Enhancing organizational citizenship behavior using transformational leadership: Role of quality of work life

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Abstract: In today's dynamic landscape, organizations increasingly view organizational citizenship behavior (OCB) as a pivotal element in achieving their corporate objectives seamlessly. Effective leadership plays a critical role in shaping an organization's capacity as a learning entity, fostering enhanced adaptability to change and elevating OCB levels. This study aims to explore the direct and indirect impacts of transformational leadership (TL) on OCB, with a specific focus on the mediating role of quality of work life (QWL). The research involved a sample of 200 respondents from diverse industries across Central Java, Indonesia. Data collection was conducted through questionnaires, and the results were analyzed using Structural Equation Modelling (SEM). The findings reveal a significant and positive direct relationship between TL, QWL, and OCB. Additionally, the study's unique contribution lies in demonstrating that QWL serves as a partial mediator in the relationship between TL and OCB. The analysis underscores the importance of adopting transformational leadership approaches and introducing initiatives that enhance work-life balance to effectively boost OCB within organizations.

Keywords: Organizational citizenship behavior, Quality work of life, Transformational leadership.

1. Introduction

Human resources (HR) play a crucial role in the effective functioning, maintenance, and growth of organizations, enabling them to adapt and thrive in an ever-changing landscape. HR's involvement is indispensable in achieving organizational sustainability (Hermanto, Srimulyani, & Pitoyo, 2024; Wright, 2021). For organizations to remain competitive and sustainable, the management of human resources must be both strategic and dynamic. In this context, effective HR management is not just a necessity but a cornerstone of organizational success. High-quality HRM practices are essential for driving progress towards the Sustainable Development Goals (SDGs), accelerating the adoption of sustainable practices within organizations (Aust, Matthews, & Muller-Camen, 2020). At the core of human resource management lies the need to address HR-related issues, which typically revolve around employee behavior, performance, and attitudes. Organizational behavior, encompassing interactions among individuals, groups, and the organization, plays a vital role in shaping these issues. HR professionals leverage organizational behavior theories to resolve challenges related to work discipline, quality, outcomes, motivation, group dynamics, and employee job satisfaction (Dewi, Supriadi, & Iswanto, 2022).

By effectively managing these aspects, HR can foster a productive and harmonious work environment. Leaders in organizations must prioritize the development and maintenance of HR as a critical resource. Human resources in industrial institutions, in particular, need to be continuously improved to meet the demands of an evolving work environment. The performance of HR reflects the overall success of an organization, and an effective HR function contributes significantly to the

realization of organizational goals. When HR performance is optimized, it results in strong synergies between leaders and their teams, driving the organization forward (Zurahmi et al., 2019).

Organizational Citizenship Behavior (OCB) is a key concept in understanding employee performance beyond formal job requirements. OCB refers to voluntary, prosocial behaviors that contribute to the overall functioning of the organization. These behaviors—such as helping colleagues, showing initiative, and going beyond job expectations—are critical for fostering a collaborative and efficient workplace. In HR management, OCB is recognized as a crucial element that enhances organizational effectiveness by increasing social capital, improving efficiency, and ultimately boosting productivity (Hermanto et al., 2024). In the era of Society 5.0, where technological advancements and societal changes require new forms of leadership and organizational structures, OCB plays an even more significant role. Leaders in this environment must cultivate high levels of OCB to adapt to these changes (Antonopoulou, Halkiopoulos, Barlou, & Beligiannis, 2021). Research has shown that leaders who exhibit OCB themselves can motivate and encourage subordinates to follow suit, thereby enhancing organizational performance at multiple levels (Li & Wang, 2022). OCB is crucial in the industrial field (Nuryanto, Basrowi, & Quraysin, 2024). Leaders display OCB by helping colleagues, supervisors, and workers in need while still contributing to the organisation (Parke et al., 2021). Principals, for example, can foster OCB by providing support to their staff, helping create a more positive work environment, and contributing to the overall growth of the organization (Shie and Chang, 2022). Leadership plays a crucial role in predicting Organizational Citizenship Behavior (OCB), as the behaviors exhibited by leaders directly influence the motivations and actions of employees. In certain industries, individuals may choose a career based on both intrinsic and extrinsic factors. For senior executives, extrinsic motivation often comes from factors such as job security, compensation, and extended rest time. These elements underscore the importance of the principal or leadership in providing the majority of these external incentives. By offering such benefits, leaders ensure that employees are not only motivated to meet their job expectations but also willing to go beyond them, contributing positively to the organization's success (Supriyanto, Ekowati, Idris, Susminingsih, & Iswanto, 2020).

Over the past three decades, the concept of Transformational Leadership (TL) has become a focal point for organizational leadership scholars. The relationship between a leader's perspective on their principal's TL style and the resulting Organizational Citizenship Behavior (OCB) is notably stronger than when principals themselves exhibit a TL style (Li & Karanxha, 2024). TL has proven to be one of the most effective leadership styles for managing organizational changes, particularly in times of reorganization within industrial companies. Empirical studies consistently show that TL is highly successful in executing leadership responsibilities and driving organizational outcomes (Khan, Abdullah, Busari, Mubushar, & Khan, 2020). Furthermore, several studies highlight the positive relationship between TL and organizational operations, asserting that TL enhances organizational effectiveness by promoting behaviors aligned with organizational goals (Akdere & Egan, 2020). The connection between TL and OCB is also well-documented in the literature, indicating that TL not only motivates employees to perform their tasks but also encourages them to go above and beyond, contributing to the organization's success (Dewi et al., 2022; Fouzia, Sayyid, Ishfaq, & Madiha, 2018; Novitta, 2021; Nurjanah, Pebianti, & Handaru, 2020; Purnomo & Hadi, 2019; Rimatanti & Darmawan, 2023).

OCB, as a form of voluntary behavior that exceeds regular job duties, is essential for organizational cohesion and sustainability. It helps attract both new employees and leaders into organizations, especially in highly competitive environments like the industrial sector. The ongoing challenge for Human Resources (HR) is to foster OCB within employees to maintain a motivated, dedicated workforce capable of achieving organizational goals and embracing change. OCB also plays a vital role in organizational success. Employees who exhibit high levels of OCB are often more engaged, motivated, and willing to take on additional responsibilities, leading to a positive cycle of increased productivity and growth. This concept aligns with the Sustainable Development Goals (SDGs), particularly those focused on enhancing human well-being and environmental sustainability (Hermanto et al., 2024). A leader's Quality of Work Life (QWL), which includes job satisfaction and a sense of purpose in their work, directly impacts their approach to leadership and, in turn, influences OCB among employees. QWL encompasses various factors such as work environment, job satisfaction, work-life balance, and

overall well-being, all of which are integral to creating a motivated, productive workforce (Pio, 2022). Els et al. (2021) as organizations strive for better alignment with SDGs, the connection between TL, OCB, and QWL becomes even more critical in fostering both individual and organizational growth.

According to Widodo et al. (2023), visionary leadership plays a crucial role in linking Organizational Citizenship Behavior (OCB) and Quality of Work Life (QWL), with organizational commitment serving as a mediator in this dynamic. The quality of work life, which is focused on instilling a sense of security and happiness in employees, directly influences OCB by fostering a positive work environment. QWL can be seen as a multifaceted concept that includes job satisfaction, management engagement, and workplace improvement (Srinivasaiah et al., 2023). This broad definition underscores the importance of leaders ensuring the availability of both physical and nonphysical amenities for all employees, which, in turn, enhances the overall quality of life at work (Pio & Lengkong, 2020). In practice, QWL is a key strategy for Human Resources (HR) to maintain resilience and foster a sense of enjoyment and commitment within the workplace. As organizations face intense competition, the role of QWL becomes even more significant, as employees who experience high QWL tend to develop a positive attitude toward their organization. This leads to stronger organizational commitment (OC) (Abebe & Assemie, 2023; Dewi et al., 2022; Sumarsi & Rizal, 2022) and enhanced OCB (Calen et al., 2021; Pio & Lengkong, 2020; Rimatanti & Darmawan, 2023)When employees feel their work-life balance is well-supported, they are more likely to exhibit behaviors that go beyond their formal job requirements, contributing to the organization's success and growth.

Previous research also highlights the relationship between spiritual leadership and OCB, where QWL or ethical behavior acts as a mediator (Pio & Lengkong, 2020). OCB is inherently voluntary, and employees' willingness to engage in such behaviors is heavily influenced by their interactions within the organization and the organizational processes that shape their experiences. Therefore, organizations must understand the factors that influence employees' OCB levels, as this behavior can significantly impact organizational outcomes (Kasraie, Parsa, Hassani, & Ghasem-Zadeh, 2014). The effective implementation of leadership styles (Pradhan, Jena, & Kumari, 2016). Transactional leadership, has also been shown to positively impact OCB (Daouk, Farmanesh, & Zargar, 2021). However, OCB is not directly rewarded by organizations, which can complicate the motivation to engage in these behaviors (Alfonso, Zenasni, Hodzic, & Ripoll, 2016). As a result, the role of QWL in facilitating OCB needs to be further emphasized. By improving the quality of work life, organizations can cultivate a more engaged and proactive workforce, thereby enhancing OCB and overall organizational performance (Hermawanto, Ahman, & Supriadi, 2022). This illustrates the need for leaders and HR departments to focus on the holistic well-being of their employees, creating an environment where voluntary, positive behaviors thrive.

Organizational Citizenship Behavior (OCB) is a critical factor in fostering interdependence among work unit members, thereby boosting collective performance. To enhance OCB, organizations must first gain a deep understanding of the factors that drive these behaviors. Prior empirical research emphasizes the strategic importance of organizational leadership, particularly Transformational Leadership (TL), in nurturing Quality of Work Life (QWL), which in turn positively influences employee OCB. Studies indicate that both TL and QWL are fundamental components in establishing a culture of OCB within organizations. OCB is characterized by behaviors that demonstrate care, loyalty, and a strong sense of belonging among organizational members. When a large portion of an organization exhibits high levels of OCB, it can significantly contribute to the overall effectiveness and resilience of the organization. However, as organizations evolve and face environmental changes, this can present challenges if OCB is not sufficiently cultivated. Despite the known benefits of OCB, research on the role of QWL in moderating the relationship between TL and OCB remains relatively limited. This research gap presents a crucial opportunity for further exploration.

This study aims to address this gap by focusing on high school teachers as the research subjects. Specifically, the study seeks to empirically test the direct relationships between: Transformational Leadership (TL) and Quality of Work Life (QWL), Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB), and Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB). Moreover, the study will explore the mediating role of Quality of Work Life (QWL) in

the relationship between Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB). By examining these relationships, this research aims to provide a comprehensive understanding of how leadership styles and work-life quality influence employee behaviors, with the ultimate goal of enhancing organizational performance and sustainability.

2. Literature Review

2.1. Correlation Between Transformational Leadership and Quality of Work-Life

The effectiveness of leaders is closely associated with improvements in the quality of work life (QWL) experienced by their subordinates. This relationship reflects the dynamics of social exchange in the workplace, wherein transformational leadership fosters positive work attitudes such as job satisfaction and organizational commitment through enhanced employee work-life quality. This connection is also grounded in justice theory, emphasizing the significance of perceived fairness in compensation and benefit policies in promoting QWL (Nohe & Hertel, 2017). Hastuti and Wibowo (2021) describe QWL as encompassing fair remuneration, a supportive work environment, accessible occupational health services, and balanced working hours. Additionally, the Sustainable Development Goals (SDGs) highlight QWL as integral to achieving environmental preservation and human well-being. Transformational leaders, by fostering fairness and equity in the workplace, can enhance QWL, which in turn strengthens the working relationships between leaders and their subordinates.

Research by Pio and Lengkong (2020) confirms that transformational leadership has a significant positive impact on QWL. Leaders who adopt transformational strategies enhance employees' perceptions of their work-life quality by addressing core needs such as equitable compensation, supportive workplace conditions, and respect between management and workers. Similarly, individuals in operational and production roles value these QWL components, recognizing their importance in achieving job satisfaction and commitment (Nababteh & Alkshali, 2020). Previous studies further substantiate these findings, demonstrating that transformational leadership improves workplace quality through key attributes such as individualized consideration, intellectual stimulation, motivational inspiration, and idealized influence (Majeed, Ramayah, Mustamil, Nazri, & Jamshed, 2017; Nababteh & Alkshali, 2020). This study seeks to extend these findings to the educational sector, hypothesizing that transformational leadership in schools is significantly linked to enhancing teachers' QWL. By fostering an environment where educators feel valued, fairly treated, and supported, transformative leadership can positively shape the professional experiences of teachers, ultimately benefiting the institution as a whole. Based on the theoretical and empirical foundations discussed, the following hypothesis is posited:

H₁: There is a positive correlation between transformational leadership and quality of work-life.

2.2. Correlation Between Quality of Work-Life and Organizational Citizenship Behavior

Ensuring a healthy work-life balance among employees not only motivates them to fulfill their responsibilities but also drives them to go beyond the call of duty when necessary. Employees may voluntarily perform tasks outside their formal obligations, demonstrating a proactive and altruistic attitude. As noted by Grego-Planer (2019) an employee's organizational citizenship behavior (OCB) is largely influenced by their level of satisfaction and quality of work life (QWL). Key components of QWL include workplace safety, equitable remuneration systems, fair and competitive salaries, and opportunities to enhance productivity (Jiatong et al., 2022). These elements collectively foster a supportive and conducive work environment, enabling employees to contribute more effectively to organizational goals. Empirical research has consistently confirmed the positive association between QWL and OCB. For example, a study by (Senjaya & Anindita, 2020) found that QWL serves as a significant predictor of OCB. Furthermore, numerous studies (Purwanto et al., 2020; Purwanto, Purba, Bernarto & Sijabat, 2021, 2023; Pio & Darmawan, 2023) have demonstrated that QWL is positively and strongly correlated with OCB. Employees who experience a high quality of work life exhibit higher levels of commitment, cooperation, and willingness to support colleagues and the organization. Building on the theoretical and empirical insights discussed above, this study proposes the following hypothesis:

H₂: There is a positive correlation between quality of work-life and OCB.

2.3. Correlation between Transformational Leadership and Organizational Citizenship Behavior

Various leadership styles—charismatic, transactional, and transformational—have been shown to enhance subordinates' organizational citizenship behavior (OCB) (Hermanto et al., 2024). The relationship between transformational leadership (TL) and OCB in workers is rooted in Social Cognitive Theory (SCT) (Nohe & Hertel, 2017); suggesting that OCB is a key mechanism for leaders to inspire followers to exceed their formal job requirements (Thiruvenkadam & Durairaj, 2019). TL motivates subordinates to excel in innovation and large-scale change. With its emphasis on innovation and significant organizational change, TL motivates employees to excel and adapt to new challenges, fostering greater employee performance. In essence, transformational leadership plays a pivotal role in cultivating OCB among employees (Dewi et al., 2022; Hadi, Hamidah, Saerang, & Saerang, 2020; Indradewa, Yanuar Syah, Fajarwati, & Author, 2021; Nurjanah et al., 2020; Purwanto et al., 2021; Qalati, Zafar, Fan, Sánchez Limón, & Khaskheli, 2022).

TL inspires employees to go beyond their prescribed roles, fostering behaviors that contribute to organizational culture. The social exchange theory (SET) provides a solid framework for understanding why TL is associated with enhanced OCB. This theory highlights reciprocity in social interactions, where positive leadership behaviors generate corresponding positive actions from subordinates (Majeed et al., 2017). TL nurtures employee morale, motivating them to take on more meaningful and proactive work. Leaders who adopt transformational practices inspire their subordinates to internalize corporate goals, fostering a deep sense of commitment that goes beyond personal interests, encouraging the demonstration of OCB. An intrinsically motivated employee who aligns with the organization's values is more likely to contribute to its success without seeking personal gain. This is especially true in educational settings, where a positive relationship between principals and teachers often results in teachers' willingness to exceed official role expectations and contribute to the school's growth. This engagement is a direct manifestation of OCB. Majeed et al. (2017) and Davis et al. (2022) confirmed that TL positively correlates with OCB, further substantiating this connection. In light of the above findings, the following hypothesis is proposed:

H_3: There is a positive correlation between transformational leadership and organizational citizenship behavior

2.4. The Role of Work-Life Quality Mediation in the Correlation Between Transformational Leadership and Organizational Citizenship Behavior

Several factors, including transformational leadership (TL), work-life quality (QWL), job satisfaction, and organizational commitment, play a significant role in predicting organizational citizenship behavior (OCB) among employees. TL not only has a direct impact on OCB but also exerts an indirect influence through its mediation of various other variables. Leaders who employ TL strategies inspire subordinates to go beyond the expectations of the organization by reshaping their vision, setting an example, and focusing on improving the quality of their work life, ultimately motivating employees to enhance their performance. TL techniques have been shown to substantially increase QWL (Majeed et al., 2017; Nababteh & Alkshali, 2020), and in turn, QWL has a positive effect on employees' OCB (Dewi et al., 2022; Sumarsi & Rizal, 2022). QWL is crucial in meeting workers' expectations and increasing their satisfaction with the organization. Satisfied employees are more likely to invest their efforts into the organization, demonstrating high levels of OCB. Additionally, TL fosters a sense of confidence, admiration, loyalty, and respect among employees for their leaders. As a result, workers are more willing to take on additional tasks and responsibilities, going beyond what is required for the organization's benefit. QWL serves as an organizational tool for enhancing internal operations, humanizing the workplace, and promoting democratic decision-making among employees.

Empirical research by Novitta (2021) highlights that TL indirectly influences OCB through mediators such as success and motivation. Thiruvenkadam and Durairaj (2019) found that job satisfaction is a perfect mediator in this relationship, showing that TL's impact on OCB is strengthened through employee satisfaction. Similarly, (Alshaabani, Naz, Magda, & Rudnák, 2021) discovered that psychological empowerment mediates the effect of TL on OCB in Pakistani academics. Jabbar, Mahmood, and Qambar (2020) found that meaningful employment partially mediated the relationship

between TL and OCB. Moreover, (. J. Pio & Lengkong, 2020) identified that QWL mediates the relationship between spiritual leadership and OCB.

Additionally, Phetsombat and Na-Nan (2023) found that ethical leadership indirectly influenced teachers' OCB, with job stress and satisfaction serving as mediators. These findings underscore the importance of various leadership styles and their indirect influence on OCB through mediators like job satisfaction, psychological empowerment, QWL, and meaningful work. While many studies have explored indirect relationships between leadership styles and OCB, there is a gap in the literature regarding the role of QWL in moderating the link between TL and OCB. To address this gap, the current study examines how QWL mediates the relationship between TL and OCB. Based on this premise, the following hypothesis is proposed:

H₄: Quality of work-life mediates in the correlation between transformational leadership and OCB
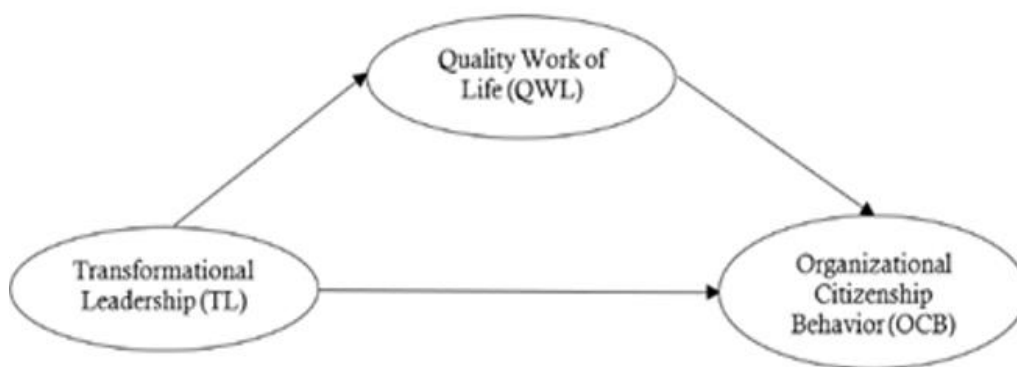
Figure 1.
Antecedents and consequences of brand equity.
Source: Literature Review.

3. Methodology

This research develops a conceptual framework to examine how digital investment decisions are shaped by two critical constructs: financial knowledge and financial behavior. A structured survey questionnaire was designed based on this model, and data were collected from 200 respondents across diverse industries in Central Java, Indonesia, via Google Forms. The study employed a convenience sampling method, a practical approach often utilized in gathering customer insights within commercial or market-focused contexts. Participants were selected from the accessible population, making this method an efficient way to collect community-based responses. The survey was conducted over six months, from October 2023 to April 2024. (Sondhia et al., 2023).

The instrument, designed to capture participants' perceptions and attitudes, included constructs with four indicators each for transformational leadership, quality of work life, and organizational citizenship behavior. Each item was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was chosen for its efficiency in minimizing respondent fatigue while providing an option for neutrality through the "neither agree nor disagree" category. Previous studies have highlighted the advantages of using this scale in survey-based research (Chatterjee, Chaudhuri, González, Kumar, & Singh, 2022; Dubey et al., 2019; Gupta, Justy, Kamboj, Kumar, & Kristoffersen, 2021). The cross-sectional data collected were subsequently cleaned and validated to ensure accuracy.

Data analysis was performed using Structural Equation Modelling (SEM) through Smart PLS software. This involved evaluating measurement models and structural paths, followed by bootstrapping for robust estimations. The primary objective of the study was to analyze both the direct and total effects of financial knowledge and behavior on digital investment decisions while also investigating the mediating role of financial behavior. The findings offer deeper insights into the

interconnectedness of these constructs, advancing the understanding of decision-making dynamics in the context of digital investments.

4. Results and Discussion
4.1. The Validity Test
Table 1 presents the findings related to convergent validity, including indicator reliability, construct reliability, and validity. The results of reliability tests, as outlined in Table 3, were derived from calculations of Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Notably, the reliability test outcomes, detailed in Table 1, demonstrate values exceeding 0.7, which represents the upper threshold observed. Cronbach's Alpha was employed to analyze the collected data, with findings aligning with recommendations from prior research (Bjekić, Strugar Jelača, Berber, & Aleksić, 2021; Taber, 2018). The CR values, which also exceeded 0.7, were found to be the highest among the reported measures of composite dependency. Researchers have suggested that a Critical Composite Reliability threshold of at least 0.7 is acceptable and sufficient for evaluating construct reliability. Based on the presented data, it can be confidently concluded that the CR requirements were fulfilled. Composite reliability, often viewed as a robust alternative to Cronbach's Alpha, generally yields slightly higher values, although the differences are negligible (Peterson & Kim, 2013).

To assess convergent validity, the average variance extracted (AVE) was examined, as shown in Table 3. The reported AVE values consistently exceeded 0.5, representing the minimum benchmark for acceptability (Rouf Akhtaruddin, 2018). This confirms that the criteria for convergent validity were satisfied across all measured dimensions. Additionally, discriminant validity was evaluated using several approaches, including convergent validity and the heterotrait-monotrait (HTMT) ratio, as recommended in previous studies (Hamid et al., 2017). The findings confirm that the constructs meet the required thresholds, underscoring the robustness of the measurement model.

Table 1.
Correlations, measures of reliability, and validity.

Constructs	Cronbach's alpha	rho_A	CR
Transformational leadership (TL)	0.940	0.944	0.958
Quality work of life (QWL)	0.916	0.920	0.941
Organizational citizenship behavior (OCB)	0.940	0.944	0.958
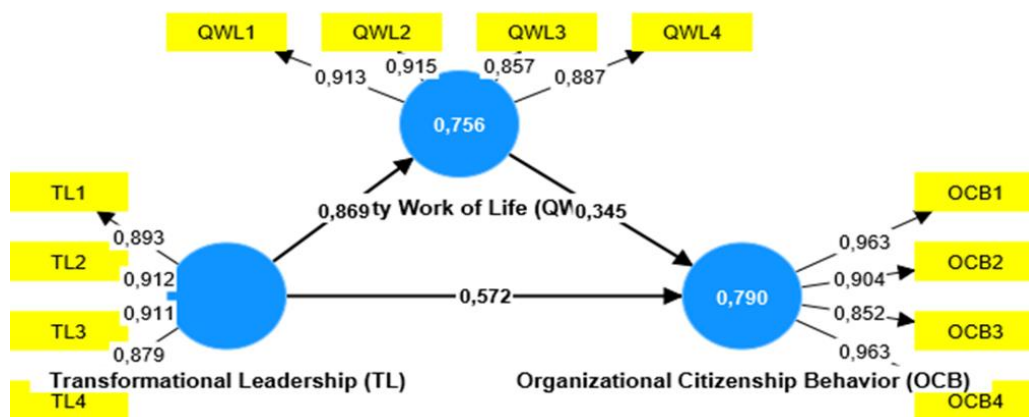
Figure 2.
Estimated path coefficients.
Source: Smart-PLS Output (2024).

4.2. Structural Relationships
Table 2 provides a summary of the model variables, detailing key structural relationship indicators such as means, standard deviations, T-statistics, and p-values. The data in this table allow the following

conclusions to be drawn: A positive and statistically significant relationship exists between Transformational Leadership (TL) and Quality of Work Life (QWL) (β = 0.869; T = 6.571; p < 0.01). A positive and significant relationship is evident between QWL and Organizational Citizenship Behavior (OCB) (β = 0.345; T = 5.478; p < 0.01). A direct and significant positive relationship is also observed between TL and OCB (β = 0.872; T = 6.160; p < 0.01).

4.3. Mediation

The structural mediation relationships are illustrated in Table 3 and Figure 3. The Sobel test results indicate significant positive mediation effects in the pathway linking TL and OCB. The mediation analysis performed using Smart PLS software corroborates these findings. Specifically, QWL serves as a mediator in the relationship between TL and OCB, as demonstrated by the pathway TL → QWL → OCB (H4: β = 0.300; T = 5.524; p < 0.01). These results underscore the role of QWL in enhancing the impact of transformational leadership on organizational citizenship behavior.

Table 2.
Structural relationships.

	β	T statistics	Result
TL -> QWL	0.869	6.571*	Accepted
QWL -> OCB	0.345	5.478*	Accepted
TL -> OCB	0.872	6.160*	Accepted

Note: *p< 0.01.

Table 3.
Test for mediation

	β	T statistics	Result
TL -> QWL -> OCB	0.300	5.524*	Accepted

Note: *p< 0.01.
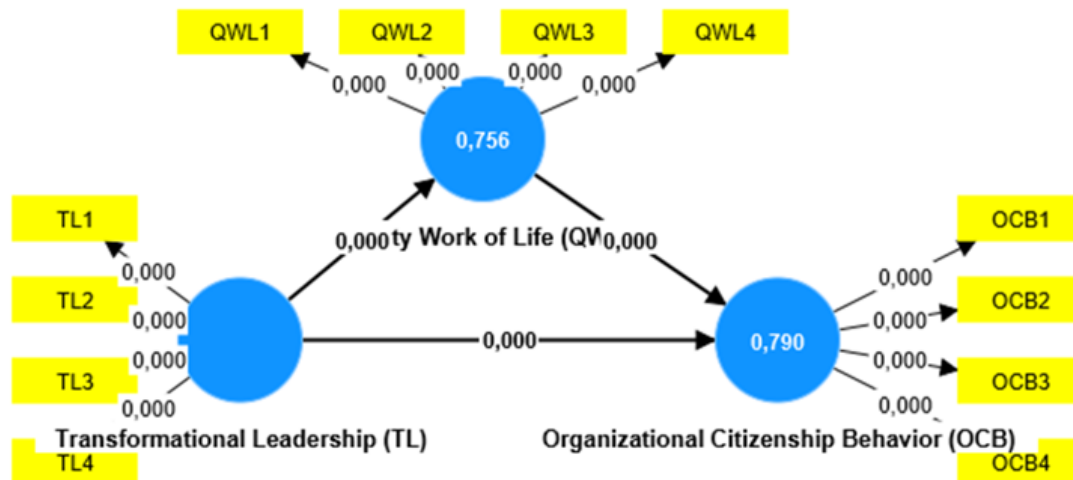
Figure 3.
Empirical research method.

The results of the first hypothesis testing indicate that transformational leadership (TL) has a significant and positive impact on quality of work life (QWL). Transformational leaders empower employees by ensuring their financial and moral rights, fostering adherence to shared values and beliefs, and guiding them toward constructive behaviors. This leadership style attracts and retains highly skilled individuals, reducing turnover rates. TL prioritizes employee motivation by addressing their needs and recognizing their humanity, ultimately promoting a better work-life balance. Previous studies

by Nababteh and Alkshali (2020) and Hermanto et al. (2024) reinforce these findings, emphasizing the strong connection between TL and improvements in QWL. Key aspects influenced by TL include work design, capacity building, career advancement, fair compensation, and social integration, all of which contribute to a more fulfilling work environment.

The second hypothesis testing reveals a positive and significant relationship between QWL and Organizational Citizenship Behavior (OCB). This aligns with Spector's perspective (2019) assertion that satisfaction with QWL is a primary driver of OCB. Tangible organizational efforts, such as providing additional benefits beyond basic salaries, serve as evidence of a commitment to improving employees' quality of work-life (Sumarsi & Rizal, 2022). The QWL indicators examined in this study—employee participation, equitable compensation, pride in the organization, job security, workplace safety, wellness programs, career development, conflict resolution, and effective communication—were all found to positively influence OCB among employees. These findings are consistent with those of Sumarsi and Rizal (2022), who noted that employees provided with competitive rewards, a supportive work environment, clear regulations, and opportunities for challenging tasks and self-development are more likely to demonstrate behaviors aligned with organizational norms.

The study's findings align with earlier research that identified a robust and significant association between QWL and OCB (Pio & Lengkong, 2020; Purwanto et al., 2021; Rimandtanti & Darmawan, 2023). Ojo et al. (2020) similarly argue that organizational leaders should actively enhance QWL to promote key OCB traits such as altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. By improving these traits, organizations can inspire employees to perform at higher levels, act ethically, and align their behaviors with the achievement of organizational objectives.

The findings of this study reinforce the theoretical notion that the more transformational a company's leadership style, the higher the Organizational Citizenship Behavior (OCB) among its employees. Transformational leadership (TL) demonstrates a strong and favorable relationship with OCB, as evidenced by this study's results and consistent with prior research highlighting a significant positive association (Dewi et al., 2022; Hadi et al., 2020; Hermawanto et al., 2022; Novitta, 2021; Nurjanah et al., 2020; Purwanto et al., 2021; Qalati et al., 2022; Rimatanti & Darmawan, 2023).

The extent to which an organization progresses—whether a corporate entity or an educational institution—depends significantly on how effectively its leaders fulfill their roles to ensure organizational survival and growth. As coordinators of their respective institutions, leaders such as school principals play a critical role in ensuring success. Transformational leadership integrates innovative thinking and modern paradigms to address today's global challenges. Principals employing this leadership style can support teachers' professional development and inspire fresh approaches to problem-solving. By doing so, they motivate and encourage their teams to exceed traditional expectations and work collaboratively toward shared goals (Hermanto et al., 2024).

Some research suggests that specific OCB traits may exhibit gender differences. Compassion, civility, and conscientiousness, for instance, are often associated with feminine OCB traits, while sportsmanship and civic virtue are considered more neutral or masculine (Memon et al. 2017). This implies that women may be more inclined to engage in cooperative and altruistic organizational behaviors, such as helping colleagues and fostering collaboration. These findings align with studies that identify significant differences in OCB levels between male and female employees (Ketchen 2017).

The results of testing the fourth hypothesis reveal that quality of work life (QWL) serves as a partial mediator in the relationship between TL and OCB. This finding aligns with Hermanto et al. (2024), who highlighted the importance of mediating factors in organizational dynamics. By comparing the strength of the relationship between TL and OCB before and after including QWL as a mediating variable, this study confirms the partial mediation effect. These findings also mirror those of Widodo et al. (2023), who demonstrated that visionary leadership significantly impacts OCB through QWL. This study thus fills an existing research gap, particularly regarding the mediating role of QWL in the TL-OCB relationship, an area previously underexplored in academic literature.

QWL is a critical component of managing workplace activities effectively, fostering alignment between leaders and subordinates. As an integral part of organizational management, QWL aims to continuously enhance employees' workplace experiences while promoting their overall well-being.

Transformational leaders play a pivotal role in improving employees' working conditions by ensuring a sense of security, mutual respect, and opportunities for growth and development. These enhancements not only boost employee satisfaction but also contribute to fostering OCB traits that benefit the organization.

5. Conclusion

The key findings from this study are summarized as follows: Transformational leadership is significantly associated with quality of work life (QWL). Transformational leadership demonstrates a positive and significant relationship with organizational commitment. A strong positive relationship exists between transformational leadership and Organizational Citizenship Behavior (OCB). QWL partially mediates the relationship between transformational leadership and OCB. The mediating role of QWL in the connection between transformational leadership and OCB represents a novel contribution, addressing gaps in previous research. Furthermore, the investigation of OCB as a mediating variable provides a fresh perspective on the dynamics between transformational leadership and OCB, marking a significant step forward in this study area.

The study offers practical insights into applying Transformational Leadership as a strategy to enhance OCB. These implications highlight the opportunity to foster OCB development, which is increasingly recognized as critical for addressing challenges in the modern industrial sector. Despite this recognition, actionable initiatives remain scarce. By leveraging the research approach and data analysis presented here, this study uniquely addresses the interplay between transformational leadership, QWL, and OCB within the Indonesian industrial context. As such, these findings may serve as a foundation for advancing the industrial sector by designing and implementing flexible work programs and other strategic actions aimed at improving work-life quality and citizenship behavior.

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