages employees to exhibit organizational citizenship behavior as a form of reciprocity toward the organization.

Although quality of work life, organizational commitment, and organizational citizenship behavior are closely related, these constructs represent different aspects of employee attitudes and behavior. Quality of work life reflects employees' evaluation of their work environment and the welfare provided by the organization. Organizational commitment represents employees' psychological attachment and loyalty to the organization, whereas organizational citizenship behavior refers to voluntary actions performed beyond formal job requirements to support organizational effectiveness. Therefore, quality of work life and organizational commitment are regarded as attitudinal responses arising from positive exchange relationships, while organizational citizenship behavior represents the behavioral outcome of those exchanges.

Transformational Leadership and Organizational Citizenship Behavior

The relationship between transformational leadership and organizational citizenship behavior can also be explained through Social Exchange Theory ([Dwiputri et al., 2025](#)). Organizational citizenship behavior refers to extra-role behaviors that go beyond formal job responsibilities and are not included in routine performance evaluations, yet contribute substantially to organizational effectiveness ([Yuwono et al., 2023](#)). The main determinant of organizational citizenship behavior is leadership, especially transformational leadership, which is able to inspire, motivate, and build trust between leaders and employees ([Ibrahim et al., 2024](#)). According to Social Exchange Theory, employees who receive support, trust, and inspiration from transformational leaders tend to reciprocate these positive exchanges through behaviors that exceed formal job requirements. Therefore, transformational leadership is expected to encourage employees to demonstrate organizational citizenship behavior as a form of reciprocity toward the organization. Several empirical studies have consistently demonstrated a positive and significant influence of transformational leadership on organizational citizenship behavior ([Hermanto et al., 2024](#); [Ibrahim et al., 2024](#); [Hamali et al., 2025](#)). Therefore, the hypothesis proposed in this study is: H1: Transformational Leadership has a positive effect on Organizational Citizenship Behavior.

Transformational Leadership and Quality of Work Life

Transformational leadership is believed to have a direct impact on the quality of employees' work life, which includes various elements such as a comfortable work environment, equitable compensation, career development opportunities, and alignment between work demands and personal life ([Dwiputri et al., 2025](#)). Transformational leadership can create a supportive work atmosphere through a clear vision of the future, concern for each individual, and support for employee growth, thereby increasing positive perceptions of the quality of work life ([Heridiansyah et al., 2024](#)). In public-sector organizations characterized by formal procedures and service-oriented responsibilities, transformational leaders are expected to create a supportive work atmosphere and provide opportunities for employee development, thereby improving employees' perceptions of their quality of work life. Empirical findings confirm that transformational leadership has a positive effect on the quality of work life ([Karatepe & Türkmen, 2023](#); [Akter et al., 2021](#); [Kim et al., 2021](#)). Therefore, the hypothesis proposed in this study is: H2: Transformational Leadership has a positive effect on the Quality of Work Life.

Transformational Leadership and Organizational Commitment

From the perspective of Social Exchange Theory, transformational leadership strengthens reciprocal relationships between leaders and employees. Through inspirational motivation, individualized consideration, and intellectual stimulation, leaders foster trust and create a sense of appreciation among employees. These positive exchanges encourage employees to develop stronger emotional attachment and loyalty toward the organization ([Ausat et al., 2022](#)). In public-

sector organizations, where employees frequently operate under formal rules and service-oriented responsibilities, transformational leaders play an important role in cultivating shared values and commitment to organizational goals. Previous studies have consistently reported that transformational leadership positively influences organizational commitment ([Othman & Khrais, 2022](#); [Putri & Meria, 2022](#); [Safkaur, 2025](#)). Therefore, the hypothesis proposed in this study is:

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

Quality of Work Life and Organizational Commitment

The quality of work life reflects the organization's attention to employee well-being through a conducive and participatory work environment ([Abebe & Assemie, 2023](#)). This condition increases employee attachment and encourages the formation of organizational commitment ([Els et al., 2021](#)). From the perspective of Social Exchange Theory, employees who perceive organizational concern through favorable working conditions tend to develop stronger attachment and loyalty toward the organization. Consequently, a better quality of work life is expected to strengthen organizational commitment. Research shows a positive and significant influence of quality of work life on organizational commitment ([Minocha et al., 2025](#); [Abebe & Assemie, 2023](#); [Özgenel, 2021](#)). Therefore, the hypothesis proposed in this study is:

H4: Quality of Work Life has a positive effect on Organizational Commitment.

Quality of Work Life and Organizational Citizenship Behavior

A good quality of work life creates a comfortable and fair work environment, thereby encouraging employees to demonstrate extra-role behaviors ([Paramitha & Rijanti, 2022](#), as cited in [Rimatanti & Darmawan, 2023](#)). Increased job satisfaction and engagement also increase employees' contributions to the organization ([Jiatong et al., 2022](#); [Heridiansyah et al., 2024](#)). According to Social Exchange Theory, employees who experience supportive and fair working conditions tend to reciprocate by demonstrating behaviors that contribute to organizational effectiveness beyond their formal duties. Empirical research supports the positive influence of quality of work life on organizational citizenship behavior ([Bayati et al., 2025](#); [Dewangan, 2025](#); [Tsani et al., 2024](#)). Therefore, the hypothesis proposed in this study is:

H5: Quality of Work Life has a positive effect on Organizational Citizenship Behavior.

Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment reflects employees' attitudes, attachment, and ongoing desire to remain members of the organization while contributing to organizational success ([Hermawan et al., 2024](#)). Employees with high levels of commitment tend to exhibit extra-role behaviors to support the organization ([Nuzula et al., 2022](#)). Employees with strong commitment are more likely to reciprocate their attachment to the organization through voluntary behaviors that support organizational goals. Research shows that organizational commitment has a positive effect on organizational citizenship behavior ([Siswadi et al., 2023](#)). Therefore, the hypothesis proposed in this study is:

H6: Organizational Commitment has a positive effect on Organizational Citizenship Behavior.

The mediating role of Quality of Worklife in the relationship between Transformational Leadership and Organizational Commitment

Based on Social Exchange Theory, employees tend to develop positive attitudes toward the organization when they perceive favorable treatment from their leaders. Transformational leaders who provide support, inspiration, and individual consideration are able to create a more supportive work environment and improve employees' perceptions of their quality of work life. Positive

perceptions of working conditions and organizational concern subsequently strengthen employees' attachment and loyalty to the organization. Therefore, quality of work life serves as an important mechanism through which transformational leadership contributes to the development of organizational commitment.

Previous studies have shown that transformational leadership positively influences quality of work life, while quality of work life, in turn, enhances organizational commitment (Akter et al., 2021; Jiatong et al., 2022). In addition, Dwiputri et al. (2025) demonstrated that quality of work life functions as a mediating variable in explaining the relationship between transformational leadership and organizational commitment. Based on the above discussion, the hypothesis formulated in this study is:

H7: Quality of Work Life mediates the relationship between Transformational Leadership and Organizational Commitment.

The Role of Work-Life Quality as a Mediator in the Relationship Between Transformational Leadership and Organizational Citizenship Behavior

Social Exchange Theory suggests that employees who perceive support and favorable treatment from their leaders tend to reciprocate through positive behaviors that benefit the organization. Transformational leadership creates a supportive work climate and enhances employees' quality of work life. When employees perceive that the organization provides a comfortable work environment and pays attention to their well-being, they are more likely to respond through voluntary behaviors beyond formal job requirements. Thus, quality of work life represents an important mechanism linking transformational leadership to organizational citizenship behavior.

In the context of public-sector organizations, supportive leadership and favorable working conditions are particularly important because employees operate within formal structures and are expected to maintain effective public services. Previous studies have reported that transformational leadership improves quality of work life (Akter et al., 2021; Kim et al., 2021), whereas better quality of work life encourages organizational citizenship behavior (Dewi et al., 2022; Heridiansyah et al., 2024). From the above discussion, the hypotheses formulated in this study are:

H8: Quality of Work Life mediates the relationship between Transformational Leadership and Organizational Citizenship Behavior.

The Role of Organizational Commitment as a Mediator between Transformational Leadership and Organizational Citizenship Behavior

From the perspective of Social Exchange Theory, positive interactions between leaders and employees create reciprocal relationships that foster stronger emotional attachment to the organization. Employees who develop a strong sense of commitment are more willing to contribute beyond their formal duties as a way of reciprocating the support and trust they receive. Therefore, organizational commitment can function as an underlying mechanism through which transformational leadership promotes organizational citizenship behavior.

Within public organizations, transformational leaders are expected to strengthen employees' sense of belonging and commitment to organizational goals, which subsequently encourages the emergence of extra-role behaviors. Previous studies conducted by Han et al. (2023) showed that organizational commitment significantly mediates the influence of transformational leadership on organizational citizenship behavior. Similarly, Cho & Kao. (2022) reported that organizational commitment fully mediated the relationship between transformational leadership and organizational citizenship behavior. From the above discussion, the hypotheses formulated in

this study are:

H9: Organizational Commitment mediates the relationship between Transformational Leadership and Organizational Citizenship Behavior.

The present study does not propose a sequential mediation model. Instead, the mediating mechanisms are examined through separate indirect effects. Specifically, quality of work life is expected to mediate the relationships between transformational leadership and organizational commitment, as well as between transformational leadership and organizational citizenship behavior. Organizational commitment is also proposed as an independent mediator between transformational leadership and organizational citizenship behavior. Thus, the study investigates multiple indirect pathways rather than a serial mediation mechanism.

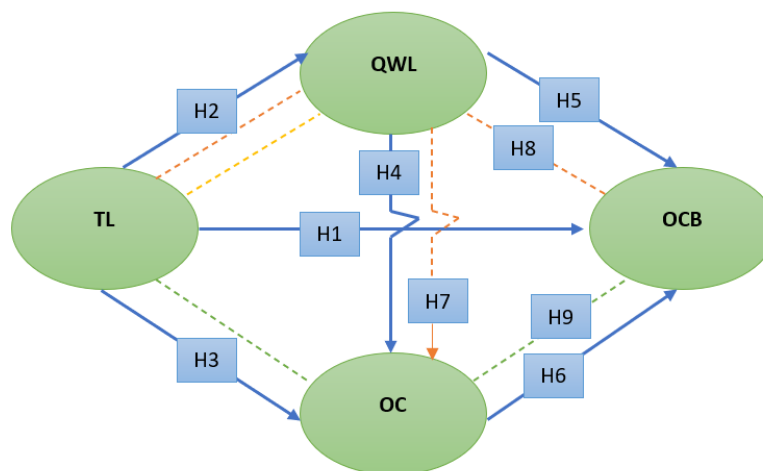


Figure 1. Model Framework

RESEARCH METHODS

Types of Research

This study employed a cross-sectional quantitative survey design. Data were collected at a single point in time using a structured questionnaire to examine the relationships among transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior. The quantitative approach enables the empirical testing of the proposed hypotheses using numerical data and statistical analysis (Creswell & Creswell, 2018). Since the data were collected only once, the findings should be interpreted as associations among variables rather than evidence of causal relationships.

Population and Sample

The population of this study consisted of all employees of the Health, Population Control and Family Planning Office of Cilacap Regency, totaling 171 employees. Because the population size was relatively manageable and all members were accessible, a saturated sampling technique was employed, in which all members of the population were included as respondents (Sugiyono, 2022). A total of 171 questionnaires were distributed and returned. After screening the responses, no questionnaires were excluded due to incomplete data, resulting in 171 questionnaires being included in the final analysis. The use of saturated sampling provides comprehensive coverage of the organization under study and minimizes sampling bias. However, because the study was conducted within a single public-sector institution, the findings should be interpreted cautiously.

and are not intended to support broad external generalization.

Data Collection

Data were collected using a structured paper-based questionnaire distributed directly to employees. Respondents completed the questionnaire independently and returned it to the researcher after completion. To minimize researcher influence, respondents were not required to provide their names or other personal identifiers. They were also informed that their responses would remain confidential and would not affect their employment status. To reduce the possibility of social desirability bias, respondents were encouraged to answer honestly and were assured that there were no right or wrong answers. In addition, questionnaires were completed individually without intervention from supervisors or other employees.

Before data collection, respondents were informed about the purpose of the study and were asked to provide informed consent before completing the questionnaire. Participation in this study was entirely voluntary, and respondents had the right to withdraw at any stage without any consequences. Anonymity and confidentiality were ensured by not collecting personal identifiers and by reporting the findings only in aggregate form. Permission to conduct the study was obtained from the Health, Population Control and Family Planning Office of Cilacap Regency. Since the study involved minimal risk and only collected perceptions related to work, formal ethical approval was not required.

Table 1. Variable Operationalization

Variable	Definition	Indicator	Statement
Transformational Leadership	Conceptual A leadership style that inspires, motivates, and transforms employees to go beyond personal interests to achieve organizational goals (Bass & Bass Bernard, 1985). Operational Employees' perception of leadership practices at the Cilacap Regency Health, Population Control and Family Planning Office as measured using the Modified Multifactor Leadership Questionnaire (MLQ)	TL 1 (Ideal Influence)	1. My leader is a role model in his attitude and behavior. 2. Leaders show integrity and consistency in their leadership.
		TL 2 (Inspirational Motivation)	3. Leaders can motivate employees to achieve organizational performance targets. 4. Leaders can communicate the vision and mission of the Health Office so that it becomes a work guideline for employees.
		TL 3 (Intellectual Stimulation)	5. Leaders encourage employees to think innovatively in completing work. 6. Leaders support new ideas in improving health services. 7. Leaders encourage employees to find more effective work solutions.

Variable	Definition	Indicator	Statement
	(Phetsombat & Nan, 2023).	TL 4 (Individual Attention)	8. Leaders pay attention to the needs and potential of each employee. 9. Leaders provide guidance and support individually.
Quality of Work Life	Conceptual Employees' perceptions of the work environment that facilitate well-being, satisfaction, and engagement at work (Cascio, 2006). Operational Employee perceptions at the Health, Population Control and Family Planning Office of Cilacap Regency related to the quality of work life measured using the Cascio framework.	QWL 1 (Compensation)	1. The compensation I get is felt fair based on my workload level. 2. The allowances received support my welfare as an employee. 3. The compensation system that applies at the Cilacap Regency Health, Population Control and Family Planning Office is in accordance with the needs of employees.
		QWL 2 (Job Design)	4. I fully understand the duties and responsibilities that are part of my job. 5. The level of workload received is balanced with my abilities and competencies. 6. My work provides opportunities for the development of self-skills and competence.
		QWL 3 (Participation)	7. I am involved in decision-making in the work unit. 8. My opinion is appreciated by the leaders. 9. I have the opportunity to participate in organizational activities.
Organizational Commitment	Conceptual The level of emotional bonding, need, and sense of obligation of employees to continue to survive as members of the organization.	OC 1 (Affective Commitment)	1. I am proud to be part of the Health, Population Control and Family Planning Office of Cilacap Regency. 2. I feel a strong emotional bond with this organization.
		OC 2 (Continuation Commitment)	3. I will face unfortunate consequences if I decide to leave this organization.

Variable	Definition	Indicator	Statement
	Operational The perception of employees of the Cilacap Regency Health, Population Control and Family Planning Office towards the organization's commitment refers to (Wilson et al., 2016) that uses the Three Components developed by Allen & Meyer in 1990 (Meyer & Allen, 1991).	OC 3 (Normative Commitment)	4. Right now, I find it hard to leave my workplace.
			5. I feel obligated to continue working in this organization.
			6. I have a sense of moral responsibility to continue serving here.
Organizational Citizenship Behavior	Conceptual Employee voluntary actions that exceed formal job expectations and contribute to the success of the organization (Organ, 1997). Operational Perception of employees of the Cilacap Regency Health, Population Control and Family Planning Office of the organization's citizenship behavior, adapted from (Dipaola & Tschannen-Moran, 2001).	OCB 1 Voluntary helping behavior (Altruism)	1. I am willing to help colleagues who are experiencing problems at work.
			2. I assist colleagues even though it is not my main job.
		OCB 2 Awareness and Spirit of Sportsmanship (Awareness & Sportsmanship)	3. I work above the minimum limits set by the organization.
			4. I will continue to maintain a positive attitude even though I am facing a less supportive work situation.
			5. I rarely complain about the rules or policies of the organization.
		OCB 3 Mutual Respect (Special)	6. I maintain a harmonious working relationship with my colleagues.
			7. I try to avoid disputes in the work environment.
		OCB 4 Organizational Participation (Civil Welfare)	8. I diligently participate in activities organized by the organization.
			9. I give constructive suggestions or opinions for the sake of improving

Variable	Definition	Indicator	Statement
			organizational performance.

Research Instruments

Capturing respondents' perceptions and attitudes systematically and quantitatively was the primary purpose of the Likert scale in this study. The research instrument was a questionnaire constructed based on the main indicators of each variable under study: transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior. All statement items used a five-point Likert scale, with scores ranging from 1 (strongly disagree) to 5 (strongly agree).

The measurement scales used in this study were adapted from established instruments reported in previous studies. Transformational leadership was measured using the Modified Multifactor Leadership Questionnaire (MLQ), adapted from [Phetsombat and Na-nan \(2023\)](#). Quality of work life was measured based on the framework proposed by [Cascio \(2006\)](#). Organizational commitment was measured using the three-component model developed by [Meyer and Allen \(1991\)](#), while organizational citizenship behavior was adapted from [DiPaola and Tschannen-Moran \(2001\)](#). The questionnaire items were reviewed and adjusted to ensure that the wording was understandable and appropriate for the respondents and the organizational context.

The adaptation procedure involved contextual wording adjustments to fit the public-sector setting of the Health, Population Control, and Family Planning Office of Cilacap Regency. The questionnaire was translated into Indonesian and reviewed through back-translation to maintain meaning equivalence between the original and adapted items. Before the main survey, the instrument was pretested with several employees outside the final analysis sample to assess clarity, readability, and completion time. Minor wording refinements were then made before the questionnaire was distributed.

Yield Data Processing

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0. Following [Hair et al. \(2021\)](#), the analysis was conducted in two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). Convergent validity was assessed using outer loading values greater than 0.70 and Average Variance Extracted (AVE) values above 0.50. Internal consistency reliability was evaluated using Cronbach's alpha and composite reliability values exceeding 0.70. Discriminant validity was examined using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT), with HTMT values below 0.90 indicating satisfactory discriminant validity. After the measurement model satisfied these criteria, the structural model was assessed using R^2 , VIF, f^2 , Q^2 , SRMR, path coefficients, and indirect effects.

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 bootstrap subsamples in SmartPLS 4.0. A two-tailed significance test ($\alpha = 0.05$) and 95% bias-corrected and accelerated (BCa) confidence intervals were used to evaluate the significance of direct and indirect effects ([Hair et al., 2021](#)).

FINDINGS AND DISCUSSION

All analyses were conducted using SmartPLS with a bootstrapping procedure of 5,000 resamples, bias-corrected and accelerated (BCa) 95% confidence intervals, and a two-tailed significance test ($\alpha = 0.05$). This procedure ensures robust estimation of direct, indirect, and mediation effects.

Based on Table 2, the majority of respondents were female, indicating a higher representation of women in the sample. In terms of age, most respondents were ≥ 40 years old, reflecting a relatively mature workforce with substantial work experience. Employees in younger age groups were limited, likely due to non-regular recruitment patterns.

Regarding length of service, most respondents had worked for ≥ 25 years, indicating strong institutional experience and familiarity with organizational processes. In terms of education, the majority held a Bachelor's degree (S1/D4), suggesting adequate professional qualifications.

Most respondents were civil servants (PNS), indicating employment stability within the organization. In terms of work units, the majority came from the secretariat, which plays a central role in administrative coordination. Regarding position, most respondents were implementers, indicating that the sample largely represents operational-level employees directly involved in service delivery.

All percentages were recalculated based on the total sample size ($N = 171$), ensuring consistency and that the percentages for each variable totaled 100%.

Table 2. Respondent Characteristics

Variable	Categories	Frequency	Percentage (%)
Gender	Male	71	41,5
	Women	100	58,5
Age (years)	< 20	0	0
	20-24	0	0
	25-29	25	14,6
	30-34	31	18,1
	35-39	28	16,4
	≥ 40	87	50,9
Length of Service (years)	< 1	6	3,5
	1-5	32	18,7
	5-10	40	23,4
	11-15	24	14,0
	16-20	21	12,3
	21-24	0	0
Education	≥ 25	48	28,1
	SLTP	3	1,8
	SLTA/SMK/SMA	22	12,9
	Diploma (D1, D2, D3)	31	18,1
	Bachelor (S1/D4)	86	50,3
Employment Status	Postgraduate (S2/S3)	29	17,0
	PNS	113	66,1
	PPPK	58	33,9
Field/work unit	Secretariat	56	32,7
	Health Services	37	21,6
	Population Control and Family Planning	9	5,3
	Health Human Resources	16	9,4
	Health Facilities	13	7,6

Variable	Categories	Frequency	Percentage (%)
Position	Pharmaceuticals, Medical Devices, Food and Beverages	9	5,3
	Health Labs	19	11,1
	Pharmacy and Health Supplies	12	7,0
	Head of Service	1	0,6
	The Secretary of the Service	1	0,6
	Head of Division	4	2,3
	Work Team Leader	11	6,4
	Implementers	148	86,5
	Head of UPTD	2	1,2
	Head of TU	1	0,6
	Head of Sub Division	3	1,8

Outer Model

The measurement model was evaluated using convergent and discriminant validity tests. An indicator was considered valid if its loading factor exceeded 0.60 (Hair et al., 2021), while the Average Variance Extracted (AVE) was required to exceed 0.50. Reliability was assessed using Cronbach's alpha and composite reliability, with a threshold of 0.70. All indicators across the four constructs, transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior, met the required loading threshold. The AVE values exceeded 0.50, while Cronbach's alpha and composite reliability values were above 0.70, confirming that all constructs demonstrated adequate convergent validity and internal consistency reliability.

Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. The square roots of the AVE values for all constructs were higher than their respective inter-construct correlations, while all HTMT values were below 0.90. These results indicate that the constructs demonstrated satisfactory discriminant validity.

Table 3. Convergent Validity and Composite Reliability Test Results

Variable	Indicator	Loading Factor	Remarks	Cronbach's Alpha	Reliability Composite	AVE
Transformational Leadership	TL1	0.791	Applicable	0.946	0.948	0.698
	TL2	0.861	Applicable			
	TL3	0.853	Applicable			
	TL4	0.861	Applicable			
	TL5	0.844	Applicable			
	TL6	0.827	Applicable			
	TL7	0.836	Applicable			
	TL8	0.842	Applicable			
	TL9	0.801	Applicable			
Quality of Work Life	QWL1	0.793	Applicable	0.901	0.903	0.561
	QWL2	0.732	Applicable			
	QWL3	0.771	Applicable			
	QWL4	0.638	Applicable			

Variable	Indicator	Loading Factor	Remarks	Cronbach's Alpha	Reliability Composite	AVE
	QWL5	0.776	Applicable	0.877	0.881	0.623
	QWL6	0.642	Applicable			
	QWL7	0.770	Applicable			
	QWL8	0.766	Applicable			
	QWL9	0.828	Applicable			
Organizational Commitment	OC1	0.663	Applicable	0.916	0.918	0.600
	OC2	0.792	Applicable			
	OC3	0.772	Applicable			
	OC4	0.845	Applicable			
	OC5	0.822	Applicable			
	OC6	0.828	Applicable			
Organizational Citizenship Behavior	OCB1	0.736	Applicable	0.916	0.918	0.600
	OCB2	0.727	Applicable			
	OCB3	0.724	Applicable			
	OCB4	0.832	Applicable			
	OCB5	0.766	Applicable			
	OCB6	0.765	Applicable			
	OCB7	0.769	Applicable			
	OCB8	0.833	Applicable			
	OCB 9	0.811	Applicable			

Source: SmartPLS Processing, 2026

As shown in Table 3, all constructs satisfied the recommended thresholds for convergent validity and reliability. Therefore, the measurement model was considered valid and reliable for further analysis.

Table 4. Discriminant Validity Testing: The Fornell-Larcker Criterion

	Organizational Commitment	Organizational Citizenship Behavior	Quality of Work Life	Transformational Leadership
OC	0.789			
OCB	0.668	0.775		
QWL	0.659	0.687	0.749	
TL	0.446	0.561	0.571	0.835

Source: SmartPLS Processing, 2026

Meeting discriminant validity requirements demands that the square root of AVE for each construct exceeds its correlations with other constructs. The Fornell-Larcker test results in Table 4 confirm this condition. Transformational leadership recorded a square root of AVE of 0.835, organizational commitment 0.789, organizational citizenship behavior 0.775, and quality of work life 0.749. All these values surpassed the correlations with their respective other constructs. Thus, all research variables demonstrate adequate discriminating capability and have met the discriminant validity standards.

Table 5. HTMT (Heterotrait-Monotrait Ratio)

	OC	OCB	QWL	TL
OC				
OCB	0.743			
QWL	0.737	0.753		
TL	0.486	0.599	0.618	

Source: SmartPLS Processing, 2026

Table 5 presents the HTMT values used to assess discriminant validity among the constructs. All HTMT values range from 0.486 to 0.753, which are below the recommended threshold of 0.90 (Hair et al., 2021). These results indicate that each construct is empirically distinct from the others, thereby confirming adequate discriminant validity within the measurement model.

Inner Model

The inner model was evaluated to analyze the relationships among the variables, including both direct and indirect effects. The evaluation involved several key metrics. The R^2 value was used to assess the model's explanatory power for the endogenous variables. Meanwhile, the path coefficient, t-statistic, and p-value were used to evaluate the direction, magnitude, and significance of the relationships among the variables.

Table 6. R-Square Results

	R-Square	Adjusted R-Square
Organizational Commitment	0.441	0.435
Organizational Citizenship Behavior	0.585	0.577
Quality of Work Life	0.326	0.322

Source: SmartPLS Processing, 2026

Based on Table 6, the adjusted R^2 value for the quality of work life construct was 0.322. This indicates that 32.2% of the variance in quality of work life can be explained by transformational leadership, while the remaining 67.8% is attributable to other factors not included in the research model. Furthermore, the adjusted R^2 value for organizational commitment was 0.435, indicating that 43.5% of the variance in organizational commitment can be explained by the variables included in the model, while the remaining 56.5% is attributable to other factors not examined in this study. Meanwhile, the organizational citizenship behavior construct obtained an adjusted R^2 value of 0.577, indicating that 57.7% of the variance in organizational citizenship behavior can be explained by transformational leadership, quality of work life, and organizational commitment through their direct and indirect relationships. The remaining 42.3% is attributable to other factors outside the research model.

Table 7. Collinearity Statistics (VIF)

	VIF
TL → QWL	1.000
TL → OC	1.484
QWL → OC	1.484
TL → OCB	1.504
QWL → OCB	2.128

	VIF
OC → OCB	1.790

Source: SmartPLS Processing, 2026

Table 7 presents the collinearity statistics based on the Variance Inflation Factor (VIF). The VIF values ranged from 1.000 to 2.128, all of which were below the recommended threshold of 5.00 (Hair et al., 2021). These results indicate that multicollinearity was not a concern in the structural model. Therefore, the predictor constructs did not exhibit problematic levels of collinearity and were considered appropriate for subsequent structural model evaluation.

Table 8. Effect Size (f^2)

	f-square
TL → QWL	0.484
TL → OC	0.013
QWL → OC	0.434
TL → OCB	0.072
QWL → OCB	0.125
OC → OCB	0.169

Source: SmartPLS Processing, 2026

Table 8 presents the effect size (f^2) results. Transformational leadership had a large effect on quality of work life ($f^2 = 0.484$), while quality of work life had a large effect on organizational commitment ($f^2 = 0.434$). Organizational commitment showed a medium effect on organizational citizenship behavior ($f^2 = 0.169$). In contrast, transformational leadership and quality of work life exhibited small effects on organizational citizenship behavior, with f^2 values of 0.072 and 0.125, respectively. Meanwhile, transformational leadership had a negligible effect on organizational commitment ($f^2 = 0.013$).

Table 9. Predictive Relevance (Q^2)

	Q^2
Quality of Work Life	0.174
Organizational Commitment	0.264
Organizational Citizenship Behavior	0.338

Source: SmartPLS Processing, 2026

Table 9 presents the predictive relevance (Q^2) values obtained through the blindfolding procedure. All Q^2 values were greater than zero, indicating that the structural model has adequate predictive relevance for the endogenous constructs.

Table 10. Model Fit (SRMR)

Model Fit Index	Value
SRMR	0.068
d_ULS	2.565
d_G	1.767
NFI	0.699

Source: SmartPLS Processing, 2026

Table 10 presents the results of the model fit assessment. The standardized root mean square residual (SRMR) value was 0.068, which is below the recommended threshold of 0.08, indicating an acceptable model fit. Therefore, the proposed structural model demonstrated an acceptable level of fit with the observed data.

Table 11. Path Coefficients

Pathway	Original Samples (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P value	95% CI Lower	95% CI Upper	Verdict
H1: TL → OCB	0.213	0.212	0.086	2.479	0.013	0.040	0.374	Accepted
H2: TL → QWL	0.571	0.576	0.057	9.961	0.000	0.460	0.683	Accepted
H3: TL → OC	0.103	0.103	0.093	1.111	0.266	-0.079	0.284	Rejected
H4: QWL → OC	0.600	0.604	0.072	8.289	0.000	0.457	0.739	Accepted
H5: QWL → OCB	0.332	0.341	0.099	3.365	0.001	0.153	0.538	Accepted
H6: OC → OCB	0.355	0.346	0.093	3.811	0.000	0.162	0.522	Accepted

Source: SmartPLS Processing, 2026

Organizational commitment significantly affects organizational citizenship behavior, with a t-statistic of 3.811 and a p-value of 0.000 (< 0.05), so H6 is accepted. Quality of work life also significantly influences organizational citizenship behavior, with a t-statistic of 3.365 and a p-value of 0.001 (< 0.05), leading to the acceptance of H5. Quality of work life significantly affects organizational commitment, with a t-statistic of 8.289 and a p-value of 0.000 (< 0.05), supporting H4.

In contrast, transformational leadership does not significantly influence organizational commitment, as indicated by a t-statistic of 1.111 and a p-value of 0.266 (> 0.05); therefore, H3 is rejected. Transformational leadership significantly influences quality of work life, with a t-statistic of 9.961 and a p-value of 0.000 (< 0.05), supporting H2. Finally, transformational leadership significantly affects organizational citizenship behavior, with a t-statistic of 2.479 and a p-value of 0.013 (< 0.05), supporting H1.

In addition, the 95% bias-corrected confidence intervals confirmed the robustness of the structural relationships. The confidence intervals for the significant paths did not include zero, whereas the confidence interval for the non-significant relationship (TL → OC) included zero, supporting the statistical validity of the hypothesis decisions.

Table 12. Indirect Effects

Pathway	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P value	95% CI Lower	95% CI Upper	Verdict
H7: TL → QWL → OC	0.343	0.348	0.056	6.154	0.000	0.244	0.462	Accepted
H8: TL → QWL → OCB	0.190	0.198	0.065	2.926	0.003	0.082	0.334	Accepted

Pathway	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P value	95% CI Lower	95% CI Upper	Verdict
H9: TL → OC → OCB	0.037	0.036	0.034	1.065	0.287	-0.027	0.108	Rejected

Source: SmartPLS Processing, 2026

Transformational leadership had a significant indirect effect on organizational commitment through quality of work life ($\beta = 0.343$, $t = 6.154$, $p < 0.001$). The 95% bias-corrected confidence interval ranged from 0.244 to 0.462 and did not include zero. Therefore, H7 is accepted. These findings indicate that quality of work life functions as an indirect-only (full) mediator in the relationship between transformational leadership and organizational commitment because the indirect effect is significant whereas the direct effect is not significant. Furthermore, transformational leadership exerted a significant indirect effect on organizational citizenship behavior through quality of work life ($\beta = 0.190$; $t = 2.926$; $p = 0.003$).

The 95% confidence interval ranged from 0.082 to 0.334, indicating a significant mediation effect. Therefore, H8 is accepted. However, organizational commitment did not significantly mediate the relationship between transformational leadership and organizational citizenship behavior. The indirect effect produced a coefficient of 0.037, a t-statistic of 1.065, and a p-value of 0.287. In addition, the 95% confidence interval ranged from -0.027 to 0.108, which included zero. Therefore, H9 is rejected. The mediation results were further confirmed using 5,000 bootstrap subsamples with bias-corrected confidence intervals. Mediation effects were considered significant only when the confidence interval did not include zero.

DISCUSSION

According to Social Exchange Theory, organizational relationships are based on reciprocal exchanges of socio-emotional and psychological resources. Transformational leadership functions as a source of socio-emotional support, which primarily enhances employees' perceived quality of work life. Employees then respond through organizational citizenship behavior and, to a lesser extent, organizational commitment. The findings indicate that quality of work life showed relatively stronger associations with organizational commitment and organizational citizenship behavior than transformational leadership.

Practically, the findings suggest that improving quality of work life may be an important strategy alongside leadership development for enhancing employee attitudes and behaviors. Therefore, organizational policies should integrate leadership development with improvements in workplace conditions. The detailed hypothesis discussion confirms that transformational leadership is effective in improving quality of work life and organizational citizenship behavior, but its direct effect on organizational commitment is not significant.

The Influence of Transformational Leadership on Organizational Citizenship Behavior in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

This research shows that transformational leadership has a positive effect on organizational citizenship behavior, indicating that the more effectively the leadership style is applied, the higher the employees' extra-role behavior. These findings indicate that employees who perceive higher levels of transformational leadership also tend to report higher levels of organizational citizenship behavior.

The findings are consistent with previous studies ([Hermanto et al., 2024](#); [Hamali et al., 2025](#); [Ibrahim et al., 2024](#)), but contrast with those reported by [Yuwono et al. \(2023\)](#) and [Alif et al. \(2025\)](#).

This finding supports Social Exchange Theory, which suggests that positive treatment from leaders is reciprocated through employees' extra-role contributions.

The Influence of Transformational Leadership on the Quality of Work Life in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

This study shows that transformational leadership has a positive and significant effect on the quality of work life. The stronger employees' perceptions of this leadership style, the higher their perceived quality of work life, including the comfort of the work environment, leadership support, and opportunities for self-development.

In the context of health service institutions, communicative and supportive leadership is important because it can create a sense of comfort and appreciation in the workplace. These results are consistent with [Akter et al. \(2021\)](#) and [Kim et al. \(2021\)](#), whose findings suggest that employees who perceive stronger transformational leadership also tend to perceive a better quality of work life. This finding also supports Social Exchange Theory, whereby positive treatment from leaders is perceived as a form of social investment that subsequently enhances employees' perceptions of their quality of work life.

The Influence of Transformational Leadership on Organizational Commitment in the Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

This study reveals that transformational leadership does not have a significant effect on organizational commitment. In other words, based on Social Exchange Theory, transformational leadership is expected to strengthen employees' organizational commitment through reciprocal relationships. However, the results of the present study indicate that transformational leadership was not significantly associated with organizational commitment. Therefore, the theoretical expectation was not fully supported in the context of this study.

This finding is consistent with [Alif et al. \(2025\)](#) and [Santos and Cayogyog \(2024\)](#), who found that the influence of transformational leadership on organizational commitment is not always significant in the public sector. However, this result contrasts with [Cho and Kao \(2022\)](#) and [Han et al. \(2023\)](#), who found that transformational leadership positively influences organizational commitment.

The Effect of Quality of Work Life on Organizational Commitment in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

The findings indicate that quality of work life is positively associated with organizational commitment. Employees who perceive favorable working conditions tend to develop stronger emotional attachment to the organization. This finding is consistent with previous studies ([Abebe & Assemie, 2023](#); [Minocha et al., 2025](#); [Els et al., 2021](#)) and supports Social Exchange Theory, which suggests that organizational concern for employee well-being is reciprocated through stronger commitment.

The Effect of Quality of Work Life on Organizational Citizenship Behavior in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

The results of this study show that quality of work life has a positive and significant effect on organizational citizenship behavior. The findings indicate that employees who perceive a better quality of work life also tend to report higher levels of organizational citizenship behavior.

This study is consistent with [Bayati et al. \(2025\)](#), [Tsani et al. \(2024\)](#), and [Dewangan \(2025\)](#), who found that better quality of work life is associated with higher organizational citizenship behavior. However, these findings are not consistent with [Kurniawati et al. \(2024\)](#). From the

perspective of Social Exchange Theory, quality of work life is perceived as a form of organizational concern, which is subsequently reciprocated by employees through extra-role behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

The results of this study show that organizational commitment has a positive effect on organizational citizenship behavior. The findings indicate that employees with stronger organizational commitment also tend to report higher levels of organizational citizenship behavior. These findings are consistent with [Siswadi et al. \(2023\)](#) and [Hermawan et al. \(2024\)](#), who found that organizational commitment encourages organizational citizenship behavior. Within the framework of Social Exchange Theory, organizational commitment reflects the outcome of a long-term exchange relationship between employees and the organization. When employees feel attached to the organization, they are encouraged to reciprocate this relationship through voluntary behaviors that support organizational goals.

The Role of Quality of Work-Life Mediation in the Relationship of Transformational Leadership and Organizational Commitment in the Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

Quality of work life serves as a mediator in the relationship between transformational leadership and organizational commitment. This study indicates that quality of work life represents a significant indirect pathway linking transformational leadership and organizational commitment. Employees who perceive stronger transformational leadership tend to report better quality of work life, which is associated with higher organizational commitment. The findings are consistent with [Dwiputri et al. \(2025\)](#). However, this study differs from [Afif et al. \(2024\)](#), which states that the influence of transformational leadership on organizational commitment is not necessarily significantly mediated by quality of work life. Based on Social Exchange Theory, the findings suggest that quality of work life serves as an important mechanism linking transformational leadership and organizational commitment.

The Role of Quality of Work Life Mediation in the Relationship of Transformational Leadership and Organizational Citizenship Behavior in Employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

Quality of work life serves as a mediator in the relationship between transformational leadership and organizational citizenship behavior, meaning that transformational leadership influences organizational citizenship behavior through improvements in employees' quality of work life. The findings suggest that quality of work life serves as an important mechanism linking transformational leadership and organizational citizenship behavior. The study's findings are consistent with [Heridiansyah et al. \(2024\)](#) and [Dewi et al. \(2022\)](#). From the perspective of Social Exchange Theory, these findings suggest that quality of work life serves as an important mechanism through which transformational leadership influences organizational citizenship behavior.

The mediating role of Organizational Commitment in the relationship between Transformational Leadership and Organizational Citizenship Behavior in employees of the Health, Population Control and Family Planning Office of Cilacap Regency.

The results indicate that organizational commitment does not significantly mediate the relationship between transformational leadership and organizational citizenship behavior. The non-significant indirect effect is consistent with the insignificant relationship between transformational leadership and organizational commitment. This finding is in line with [Afif et al.](#)

(2024), suggesting that organizational commitment does not always function as an effective mechanism linking leadership and organizational citizenship behavior. From the perspective of Social Exchange Theory, the insignificant indirect effect suggests that organizational commitment did not function as a significant mediating mechanism between transformational leadership and organizational citizenship behavior in the present study. Further research is needed to identify other factors that may explain this relationship.

CONCLUSION

This study concludes that transformational leadership and quality of work life are positively associated with organizational citizenship behavior among employees of the Cilacap Regency Health, Population Control and Family Planning Office. Quality of work life is also positively associated with employees' organizational commitment. However, transformational leadership is not significantly associated with employees' organizational commitment, and organizational commitment does not significantly mediate the relationship between transformational leadership and organizational citizenship behavior. These findings highlight the importance of quality of work life in understanding the leadership–organizational citizenship behavior relationship in a public-sector context. Practically, efforts to enhance organizational citizenship behavior should focus on improving employees' quality of work life while maintaining organizational conditions that foster organizational commitment.

LIMITATIONS & FURTHER RESEARCH

This research is limited to one public-sector organization, namely the Health, Population Control, and Family Planning Office of Cilacap Regency; therefore, the results cannot be widely generalized to other organizations or industrial sectors. In addition, this study only examines quality of work life and organizational commitment as mediating variables in the relationship between transformational leadership and organizational citizenship behavior. Other factors that could potentially influence organizational citizenship behavior were not incorporated into the research model. This research also uses a cross-sectional design and data obtained through a self-report questionnaire, which may introduce respondent perception bias and limit the observation of behavioral changes exhibited by employees over time. Therefore, the cross-sectional and self-report design supports only associative relationships and does not establish causality. In addition, the possibility of common method bias cannot be entirely ruled out.

Furthermore, future research is suggested to address these limitations by expanding the research context to different public and private organizations, industry sectors, or broader geographical regions to improve the generalizability of the findings. Longitudinal studies and the use of multi-source data can also be conducted to provide a deeper understanding of transformational leadership, quality of work life, organizational commitment, and organizational citizenship behavior over time. In addition, the findings show that transformational leadership does not significantly affect organizational commitment. Therefore, future research is recommended to examine other factors that may have a greater influence on organizational commitment, such as organizational culture, job satisfaction, organizational support, or individual employee characteristics. Future studies may also incorporate other mediating variables, such as employee attachment, psychological empowerment, or perceived organizational support, to provide a deeper and more comprehensive understanding of employee behavioral dynamics.

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